2020-2021 MS-Management Course Descriptions

MGMT 4202: Leading Self   **Fall 2020**

Instructor: Andrew Schnackenberg   **MW 2-3:50p**

COURSE DESCRIPTION:

The purpose of this course is to provide insight into why and how sustainable desired change occurs at the level of individual human/social interaction. This course will focus on providing students the critical skills to "lead the self" towards personal/professional goals as the context for studying intentional change. Students will revisit assumptions held about themselves as they develop intentional strategic approaches to identify career opportunities in their selected fields and lead the self towards the accomplishment of professional objectives.

COURSE RATIONALE/TOPICS/FORMAT:

Change, and in particular intentional or desired change, occurs through a series of five discoveries or emergence conditions. Understanding these discoveries is pivotal for self-leadership and sustained desired change. In this course, students will learn about these discoveries and use assessment materials, analytical tools, and theory to develop a plan of action that will support sustained growth towards personal and professional objectives.

LEARNING OUTCOMES:

At the most general level, this course challenges students to learn how to systematically identify and pursue personal and professional objectives. It provides theory, tools, vocabulary, and assessments for evaluating and deciding on the most important next steps to turn personal and professional dreams into reality. Accordingly, learning outcomes in this course are largely dependent on application of course content to the student's lived experiences, passions, and objectives. Specific learning outcomes include:

- Students have a thorough understanding of intentional change theory, including the five phases of intentional change and their importance for self-leadership and sustained and desired change.
- Students can evaluate their passions for insights pertaining to personal and professional growth.
- Students can conduct a balanced assessment of their internal strengths and weaknesses.
- Students can assimilate current strengths/weaknesses with their passions to formulate a precise understanding of necessary changes needed to make desired change.
- Students can leverage the knowledge and wisdom of stakeholders in their lives to elevate their likelihood of achieving personal and professional goals.

MGMT 4400: Leadership Ethics   **Fall 2020**
Instructor: Dennis Wittmer   **MW 4-5:50p**

COURSE DESCRIPTION:

Consideration of ethics in business and organizations is relevant for being an effective and successful manager and leader. The course is designed to strengthen capacities in terms of ethical awareness, analysis, and application. An important learning outcome of the course is to facilitate the growth of students in terms of making practically wise and ethically sound decisions in their future careers. Decisions include fulfilling responsibilities to create and sustain ethical climates and cultures for teams, business units, and organizations. This course introduces students to fundamental ethical concepts and ethical decision-making frameworks. Students will apply these frameworks to cases and issues relevant to one's role as a future manager and leader. Students will also be introduced current research in moral psychology and behavioral ethics, and students will apply this knowledge in assessing a current case related to business and management ethics. The course will cover current issues such as sexual harassment, privacy in the workplace, and whistleblowing. Students will develop a personalized values-based leadership plan.

COURSE RATIONALE/TOPICS/FORMAT:

This is a course in applied ethics and based on the assumption that success as leaders and managers involves making ethically sound decisions. A primary focus will be specific issues and situations related to managerial decision-making. Topics include the foundations of morality and ethics, elements of ethical situations, ethical decision-making frameworks, moral psychology, behavioral ethics, ethical relativism, and virtue ethics. Applied topics include sexual harassment, employee privacy whistleblowing, and sales ethics. The course uses various formats, including lecture and discussion, individual and group case analysis, group presentations, and online discussions.

LEARNING OUTCOMES:

It is intended that students will increase their knowledge, competency, and skill in several ways.

(1)**Ethical Sensitivity and Awareness**. Students will enhance their ability to recognize the ethical aspects of problems and decision-making situations in business. Awareness includes empathy and the capacity to see situations from multiple perspectives.

(2) **Ethical Analysis and Assessment**. Students will be able to apply various frameworks and concepts that are useful in analyzing and assessing ethical situations. Students will demonstrate their capacity to provide a morally justified course of action for ethical situations.

Revised March 28, 2020

2020-2021 MS-Management Course Descriptions

(3) **Managing and Leading Ethical Organizations**. Students will be exposed to research in moral psychology and organizational ethics. Students will be able to describe how they would manage and lead to create ethical

(4) **Practical Wisdom.** Students will practice decision making scenarios to enhance their capacity to make practically wise and morally responsible decisions as persons, managers and leaders.

INFO 4401: Business Analytics Fundamentals   **Fall 2020**
Instructor: Scott Toney   **TR 10-11:50a**

COURSE DESCRIPTION:

Business Analytics is a broad term that describes the process of using data to make business decisions. Data driven business decisions are both critical in modern business and hard to produce with reliable outcomes. This course introduces students to decision-making using probability and other statistical techniques to support and validate the chosen decision. Students will practice hands on business analytics skills for making data driven business decisions.

LEARNING OUTCOMES:

At the end of the course, students will be proficient in the use, implementation, and application of the following statistical techniques and analytic modeling methodologies:

- Use basic probability and statistics to make reliable business decisions.
- Utilize sampling and statistical inference to help determine support for business decisions.
- Use statistical modeling techniques to predict and explain relationships that affect business decisions.
- Illustrate the results of modeling and analysis to a decision maker in a way that would support the decision-making process.
- Utilize and develop critical thinking and problem-solving skills to product a business decision from a dataset.

REQUIRED MATERIALS:

- Software:
  - Excel with Analysis ToolPak: Get latest version from Office 365.du.edu if needed
  - Tableau: Student edition (https://www.tableau.com/academic/students)
  - Piktochart: We'll get everyone set up with an account in class
  - Piazza: Sign up in Canvas or http://piazza.com/du/fall2019/info44011
- Linkedin Learning access through DU: https://lnkd.in/gQ2pymk
- Textbook: We will be referring to the book Open Intro Statistics, 4th Edition by Diez, Barr, Cetinkaya-Rundel. This book is available for free download from https://www.openintro.org/stat/textbook.php?stat_book=os or for $15/$20 from amazon.com. The paper version is optional, the pdf is the minimum required.

2020-2021 MS-Management Course Descriptions

MKTG 4100: Marketing Concepts   **Fall 2020**
Instructor: TBD   **TR 12-1:50p**

COURSE DESCRIPTION:

This course focuses on formulating and implementing marketing management strategies and tactics for providing customer value. The focus of this course is on marketing strategy – constructing and environmental scan, segmenting the market properly and targeting the appropriate markets. Once strategy has been set, brand management is considered along with using marketing tactics as levers to bring value to the customer. The course provides you with a lens through which you may view the world as a marketer, relating marketing principles to consumer and business actions.

MGMT 4203: Leading Teams   **Winter 2021**

Instructor: Aimee Hamilton   **TR 10-11:50a**

COURSE DESCRIPTION:

"Leading teams" is a graduate course to prepare students to provide formal and informal leadership to a team. Students will learn about the fundamental design principles of high-performing teams as well as common pitfalls that teams are subject to. Students will also learn about how to sustain team performance through effective information-sharing, decision-making, and conflict management. Students will also cover current topics in teams including virtual teams, team creativity and team-based innovation. This course is designed to stimulate student learning by letting students integrate abstract knowledge through concrete firsthand experiences.

LEARNING OUTCOMES:

By the end of this course, students will:
- Possess a proficient understanding of foundational team and group concepts.
- Possess a proficient understanding of team processes to sustain effective team performance.
- Create and use a personalized toolkit of team skills for effective team leadership.
- Apply their understanding of foundational team concepts to improve team performance.
- Implement effective team processes to produce high quality outcomes as teams.
- Recognize and consider the implications for ethics and sustainability of actions taken by teams and individuals in them.
- Recognize and consider the implications of multinational and multicultural members in teams.

ACTG 4610: Financial Accounting and Reporting   **Winter 2021**
Instructor: Jane Morton   **MW 2-3:50p**

COURSE DESCRIPTION:

In this course, students will gain a strong understanding of the financial statement issued by companies to external parties, such as shareholders and creditors. The course covers the fundamentals of accounting from recording economic events through the preparation of a company's financial statements. In addition, the course examines the complexity of accounting policy choices and the financial statement impacts of those decisions. Students will also gain significant experience analyzing Form 10-K annual reports of publicly traded companies.

2020-2021 MS-Management Course Descriptions

MGMT 4401: Global Leadership I   **Winter 2021**
Instructor: Dan Baack   **T 12-1:50p**

COURSE DESCRIPTION:

The centerpiece of the Global Leadership course series is the Global Leadership Experience (GLX) taking place in between Winter and Spring quarters. GLX involves travel to an overseas location where students have the opportunity to interact with business, government, academic and/or NGO players while exploring global leadership challenges and engaging in research to support their field project. Although locations may differ, each GLX is designed to offer students a deep cross-cultural experience and an opportunity to examine first-had, global business activity in field locations.

The operation of a far-flung global enterprise imposes special demands upon its leaders including the ability to manage teams and far-flung operations spanning national borders. Global Leadership I is designed to introduce students to global leadership issues including, current trends in globalization, the challenge of working and leading across cultures, the increasing importance of emerging markets, and the actions and strategies that can be employed to successfully lead a global firm. Additionally, Global Leadership I will prepare students to take full advantage of their time on the ground during their Global Leadership Experience. Additionally, students will begin work on a project that they will continue to develop while in their overseas location and complete during the Global Leadership II in the Spring Quarter.

MGMT 4304: Project Management for Leaders   **Winter 2021**
Instructor: TBD   **MW 2-3:50p**

COURSE DESCRIPTION:

In this experiential challenge-driven course, students will leverage the skills and further build upon their experience of managing a project from developing scope through to project completion via the Winter Challenge. This course will introduce the student to the key elements of a successful project delivery system. The project delivery system consists of five components: training, tools, core skills, company support, and a project delivery process. The process is the means by which projects are consistently and efficiently planned, executed, and completed to the satisfaction of clients. The system is aligned with the principles of a total quality improvement program, namely client focus, project manager commitment, evaluation and measurement, corporate support, and continuous improvement.

COURSE RATIONALE/TOPICS/FORMAT:

- **Module 1:** Introduction to Project Planning and Responsibilities and Failures
- **Module 2:** Role of the Project Manager
- **Module 3:** Building Client/Stakeholder Relationships
- **Module 4:** Chartering and Managing the Project Team
- **Module 5:** Preparing the Work Plan Using the Work Breakdown Structure
- **Module 6:** Budget, Scheduling and Monitoring the Project
- **Module 7:** Managing Project Costs
- **Module 8:** Management Controls for Change and Risks
- **Module 9:** Project Communications Management
- **Module 10:** Closing the Project and Documentation

LEARNING OUTCOMES:

At the conclusion of this course, the student will be expected to:

- Demonstrate their Understanding of and Ability to Develop a Project & Budget Management Plan with Client Endorsement and Stakeholder Involvement.
- Demonstrate their Understanding of the Role and Responsibilities of a Project Manager.
- Demonstrate their Knowledge for Developing and Motivating an effective Project Team.
- Demonstrate their Knowledge of Approaches to Developing a Work Plan, WBS and Budget.
- Demonstrate their Knowledge and Ability to Monitor Project Progress and Communications.
- Understand How to Manage Project Costs, Changes, and Project Risks.
- Demonstrate their Knowledge of How to Close a Project and Document the Key Decisions.

2020-2021 MS-Management Course Descriptions

MGMT 4501: Springboard Tools I Winter 2021
Instructors: TBD **R 12-1:50p**

COURSE DESCRIPTION:

Your journey to securing a career upon graduation starts with the first day of classes and continues throughout your program. The Springboard Tools courses are designed to prepare students to be career-ready upon graduation. Students will learn various tools used in business today, such as Salesforce, Python, and more as determined by the business community. In addition to understanding the tool and its application, students will be required to incorporate problem-solving techniques when using a particular tool.

COURSE OBJECTIVES:

Upon successful completion of the Springboard Tools course, the student will demonstrate 1) proficiency in the basic use of the tool, 2) understanding of how the tool can solve complex business problems, and 3) using critical thinking skills, contextual and systems knowledge to analyze and solve problems innovatively.

COURSE EXPECTATIONS:

- Completion of all asynchronous lessons prior to in-class session.
- Taking responsibility for learning by contributing actively in class.
- Working individually and in groups to use critical thinking and solve complex business problems.

MGMT 4204: Leading Organizations   **Spring 2021**
Instructor: Lowell Valencia-Miller   **MW 4-5:50p**

COURSE DESCRIPTION:

In this experiential challenge-driven course, students will leverage their skills and further build upon their experience by analyzing a company, including the firm's mission, vision, and values, business model and financial health of the organization via the Spring Challenge. After finalizing the scope of the spring project, students will assess the firm's strengths and weaknesses using a series of tools and frameworks as well as identifying opportunities and threats in their respective industry. Synthesis in the course takes place when the student is able to provide strategic recommendations that generate added value and competitive advantage for the firm. Learning is facilitated through a work-shop atmosphere that uses case studies of industry leaders currently in the news that can then be applied to the project subject company.

COURSE RATIONALE/TOPICS/FORMAT:

Recent surveys of Fortune 500 executives found that when asked about the leadership skills needed in future leaders that they would hope would replace them at their company, one of the top skills mentioned was to be a strategic thinker. The rational was that you could teach the technical aspects of a business or industry but could not teach how to view the world in the future and how to position the company to take advantage of the environment that is yet to be identified.

LEARNING OUTCOMES:

At the conclusion of this course, the student will be expected to synthesize the elements of strategic analysis, leveraging the various tools, and apply them strategically to an organization or business culminating in the development of a comprehensive business and corporate strategy that can be articulated at all levels.

- Demonstrate and apply advanced knowledge of management and basic knowledge of business.
- Recognize ethical dilemmas in management and apply knowledge of ethical leadership in effective decision-making.
- Demonstrate professional communication and interpersonal skills to manage and lead people, processes, and projects.
- Use critical thinking skills, contextual and systems knowledge to analyze and solve problems innovatively.

MGMT 4402: Global Leadership II   **Spring 2021**
Instructor: Doug Allen   **T 12-1:50p**
                                                                      First 5-weeks

COURSE DESCRIPTION:

The centerpiece of the Global Leadership course series is the Global Leadership Experience (GLX) taking place in between Winter and Spring quarters. GLX involves travel to an overseas location where students have the opportunity to interact with business, government, academic and/or NGO players while exploring global leadership challenges and engaging in research to support their field project. Although locations may differ, each GLX is designed to offer students a deep cross-cultural experience and an opportunity to examine first-had, global business activity in field locations.

Global Leadership II offers students space to process and reflect on what they have learned during their Global Leadership Experience. Students will engage in collective debriefings on their experience using insights gained to develop a personal viewpoint on the future of globalization and implications of their experience for their careers. Students will also be challenged to apply learnings from Global Leadership I as they complete work on their team projects and present findings to their colleagues and an expert panel.

MGMT 4303: Negotiations & Change   **Spring 2021**
Instructor: Cindi Fukami   **MW 2-3:50p**

COURSE DESCRIPTION:

Negotiations take place daily throughout our lives. Whether it is negotiating as a student with a professor on an assignment extension, a job candidate with a potential employer on salary and benefits, or a chief executive within an organization executing on its strategy, we must know how and when to leverage negotiating strategies and skills in order to achieve a successful outcome.

This course explores, through a variety of scenarios, real-world cases, simulations, and role-plays, how negotiators leverage their skills to execute on their strategies to either arrive at a satisfactory agreement or to simply back away from the negotiating table without a deal. Sometimes the best deal, is no deal at all. We will explore a number of perspectives including: (1) Definition and characteristics of negotiations, (2) Interdependence and Relationships of the parties, (3) Dynamics of conflict and conflict management, (4) Integrative negotiating process, (5) Negotiating strategy, (6) Ethical conduct, (7) Communications, (8) Negotiating power, (9) Multiple parties, groups, and teams in negotiations, (10) International and Cross-cultural, (11) and Best practices

LEARNING OUTCOMES:

- Analyze a negotiating scenario and plan how to execute a strategy to achieve the desired outcome.
- Apply the necessary skills in the execution of a simulation or role-play that results in a negotiated agreement or an agreement to go no further.
- Examine the dynamics of conflict and explain how one might manage conflict.
- Explain how ethics, international, and cross-cultural perspectives influence how a negotiation is executed.
- Compare and contrast a real-world case involving a negotiation and explain how each strategy differed in execution and result.

2020-2021 MS-Management Course Descriptions

FIN 4630: Managerial Finance   **Spring 2021**
Instructor: TBD   **TR 10-11:50a**

COURSE DESCRIPTION:

Every organization has to answer two extremely important questions: how do we acquire dollars and what do we do with those dollars? This course addresses the different sources of acquiring dollars, identifies the costs associated with each source, the benefits associated with the use of each source, and looks at the decision regarding how much of each source to use. The course addresses performance measures to determine how well the dollars have been spent and used and the decision-making techniques behind the decisions of exactly to what purpose the organization's dollars were spent and used. These are the financial decisions that any type of organization has to make with frequent ethical challenges in the context of an uncertain economic environment.

MGMT 4502: Springboard Tools II   **Spring 2021**
Instructors: TBD   **R 12-1:50p**

COURSE DESCRIPTION:

Your journey to securing a career upon graduation starts with the first day of classes and continues throughout your program. The Springboard Tools courses are designed to prepare students to be career-ready upon graduation. Students will learn various tools used in business today, such as Salesforce, Python, and more as determined by the business community. In addition to understanding the tool and its application, students will be required to incorporate problem-solving techniques when using a particular tool.

COURSE OBJECTIVES:

Upon successful completion of the Springboard Tools course, the student will demonstrate 1) proficiency in the basic use of the tool, 2) understanding of how the tool can solve complex business problems, and 3) using critical thinking skills, contextual and systems knowledge to analyze and solve problems innovatively.

COURSE EXPECTATIONS:

- Completion of all asynchronous lessons prior to in-class session.
- Taking responsibility for learning by contributing actively in class.
- Working individually and in groups to use critical thinking and solve complex business problems.