



## **Master of Science in Management: Course Descriptions**

### **CORE COURSES**

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#### **MBU 501 Communicating Effectively as a Manager (3 credits)**

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: Tools and Techniques (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 673 Master’s Capstone in Management (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**

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### FEDERAL ACQUISITION AND CONTRACT MANAGEMENT

#### 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.

#### 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 categories of costs, along with the theory and practice of negotiations, in order to develop the knowledge and skills required to negotiate the best value for the government. Methods and techniques, from developing requirements to final source selection and contract award, are examined.

#### Legal Aspects of 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.

#### 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 – all in the context of current federal laws, regulations, and operating procedures.

## 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.

## LEADERSHIP

### 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 incorporates case studies, experiential exercises, field projects, and assessment instruments such as the Campbell Leadership Index or the Lominger Limited Leadership Assessment.

### 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.

### 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.

## PROFESSIONAL COMMUNICATION

### 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.

### Integrated Organizational Communication (3)

Discusses the importance of, and approaches for, developing a communication strategy that allows an organization to project a single "voice" and image to all of its constituencies. Examines various components of a corporate communication strategy that incorporates media, investor, and government relations; advertising; and internal communications.

### Public Relations: Managing External Communications (3)

Examines methods by which an organization can develop and maintain communications with external stakeholders and constituencies. The focus of the course is on how to implement an actual Public Relations program. Discusses a wide range of external communications involving, for example, the media, government, customers/consumers, and international/cross-cultural communities.

## SPORT MANAGEMENT

### Event and Facility Management (3)

Discusses two activities that are critical to the success of many sport organizations: event and facility management. The course first examines the planning, construction, and maintenance of facilities, and then discusses the principles and practices involved in successful event management. Planning, funding, delivery, and evaluation of sporting events are all addressed.

### Internship in Sport Management (3)

Provides students with the opportunity to earn both academic credit and professional experience in sport management. In coordination with the program staff, students secure work opportunities in sports management that are of particular interest to them. Internships may be paid or volunteer and based in any of a wide variety of sport organizations. The course requires students to maintain a detailed project log and to produce a significant paper demonstrating their ability to apply the knowledge and skills learned during the program to practical situations.

### Legal Issues in Sport Management (3)

Explores various legal issues impacting sport organizations, including personal injury liability, safety, risk, and insurance. Discusses laws and legal cases which most impact sport organizations.

### Sport Finance and Fundraising (3)

Provides an overview of the principles and practice of financial management in sport settings, to include discussion of accounting, purchasing, and budgeting. A critical part of a sport organization's finances may come from success in fundraising, so this course also discusses fundraising principles, the importance of fundraising to sport organizations, and how to develop successful fundraising initiatives.

### Sport Management: Principles and Practices (3)

Discusses management principles and practices with an emphasis on their role in sport organizations. The course emphasizes specific managerial knowledge and skills needed by sport organizations and allows students to assess their own strengths and weaknesses as they relate to possible sport management careers. The course also provides a general overview of the components involved in sport management, providing the foundation and context for subsequent coursework.

### Sport Marketing (3)

Discusses marketing concepts and specifically how they apply to sport organizations. Topics addressed include: the marketing mix, consumer behavior, advertising, public relations, market research, integrated marketing communications, and marketing strategy. Case studies and applied projects will be used to provide both a theoretical and a practical understanding of how marketing is applied in a sport environment.