SCHOOL OF BUSINESS AND MANAGEMENT

James Fogal, PhD
Interim Dean

The School of Business and Management (SBM) prepares students with useful professional-level competency, grounded in the NDNU hallmarks and our rich heritage of innovation, achievement, and promotion of diversity, which allows them to thrive in our ever-changing global business environment. In growing personally and socially, as well as professionally, students gain the critical skills and knowledge to become significant contributors in both their vocation and their community.

SBM degree programs mirror the fast pace and global reach of today's business environment and provide applied learning incorporating relevant industry and foundational knowledge to prepare graduates for professional advancement.

Master of Business Administration

Jordan Holtzman, DBA
Program Director

The Master of Business Administration (MBA) degree program at NDNU focuses on fostering innovation, management, and leadership competencies through the practice of analytical decision-making and problem solving. Our MBA program develops useful professional skills recognized as essential in today's business environment, including strategic thinking, interpersonal communication, critical decision-making, global business management, leadership, leveraging technological advances, systems thinking, ethics, and corporate social responsibility. The program combines theory with practice and explores the evolving nature of managerial practices and social and political factors impacting an increasingly technology-driven, globalizing business environment.

Admission Information

Fully admitted students will need to meet the following requirements:

1. A four-year bachelor's degree from a regionally accredited institution

2. A cumulative grade point average of 2.5 or better

3. Two academic and/or professional recommendations

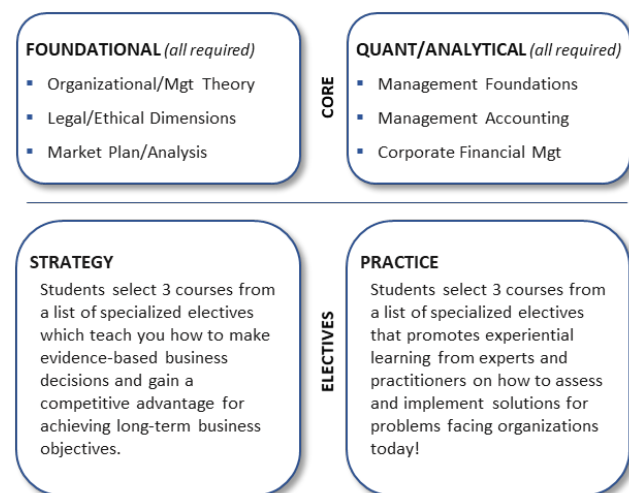4. A personal interview with the Program Director may be required.

International students should also refer to the general graduate admission requirements (p. 14).

Learning Outcomes

- Students will be able to understand, analyze, and communicate global, economic, legal, and ethical aspects of business.

- Students will be able to demonstrate effective leadership and collaboration skills needed to make business-critical decisions and accomplish functional, organizational, and professional goals.

- Students will be able to demonstrate written and oral communication and information literacy competencies that support the effectiveness of strategic planning, marketing, and operational activities.

- Students will be able to evaluate and apply the effective use of technology to optimize business performance.

- Students will be able to develop comprehensive solutions to business problems by synthesizing and evaluating information using qualitative and quantitative methods of reasoning and analysis.

- Students will be able to apply the NDNU Hallmarks (community engagement and social justice) to course curriculum.

36 unit / 12 course program

CORE

FOUNDATIONAL *(all required)*
- Organizational/Mgt Theory
- Legal/Ethical Dimensions
- Market Plan/Analysis

QUANT/ANALYTICAL *(all required)*
- Management Foundations
- Management Accounting
- Corporate Financial Mgt

ELECTIVES

STRATEGY
Students select 3 courses from a list of specialized electives which teach you how to make evidence-based business decisions and gain a competitive advantage for achieving long-term business objectives.

PRACTICE
Students select 3 courses from a list of specialized electives that promotes experiential learning from experts and practitioners on how to assess and implement solutions for problems facing organizations today!

Degree Requirements

The MBA program requires 36 semester units of graduate course credit:

- Core — 18 units

- Electives — 18 units

MBA Core Courses

These courses are designed to prepare students in the functional areas traditionally comprising the field of Business Administration. Students must complete all of the Core Courses.

BUS 4000	Organizational/Management Theory	3
BUS 4001	Management Foundations	3
BUS 4040	Legal and Ethical Dimensions of Business	3
BUS 4100	Management Accounting	3
BUS 4108	Corporate Financial Management	3
BUS 4400	Marketing Planning and Analysis	3
	Subtotal: 18	

Electives are chosen in consultation with an advisor.

Select courses designated MBA elective: Strategy	9
Select courses designated MBA elective: Practice	9
Subtotal: 18	
Total Credit Hours: 36	

Master of Public Administration

Jeff Cox, MS
Program Director

The Master of Public Administration (MPA) prepares students to meet modern-day demands for accountability and effectiveness in public and nonprofit organizations. The MPA curriculum develops theoretical and practical foundations for the practice of effective public management in a wide range of public service functional areas. Students gain relevant knowledge and skills in public policy, administration, program evaluation, and decision-making in order to be effective advocates for change. This degree program emphasizes close involvement with leaders from a wide variety of public sector organizations, enabling graduates to make contributions to various levels and functions of administration.

Admission Information

Fully admitted students will need to meet the following requirements:

1. A four-year bachelor's degree from a regionally accredited institution
2. A cumulative grade point average of 2.5 or better
3. Two academic and/or professional recommendations
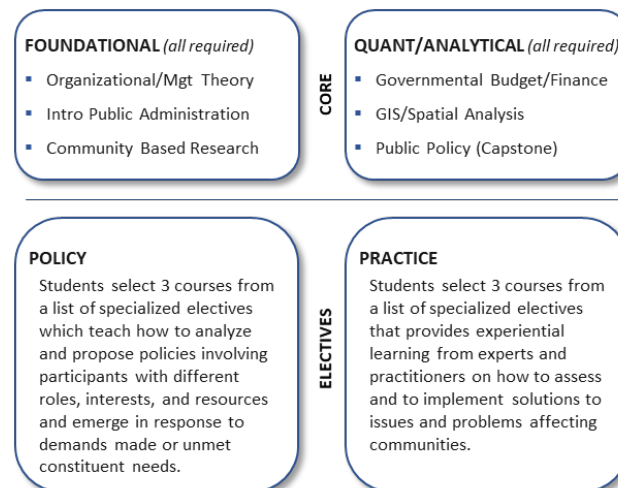4. A personal interview with the Program Director may be required.

International students should also refer to the general graduate admission requirements (p. 14).

Learning Outcomes

- Students will develop competencies for dealing with individual differences in skills and behavior and the basics of personality development as it relates to management and the behavior of people in community organizations.
- Students will develop communication and information literacy skills necessary for gathering and analyzing data, explaining issues and policies, persuasively presenting initiatives, and corresponding with colleagues and public contingents.
- Students gain experiential knowledge about the challenges and model practices of contemporary public sector administration needed to effectively assess public sector organizations, community partners, and delivery of services.

- Students will be able to quantitatively assess public policy programs from program formulation through evaluation.
- Students will develop knowledge of economic, political, legal, and social institutions and learn to problem-solve within the cultural and operational contexts of these macro-environmental institutions.
- Students apply the NDNU Hallmarks (community engagement and social justice) to course curriculum.

36 unit / 12 course program

CORE

FOUNDATIONAL *(all required)*
- Organizational/Mgt Theory
- Intro Public Administration
- Community Based Research

QUANT/ANALYTICAL *(all required)*
- Governmental Budget/Finance
- GIS/Spatial Analysis
- Public Policy (Capstone)

ELECTIVES

POLICY
Students select 3 courses from a list of specialized electives which teach how to analyze and propose policies involving participants with different roles, interests, and resources and emerge in response to demands made or unmet constituent needs.

PRACTICE
Students select 3 courses from a list of specialized electives that provides experiential learning from experts and practitioners on how to assess and to implement solutions to issues and problems affecting communities.

Degree Requirements
The MPA program requires 36 semester units of graduate course credit:
- Core — 18 units
- Electives — 18 units

MPA Core Courses
These courses are designed to prepare students in the functional areas traditionally comprising the field of Public Administration. Students must complete all of the Core Courses.

BUS 4000	Organizational/Management Theory	3
BUS 4010	Introduction to Public Administration	3
BUS 4020	Community-Based Research/Analysis	3
BUS 4124	Government Budget/Finance	3
BUS 4440	Spatial Analysis	3
BUS 4981	Public Policy	3
	Subtotal: 18	

Electives are chosen in consultation with an advisor.

Select courses designated MPA elective: Policy	9
Select courses designated MPA elective: Practice	9
Subtotal: 18	

Total Credit Hours: 36

Master of Science in Technology Management

Bahram Mahbod, PhD
Program Director

The Master of Science in Technology Management (MSTM) degree program at NDNU focuses on providing engineering and technology professionals the business background, communication skills and operational knowledge for key roles in technology management, and to meet the increasingly complex business challenges related to the management of innovation and implementation of technologies. The program combines theory with practice to explore technical product delivery, infrastructure, and technical services; to support teams in remaining on track; and to identify interdependencies in order to best coordinate technical and nontechnical stakeholders.

Admission Information

Fully admitted students will need to meet the following requirements:

1. A four-year bachelor's degree from a regionally accredited institution
2. A cumulative grade point average of 2.5 or better
3. Two academic and/or professional recommendations
4. A personal interview with the Program Director may be required.

International students should also refer to the general graduate admission requirements (p. 14).

Learning Outcomes

- Students will be able to communicate professionally and effectively with varying technology stakeholder audiences through written, oral, and visual means.

- Students will demonstrate a working understanding of the methodologies and frameworks for managing complex enterprise technology systems.

- Students will demonstrate ability to evaluate information to make value-creating business decisions using qualitative and quantitative methods of reasoning and fiscal analysis

- Students will be able to evaluate societal, security and privacy risk concerns regarding the adoption of technology to optimize business performance

- Students will demonstrate application of NDNU Hallmarks in ethical decision making for development, implementation, and management of IT systems.

Degree Requirements

The MSTM program will require 36 semester units of graduate course credit with 18 units of core (required) and 18 units of elective coursework.

MSTM Core Courses

The MSTM core curriculum is comprised of two components:

FOUNDATIONAL CORE

BUS 4112	Accounting & Finance for Technology Managers	3
BUS 4600	Modern System Architecture & Cloud Computing	3
BUS 4050	Ethics in Technology Management	3

INFRASTRUCTURE SERVICE CORE:

BUS 4610	Development, Security & Operations	3
BUS 4300	Systems Management	3
BUS 4250	Agile Methodologies & Product Discovery	3
	Subtotal: 18	

Electives are chosen in consultation with an advisor.

Courses designated MSTM elective: MANAGEMENT	9
Courses designated MSTM elective: TECHNOLOGY	9
Subtotal: 18	
Total Credit Hours: 36	

SBM COURSES

BUS 4000 - Organizational/Management Theory (3)

A systematic and experimental approach to the analysis of structural components of organizations as well as the behavior of people in them from private to public and nonprofit organizations. The purpose of the course is to provide the student with a thorough understanding of management theories, contemporary management application issues, and organizational models as they relate to organizational culture and structure. (MBA Core, MPA Core)

BUS 4001 – Management Foundations (3)

Provides foundational knowledge for the MBA program by exploring managerially-relevant topics in microeconomics, macroeconomics, statistics and other topics. Students take this orientation course at or near the beginning of their MBA program. (MBA Core)

BUS 4008 - Entrepreneurship (3)

Students study the entire entrepreneur process and practice some of it including: ideation, launch, marketing, growth and pitching investors. The course includes student projects, guest speakers, and lectures. The course has two components: a study of key entrepreneurship concepts and a simulation of an actual business plan where teams develop model companies. Teams present portions of their plans throughout the term and receive feedback on improvement opportunities. At semester's end the teams pitch completed plans to a panel of judges including the instructor, students, and some venture capitalists. (MBA Elective: Strategy)

BUS 4010 - Introduction to Public Administration (3)

Provides a conceptual foundation in public administration with an examination of the nature, scope, structures, functions, and challenges facing today's public sector administrative professionals. (MPA Core)

BUS 4016 - Contemporary Issues in Public Administration (3)

This course investigates contemporary issues in public administration with a focus on evaluating the effectiveness of governmental policies, processes, and policy management techniques. Includes an examination of the role of society in shaping public institutions and how these institutions influence and structure public policy-making and administration. (MPA Elective: Policy)

BUS 4020 - Community-Based Research/Analysis (3)

Students gain applied research skills to engage in research for the purpose of benefiting a community organization or addressing a public issue. Topics will survey various scientific methods of inquiry, methodology, and procedures for analyzing and interpreting data and presenting results to address a policy or community-specified need. (MPA Core)

BUS 4040 - Legal and Ethical Dimensions of Business (3)

Studies the legal, ethical, and value dimensions of the business enterprise. Attention is given to such legal concerns as the court system, regulatory agencies, and specific topics affecting decision-making in commerce. The concept of ethics is viewed from a business perspective while focusing on issues of modern-day legal relevance. (MBA Core, MPA Elective: Policy)

BUS 4048 - Administrative Law (3)

Examines court decisions affecting administrative law. Topics include jurisdiction, venue, judicial ethics and discretion, abuses, and contemporary problems. (MPA Elective: Policy)

BUS 4050 – Ethics in Technology Management (3)

Technology can have a significant impact upon society with ethical implications from its use and misuse. This course considers issues such as privacy, trust, surveillance and role of government regulation, professional codes, organizational approaches, and individual ethics. By using case studies and real-world examples, student will be able to apply an ethical decision-making framework that can be adapted to an organization in context of technology, technology management and societal impact. Students will explore real-world dilemmas and the framework for reaching ethical decisions. (MSTM Core)

BUS 4100 - Management Accounting (3)

Introduces methods to utilize financial information for internal line management use. This course extends the study of accounting in the preparation of and the evaluation of management reports to facilitate planning, control, and decision making. Selected areas of focus include job-order and process costing systems, cost behavior and cost-volume-profit analysis, budgeting, activity-based and standard costing systems. (MBA Core, MPA Elective: Practice)

BUS 4108 - Corporate Financial Management (3)

Considers the valuation of assets and general problems of asset acquisition, financing, and evaluation of corporate financial performance. Provides application of theory to financial decisions involving cash flow management, capital structure planning, capital costs, and risks involved in short-term and long-term financial decisions. (MBA Core)

BUS 4112 – Accounting & Finance for Technology Managers (3)

This course focuses on managerial accounting and financial management concepts for individuals working in technology to make resources and value-created decisions. Competencies to be developed include evaluating performance using managerial accounting and financial statemetns to assess financial health, demonstrate how to make investment decisions, and performing financial analysis to maximize value-creating business decisions. (MSTM Core)

BUS 4124 - Government Budget/Finance (3)

This course focuses on concepts of financial management in the public and private sectors and relates performance in public financial management to notions of public value. Both practical and theoretical dimensions of public sector budgeting, finances, and reporting will be explored. (MBA Elective: Practice, MPA Core)

BUS 4132 - Investments (3)

Offers a theoretical approach to investment principles, financial market analysis, and products. Topics include efficient market theory, risk and return analysis, various theories of risk with emphasis on modern portfolio theory, equities (stocks), fixed income (bonds), and derivative (futures and options) securities. Students participate in a simulated stock market investment game; online research and trading skills are emphasized. (MBA Elective: Strategy)

BUS 4140 - Derivatives/Risk Management (3)

Studies theoretical and practical applications in derivatives. Topics include: forwards, futures, swaps, options, hedging strategies, the random walk (Brownian motion) model of stock prices, the Black-Scholes analytical model, and binomial models. Concepts of real options are introduced to demonstrate how it can be used in corporate finance. Financial risk management techniques are emphasized throughout. (MBA Elective: Strategy)

BUS 4148 - International Finance (3)

Considers the international monetary systems and the development of international financial transactions, including international payments, balance of payments, international liquidity, international portfolios, direct investments, and international financial institutions. (MBA Elective: Strategy)

BUS 4158 - Behavioral Finance (3)

Behavioral Finance introduces the theories developed by research into cognitive biases, individual emotions and other psychological effects of decision-making. It explores the applications of these theories in finance, investment, and management and suggests approaches through which the models can be put to effective use. Traditional (or standard) finance builds its theories on the presumption that everyone is rational. However, it's clear that in real life, many are not. An accumulating body of research challenges this fundamental presumption, suggesting instead that decisions are motivated by a complex array of non-rational psychological factors. This course explores decision-making in the real world. (MBA Elective: Practice)

BUS 4164 - Entrepreneurial Finance (3)

Entrepreneurial finance focuses on start-up ventures and the early stages of company development. Raising capital, allocating it, and valuing the potential of the firm create key questions for any start-up. Traditional finance does not reflect the characteristics of a firm that has no historical data. However, crowd funding, angel investing, venture capital, and other funding sources for new firms have developed models that provide the foundation for entrepreneurial finance. These models equally apply to social entrepreneurship where ventures are formed to provide solutions to social issues. Regardless of the goal of the firm, from revenue projections and start up costs to working capital and valuation metrics, this course covers the financing part of a start-up. (MBA Elective: Practice)

BUS 4200 - Enterprise Information Management Systems (3)

Focuses on how the enterprise uses systems and technology to manage the strategic and operational decision-making for organizations in the private and public sectors. Topics include the role of management information systems in finance, research and development, marketing, production, sales, and the customer support value chain. Knowledge management principles and practices for enabling the strategic alignment and for promoting collaborative problem-solving between virtual enterprise stakeholders are emphasized. (MBA Elective: Strategy, MSTM Elective: Management)

BUS 4208 - Global Operations Management (3)

Focuses on how the global enterprise manages the goods and services value transformation process in a manner that is aligned with corporate goals and business strategy. A value-based management approach emphasizes the relationships between activities for product/process design, sourcing, production, delivery, and support using an integrated strategic planning and performance measurement framework. (MBA Elective: Strategy)

BUS 4210 – Applied Performance Management (3)

Examines how to use scientific, applied coaching management concepts to maximize employee performance and increase leadership skills. The course requires use of scientific principles of behavior management to guide systematic changes in organizational and individual performance. (MBA Elective: Practice, MPA Elective: Practice)

BUS 4216 - Enterprise Performance Management (3)

Focuses on managing corporate operational performance in a real-time enterprise, using holistic practices aligned with business goals and strategy. Adaptive enterprise system process management and decision-making is emphasized. Course work includes business case analysis with a Balanced Scorecard performance measurement system. (MBA Elective: Strategy)

BUS 4240 - Project Management (3)

Focuses on how to plan, organize, and implement complex projects. Project initiation, planning, organizing, staffing, scheduling, monitoring and control, conflict management, cost effectiveness, quality, software tools for project management, team processes, and leadership styles are emphasized. Students implement a team project. (MBA Elective: Practice, MPA Elective: Practice, MSTM Elective: Management)

BUS 4248 - Global Management of Virtual Teams (3)

Focuses on how to organize and lead working groups separated by time, distance, or organizational affiliation. Evaluation of collaboration tools, content management applications, and business process management solutions provide a technology framework. Development of collaborative processes with enabling technologies to support departmental and cross-functional teams for intra-company scenarios, as well as intercompany teams in a value chain that forms a virtual enterprise is emphasized. (MBA Elective: Practice)

BUS 4250 – Agile Methodologies & Product Discovery (3)

Capstone Course. Students will gain in-depth understanding of measuring product impact with outcomes, have clear understanding of framework for product discovery, and it will shift project mindset to digital product mindset. They will have a comprehensive understanding of the product discovery process for building useful products using most up-to-date Agile methodologies as well as keys to successfully completing product discovery that will set the foundation for building the right product. (MSTM Core)

BUS 4256 - Technology and Innovation (3)

Innovation and technology are primary drivers of knowledge-based economies and an area of study that is important for MBA students. This course provides a strategic framework for understanding technological innovation. This covers how the innovation process works and the incredible impact that innovation and technology have had on society, including both intended and unintended consequences. Students explore factors that have led to some major innovations and what lessons can be drawn from these cases. Organizational structures that enhance and reward innovation are analyzed, including the 'coffee-house' model and the Medici Effect. Building organizations that excel at innovation are covered including the critical role that diversity plays. The course includes student projects, guest speakers, lectures and innovation exercises and experiments. (MBA Elective: Strategy)

BUS 4260 – Technology, Design, and Innovation (3)

This course provides both practical and strategic frameworks for understanding technological design and innovation practices and how they add value to business. On the practical side, students learn to apply design-thinking methods to translate user needs and requirements into assets used by developers to build consumer- and business-facing applications. On the strategic side, the course explores how innovation processes work, and how organizational, environmental, and psychological factors impact creativity and innovation. (MBA Elective: Strategy, MSTM Elective: Technology)

BUS 4300 - Systems Management (3)

Focuses on how to identify important system elements of a project, including how to clarify boundaries, relations, and dynamics of organization systems. Operations research, systems thinking, the learning organization, strategic planning, organizational structure, systems dynamics, and sociotechnical designs are considered. (MBA Elective: Practice)

BUS 4308 - Business System Modeling (3)

Focuses on how to design, model, and simulate systems to forecast behavior based on business and organizational strategies, policies, and procedures. Develops insight into the relationship of system structures such as queues, inventories, goal-seeking, and feedback process loops. Students practice techniques for working with client teams and create simulations of real systems. (MBA Elective: Strategy)

BUS 4316 - Sustainability: Local and Global Management (3)

Examines organizational conceptions of sustainability, strategic approaches to value creation, and the challenges toward economic performance, social justice, and environmental quality. Sustainable development involves leading change; dealing with the environmental consequences of products, processes, and operations from cradle to grave; and improving every facet of the enterprise. (MBA Elective: Strategy)

BUS 4324 - Distribution and Supply Chain Management (3)

This course introduces the principles, concepts, and analytical tools of distribution and supply chain management. It is designed to address the key operations and logistical issues in manufacturing and service organizations as well as analysis of inventory control, distribution management, and multi-plant coordination. (MBA Elective: Practice)

BUS 4332 - Decision Support: Forecast and Optimization (3)

Focuses on how to enrich project decision-making through project forecasting and quantitative analysis. Operations research topics, including forecasting, decision trees, linear programming solutions for network, schedules, and resource optimization, are studied. (MBA Elective: Practice, MSTM Elective: Technology)

BUS 4336 – Managerial Decision Making and Problem Solving (3)

Helps managers become better decision-makers and problem solvers in a variety of organizational and managerial contexts. Decision-making and problem-solving topics covered include: Models, methods, and frameworks; problem identification and classification; quantitative and qualitative tools; objective setting, ideation, and solution development methods; information cost-benefit analysis; cognitive, emotional, and social biases; and negotiation strategy. (MBA Elective: Practice, MPA Elective: Practice)

BUS 4400 - Marketing Planning and Analysis (3)

Studies the application of marketing as an integrative process. Topics include analysis of markets, planning and product strategies, and developing a balance in marketing decisions that considers prices, channels of distribution, promotional concerns, competition, and other factors. (MBA Core, MPA Elective: Policy, MSTM Elective: Management)

BUS 4404 - Consumer Behavior (3)

Explores the culture, psychology, motivation, and decision processes of consumers. (MBA Elective: Strategy)

BUS 4408 - Marketing Research (3)

Focuses on the management of the marketing research process. This course provides an in-depth understanding of the methods and procedures involved in marketing research and its role in the decision support system. Emphasis is placed on market research projects, student discussions, and research team presentations. (MBA Elective: Strategy)

BUS 4420 - Digital Marketing (3)

Social network applications are being used today to integrate and coordinate marketing communications, including advertising, PR personal selling, direct marketing, market research, and sales promotion. An exploration of this interplay constitutes the foundation of the class. We explore the effect of social media on traditional marketing disciplines and how they work together. (MBA Elective: Practice)

BUS 4424 - Advertising and Promotion (3)

Gives an in-depth analysis of advertising strategy and execution processes. The psychology of advertising, project planning strategies, effectiveness measurement, and promotional tactics are considered in detail. The course emphasizes the creation of a multi-media advertising campaign for client and agency roles. (MBA Elective: Practice)

BUS 4432 - International Marketing (3)

Concentrates on the development and application of the knowledge and skills required to manage the marketing process effectively in various cultural environments. Among the topics covered are sources of competitive advantage in the international arena and international market structure analysis. (MBA Elective: Strategy)

BUS 4440 - Spatial Analysis (3)

For future leaders who need spatial technology to inform business and public sector decision-making. Course work involves geographic information systems (GIS) applications to practical problems of retail service, public works management, public safety planning and reporting, land-use planning, and economic development. The course also reviews issues of how GIS can be used by organizations to support management analysis. (MBA Elective: Strategy, MPA Core)

BUS 4448 - Copywriting (3)

Students learn to write effective advertising and promotional copy in a various modern-day media, including print, broadcast, and online/Web/social media. Media-relevant copywriting skills, messaging, and execution strategies are covered. (MBA Elective: Practice, MPA Elective: Practice)

BUS 4450 – Community Relations and Public Affairs (3)

Examines current issues, risks, opportunities, and challenges involving internal and external communications from public agencies, public enterprises, and nonprofits. Includes analyzing communication plans, messaging, crisis communications, media relations, social media, and community engagement. Examines best practices public administrators can use to manage communications with community stakeholders and constituents. (MPA Elective: Policy)

BUS 4456 - Public Relations (3)

Students learn how organizations establish and maintain mutually beneficial relationships with the various publics it depends on to achieve its goals and mission. Professional practices, ethical responsibilities, communication theories, program planning, execution and evaluation as well as an in-depth study of the structure and function of various publics are examined. (MBA Elective: Strategy)

BUS 4500 - Leadership Concepts (3)

Gives an historical and philosophical approach to leadership, identification of personal goals and leadership behaviors in administration, and understanding group dynamics and group leadership. The course is organized as a laboratory for self-study of the individual as a leader and for development of leadership strategies. (MBA Elective: Practice, MPA Elective: Practice, MSTM Elective: Management)

BUS 4508 - Human Resource Management (3)

Offers an overview of the personnel function, emphasizing professional responsibilities for employment, compensation, employee and labor relations, benefits administration, legal compliance matters, and human resources planning. (MBA Elective: Strategy, MPA Elective: Practice)

BUS 4516 - Managing Diversity (3)

Considers the specific issues concerned with managing a diverse workforce and clientele; ethnicity, class, religious beliefs, age, gender, sexual orientation, and learning or physical disabilities are considered. (MBA Elective: Practice, MPA Elective: Practice)

BUS 4522 – Cultural Competency in Public Administration (3)

Examines how to improve client engagement in services provided by public agencies factoring in cultural and ethnic makeup spanning across all constituents. This course defines and presents a rationale for cultural competence and describes the process of becoming culturally competent and responsive to client needs. (MPA Elective: Policy)

BUS 4524 - Labor/Management Relations (3)

The managerial perspective on Labor law, union organizing, campaigns, and negotiations are studied with a view to the development of labor policies. The case method and lecture/discussions are used. (MBA Elective: Practice, MPA Elective: Practice)

BUS 4532 - Conflict Management (3)

Focuses on theoretical and practical analysis of principles and processes for the management of conflict in employment relationships. Provides a framework for understanding and developing skills and techniques for the identification, prevention, and resolution of conflict in workplace relationships; explores the design of effective conflict management systems. (MBA Elective: Practice, MPA Elective: Practice, MSTM Elective: Management)

BUS 4540 - Recruitment, Training, Development (3)

Focuses on staffing needs and how to meet them, interview techniques, assessment of candidate potential and placement, assessment of training needs and means of developing effective training programs, and career planning and management. (MBA Elective: Practice, MPA Elective: Practice)

BUS 4548 - Public Finance and Grant Writing (3)

Students learn about public finance alternatives, the fundraising process, and how to write effective grant proposals for funding social ventures. The grant-writing process, nonprofit governance, issues of fiduciary responsibility, and reporting are covered. (MPA Elective: Practice)

BUS 4600 – Modern System Architecture and Cloud Computing (3)

Modern web application architectures utilize a distributed computing framework hosted in the computing cloud. This course covers the fundamental pillars of cloud engineering techniques, the cloud architecture, build tools, design patterns, programming languages and emerging cloud technologies. (MSTM Core)

BUS 4610 – Development, Security and Operations (3)

This course provides foundational understanding of best practices for development and operations teams in technical environments to come together towards a common goal of quickly and efficiently move requirements through a continuous workflow across all stages of application and infrastructure operation lifecycle with embedded security concerns. (MSTM Core)

BUS 4650 – Software Engineering Principles (3)

The course covers an overview of the software development process and skills required to develop small to complex software systems in meeting customer needs. Theoretical aspects of the class follow industry standards and provides students with real-life examples of enterprise software development processes. (MSTM Elective, Technology)

BUS 4900 - Game Theory (3)

The course draws upon techniques developed in the disciplines of mathematical game theory, behavioral economics, and negotiation theory. The course develops these techniques as part of an integrated framework for strategic decision-making. In so doing, the course illuminates and repairs some of the flaws of current negotiation theory, explains why individuals and groups consistently fail to make intelligent decisions, and offers a systematic approach to overcoming barriers to efficient and rational decision-making. (MBA Elective: Strategy, MSTM Elective: Management)

BUS 4980 - Business Strategy (3)

MBA Capstone - This course is used to integrate and apply the knowledge gained from previous courses with an emphasis on strategic planning, strategy formulation and implementation, analysis of industry and competitive firms, assessment of internal strengths and weaknesses, and the formulation of alternative strategies.

Prerequisite: Completion of all major core course work.

BUS 4981 - Public Policy (3)

MPA Capstone - This course is used to integrate and apply the knowledge gained from previous courses with an emphasis on public administration environments, management strategies, ethical decision-making in public agencies, and public policy-making strategies. (MPA Core)

Prerequisite: Completion of all major core course work.

BUS 4982 - Project Systems Analysis (3)

This course is used to integrate and apply the knowledge gained from previous courses with an emphasis on how to analyze and plan a project and how to select and use systems management methods and tools on a professional project. Project planning, analysis, and design; organization, project, and individual goals; processes and performance data/information flow and system structure; and measurement of project quality and success are emphasized. (MSTM Elective: Technology)

BUS 4986 - Special Topics in Business (3)

A course to be utilized for seminars and special lectures in topics which are not offered on a regular basis. The course addresses a specific need, or current interest and/or a trend in the field pertaining to the program's curriculum. Consult syllabus as content varies from semester to semester depending on the research interests of the faculty member teaching the course.

Prerequisite: Consent of advisor.

BUS 4990 - Internship (3)

This course provides students with the opportunity to work in an industry to gain career-related experience. The internship requires 120 to 150 hours during which students acquire further industry knowledge and develop skills necessary for professional advancement.

Prerequisite: Acceptable academic progress and permission of the Dean and/or Program Director.