



THE CATHOLIC UNIVERSITY OF AMERICA
Metropolitan School of Professional Studies

Washington, DC 20064

Tel: 202-319-5256

Fax: 202-319-6032

Master of Science in Management
Course Descriptions

Available at <http://metro.cua.edu/masters/msm.cfm>. (Use “Course Descriptions” link at bottom of page.)

CORE COURSES

MBU 501 Communicating Effectively as a Manager (3)

Helps develop knowledge of, and skills in, effective communication by exposing students to a combination of communication theory and applications. The course emphasizes the development of advanced written and oral communication skills through its focus on preparing and delivering oral presentations, writing business reports and communiqués, and managing interpersonal communications.

MBU 505 Project Management (3)

Introduces students to the principles underlying effective project management, providing the knowledge, skills, and framework necessary to manage a real project in the workplace. Topics covered include the project life cycle, stakeholder identification, resource allocation, cost management, scheduling techniques, and human resource aspects of project management. Reviews MS Project as a useful tool to effectively and efficiently manage a project.

MBU 514 Leadership Foundations (3)

Surveys, compares, and contrasts contemporary theories of leadership, providing students the opportunity to assess their own leadership competencies and how they fit in with models of leadership. Students also discuss current literature, media coverage, and case studies on leadership issues.

MBU 516 Managing People and Performance (3)

Examines human behavior in organizations and its implications for managing individuals, groups, and teams to achieve organizational effectiveness. Topics covered include group dynamics, team-building, performance appraisal processes, diversity, and managing a global workforce.

MBU 533 Human Resource Management and Strategy (3)

Explores the function of human resource management in an organization, addressing such critical areas as recruitment and selection, compensation and benefits, performance management, and organization development. Addresses how human resource programs and activities can be aligned with an organization's strategic goals and objectives to enhance organizational effectiveness.

MBU 619 Strategic Planning and Implementation (3)

Effective organizations strategically design their mission, vision, structure, and operations to anticipate and respond to external threats, opportunities, and conditions. This course explains how organizations formulate, implement, and evaluate strategies that help ensure their sustainability and profitability. Integrates case studies to provide practical examples of strategic management concepts.

MBU 652 Managerial Decision-Making: Finance & Budgeting (3)

Serves as an introduction to decision-making tools used by managers. The course focuses heavily on financial management, addressing concepts and principles, terminology, budgeting techniques, and financial reporting. Introduces the concept of "metrics" and discusses how they are used to enhance management effectiveness.

MBU 674 Master's (M.S.M.) Capstone (3)

Students synthesize knowledge gained from both a literature survey and participation in the program to produce a significant research or applied project in an area of particular interest. Students typically apply their new knowledge and insights to an issue currently facing their employing organization.

TRACK COURSES

FEDERAL ACQUISITION AND CONTRACT MANAGEMENT

MBU 570 Contract Management and Administration (3)

Discusses the acquisition and contract management environment from the government's and the contractor's perspectives. The focus is on federal acquisition regulations, contract types most frequently used in federal contracting, and duties performed by contracting personnel during the contract administration phase of the acquisition process.

MBU 573 Legal Aspects of Government Contracting (3)

Addresses the principal legal issues that often arise in federal contracting and discusses the purpose, interpretation, applicability, and administrative ramifications of laws, regulations, and executive orders relevant to prime contracts and subcontracts. Decisions from the Comptroller General, the Boards of Contract Appeals, and the courts are examined. Topics include: formation of government contracts and formal dispute resolution.

MBU 576 Contract Pricing, Negotiations, and Source Selection (3)

Emphasizes factors to consider in contract pricing, contracting by negotiation, and source selection. Primary focus is on analytical techniques for conducting price and cost analysis in preparation for negotiations. Discusses methods for examining all categories of costs along with the theory and practice of negotiations in order to develop the knowledge, attitude and skills required to successfully negotiate the best value for the government. Methods and techniques, from developing requirements to final source selection and contract award, are examined.

MBU 578 Performance of Government Contracts (3)

Emphasizes the use of performance-based methods in contracting, such as statements of objectives, contractor-developed statements of work, oral proposals, past performance evaluation, and risk identification and mitigation. The content is completely current with federal laws, regulations and operating procedures.

FEDERAL PROGRAM MANAGEMENT

MBU 570 Federal Contract Management & Administration (3)

See Federal Acquisition & Contract Management Track, above.

MBU 5xx Program Management in the Federal Government (3)

Description is forthcoming.

MSO 575 Public Administration (3)

Provides a comprehensive overview of public administration in the American system of government. The course discusses the nature of public administration and the effects of government structure on executive branch behavior.

MSO 5xx Public Policy Analysis & Implementation (3)

Description is forthcoming.

HUMAN RESOURCE MANAGEMENT

MBU 523 Legal Environment in Human Resources (3)

Provides an understanding of the legal issues impacting organizations. Examines current laws, regulations and court decisions and how they impact the role and responsibilities of the human resource manager. Covers such topics as equal employment/ affirmative action programs, OSHA, and employee rights to privacy.

MBU 543 Labor-Management Relations (3)

Analyzes the economic and institutional aspects of collective bargaining and their impact on the economy. Addresses attitudes and policies of unions and management, negotiation and grievance procedures in both unionized and non-unionized firms, ethical issues in labor-management relations, and public policies toward collective bargaining.

MBU 564 Compensation and Benefits (3)

Examines the integral parts of total compensation packages as they exist within the various economic sectors. Rationale for design and implementation of cost-effective compensation benefits programs. Explores specifics of wage and salary program structure and administration within the framework of existing business and economic climates.

MBU 566 Human Resource Development and Training (3)

Explores theories, processes, and practices in training and development, addressing such topics as adult learning, instructional design, evaluation, coaching, management development, organization development and change, job training, and career development.

MBU 627 Human Resource Information Systems and Communication (3)

Provides an understanding of the leading Commercial Off-The-Shelf (COTS) human resource software packages available to large enterprises: Enterprise Resource Planning (ERP) Software Applications such as PeopleSoft, SAP, or BAAN, will be compared with respect to the principles of information resources and systems management in the human resource function of a company. Emphasizes the role of ERPs in multi-national firms. Class will discuss challenges of project management.

MBU 653 HR Budgeting and Metrics

Addresses the concepts and principles of financial management of particular relevance to human resource practitioners. Emphasis is placed on learning the principles of budgeting. Also examines organizational and HR-specific measures that can be used to help determine the effectiveness of the HR function. Strong recommended: Completion of MBU 533, 564, 566.

LEADERSHIP

MBU 647 Advanced Managerial Communication (3)

See Organizational Communication Track, below.

MBU 661 Ethical Leadership (3)

Explores the moral, ethical, and social responsibilities of organizational leaders. Addresses theoretical and practical applications of ethical principles to help illustrate how ethical considerations impact decision-making, organizational functions, and the work environment. Assists aspiring leaders in refining their own moral and ethical compasses to guide them in leading their organizations.

MBU 664 Developing Leadership Competencies (3)

Students build on their understanding of leadership theory and practice gained from the leadership foundations course to assess, reflect on, and develop their own leadership skills and competencies. The course may incorporate activities such as case studies, experiential exercises, field projects, and assessment instruments (e.g., the Campbell Leadership Index or Lominger Limited Leadership Assessment).

MBU 667 Leading Organizational Change (3)

In today's dynamic economy, there is increasing need for ongoing organizational assessment and realignment to ensure the organization's ability to serve its customers effectively. This course examines the skills and knowledge that leaders need to manage this change process successfully. The full change process is explored, including organizational assessment; the selection, design, and implementation of appropriate interventions; and evaluation.

MBU 668 Organization Development (3)

See Organization Development Track, below.

MSO 586 Corporate Social Responsibility (3)

See Social Entrepreneurship Track, below.

ORGANIZATION DEVELOPMENT

MBU 510 Organizational Theory & Behavior (3)

This course covers both the theoretical and empirical research on human behavior in business, public, and nonprofit institutions. Students examine internal structures such as hierarchy and authority and structural variations, as well as the dynamic aspects of organization behavior, including such topics as leadership, motivation, supervision, communication, and control. The impact of cultural and ethical issues on organizational behavior is also covered.

MBU 566 Human Resource Development and Training (3)

Explores theories, processes, and practices in training and development, addressing such topics as adult learning, instructional design, evaluation, coaching, management development, organization development and change, job training, and career development.

MBU 667 Leading Organizational Change (3)

In today's dynamic economy, there is increasing need for ongoing organizational assessment and realignment to ensure the organization's ability to serve its customers effectively. This course examines the skills and knowledge that leaders need to manage this change process successfully. The full change process is explored, including organizational assessment; the selection, design, and implementation of appropriate interventions; and evaluation.

MBU 668 Organization Development (3)

Organizational Development is a multi-level process for guiding organizations through times of change, dysfunction, or complexity. This course will examine basic concepts of organizational development, the practical applications of organizational development theories, different types of organizational change, the organizational diagnosis process, and the various types of organizational interventions and when they are most effective.

ORGANIZATIONAL COMMUNICATION (formerly Professional Communication)

MBU 540 Integrated Communication: Marketing and Public Relations (3)

Addresses the coordinated use of public relations, marketing, and internal/stakeholder communications to achieve an organization's strategic goals..

MBU 566 Human Resource Development and Training (3)

Explores theories, processes, and practices in training and development, addressing such topics as adult learning, instructional design, evaluation, coaching, management development, organization development and change, job training, and career development.

MBU 647 Advanced Managerial Communication (3)

Building on the groundwork laid in *Communicating Effectively as a Manager*, this course focuses on developing the more advanced personal and interpersonal communication skills typically required of managers. Addresses such areas as writing proposals, communicating with the media, handling high-stress communications, and crisis management.

PROJECT MANAGEMENT

MBU 507 Project Scheduling & Cost Control (3)

Description is forthcoming.

MBU 508 Risk Management (3)

Description is forthcoming.

MBU xxx Advanced Topics in Project Management (3)

Description is forthcoming.

SOCIAL ENTREPRENEURSHIP

MSO 584 Principles and Practices of Social Entrepreneurship (3)

Social Entrepreneurship is an emerging industry that seeks to apply the best of private sector innovation to social policy challenges. This course examines common definitions and types of social entrepreneurship, the emerging area of impact investing, and key concepts and approaches.

MSO 585 Public-Private Partnerships (3)

Provides an introduction to the role public agencies and private corporations play in partnership to solve social problems in a variety of sectors. This course will consider public-private partnerships, projecting finances, quality, contract and discretionary regulation, asset valuation, and managing the political context in which decisions are made.

MSO 586 Corporate Social Responsibility (3)

Covers basic ethical, moral, legal, economic, and business considerations that influence corporate behavior. The course also examines theoretical, substantive, and practical aspects of the definition, scope and nature of Corporate Social Responsibility.

MSO 587 Social Enterprise Development (3)

Focuses on innovative approaches to creating social value through the development of social businesses. The course discusses the strategic tools social entrepreneurs use, factors pivotal to success, and the challenges that social enterprises face from inception to maturity.