



### **MGMT 4201 - Persuasive Communications - Digital, Oral, Written**

Many surveys show that employers want job candidates with strong communication skills. Similarly, success in a graduate program requires the ability to articulate your thoughts clearly and persuasively in all forms. In this course, we study the principles of effective oral, written, and digital communications. We accomplish the learning outcomes of this course by critically examining yours and others' communications styles, practicing oral and written forms, maintaining effective social media presence, and delivering impactful and persuasive presentations.

### **MGMT 4202 - Profiles in Leadership and Management**

This course is a seminar designed to provide exposure to mid- to high-level executives and the decisions they face. A diverse set of speakers are invited to class to describe their career path, views on leadership and management, and particularly challenging decisions they faced during their career. The speakers are selected to represent a variety of business types both for-profit and non-for-profit, career paths, and leadership and management perspectives. The course encourages students to evaluate the speakers in the context of selected dimensions of leadership and management.

### **MGMT 4203 - Foundations of Strategy**

Foundations of Strategy is a course that introduces the student to the theory of strategic management. Students will develop the ability to think strategically by examining a firm's mission, vision, and values, business model and financial health of the organization. After assessing the firm's strengths and weaknesses, the focus is then placed on the industry and competitive environments using a series of tools and frameworks that result in identifying opportunities and threats. 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. Principal Content Elements (i.e., modules / weeks): Intro to Strategy Business Models Competitive Advantage Role of Mission / Vision / Values Evaluating a Company's Resources, Capabilities, and Competitiveness Evaluating the External Environment Generic Competitive Strategies Strengthening a Company's Competitive Position Strategies for Competing in International Markets Corporate Strategy - Diversification and the Multibusiness Company Strategic Alliances and Partnerships Strategy Execution and Implementation Challenges.



### **MGMT 4204 - Ascend Industry or Topic Ideation and Research**

This is the first of a three Ascend course series in the Master of Science in Management Program. During this self-directed and faculty supervised project course the student will choose one of the following two options: A. In consultation with the supervising faculty member, the student will choose an industry and thoroughly research and analyze industry conditions using an appropriate theoretical framework, and explore the entry and mid-level career opportunities in the industry. In addition, the student will choose and approach a company in this industry that will provide him/her with a two-quarter internship opportunity. B. Under the supervision of a faculty member, the student will conduct an independent study of a contemporary management topic and deliver a fully researched and properly cited and referenced paper, with the potential for publication or conference presentation.

### **MGMT 4240 - Global Business**

The International Experience is designed to expose students to the challenges and opportunities of doing business globally. How do you make well-informed decisions in a global environment, taking into consideration the economic, political, environmental, cultural and historical context of a particular country or region? Conducting business outside the United States involves a unique set of challenges; diverse cultures, laws, languages, and currencies add to the complexity of putting together and managing international business ventures. The international experience will help you prepare for these types of activities by exploring the basic questions which focus on various aspects of international business. As a part of the international trip, students will meet with business executives and organizational leaders across a variety of industries to gain a broad understanding of the business environment in a host country. In addition to completing secondary research beforehand, students will also be responsible for conducting primary research by setting up small team meetings in-country in order to develop a hands-on understanding of the business environment on the ground. Another aspect of the trip will include working with a non-profit or other NGO on a social capital project while in the host country, to allow students to experience, personally, the local cultural and socio-economic environment.

### **MGMT 4280 - Business Design**



Each student learns an organized approach to rapid design of a business with a sustainable competitive advantage based upon innovation(s) to the business model. That innovation(s) is discovered through an investigation of the existing business models and the competitive landscape including: suppliers, customers, competitors, substitutes and barriers of entry. Specific opportunities are identified through investigation of the following: industry, market, and competition. Opportunities to create competitive advantages are investigated through the design of strategies in: marketing, sales, operations, human capital, social responsibility, financing, corporate governance and technology. The course offers a workshop atmosphere in which students are expected to apply and discuss the various aspects of business planning. The result is a written business plan and presentation to funding sources reflecting a sustainable competitive advantage and creation of a defensible market.

### **MGMT 4301 - MS Management Organizational Behavior**

Organizations can be mysterious places, often very difficult to understand. Spend any amount of time in an organization - large or small, business, not-for-profit, government - and you'll probably find yourself scratching your head. "Who came up with that idea?" "Why does this always (or never) happen?" In this course you will get a framework that will help you make sense of these questions. You will come to understand how some decisions that seem to make no sense to you, make eminent sense when viewed from a different perspective. You will get a framework for examining behaviors in organizations. You will also learn your particular perspective on organizations and how it can limit your ability to truly understand differing points of view. Drawing on several disciplines - Sociology, Social Psychology, Political Science, Cultural Anthropology, Symbolism -this course will help give you the tools necessary to understand why things happen in organizations the way they do, and how to adapt your style to be a successful and influential member and leader in your organization.

### **MGMT 4302 - MS Management Human Resource Management**

A management course for graduate students grounded in a strong foundation of real experiences managing and leading Human Resource organizations. This course is designed to unify strategy, human resource strategy and principles of management in a highly interactive format employing multiple learning methods.

### **MGMT 4303 - Conflict and Change Management**



This course will cover the theory and practice of conflict management, negotiation, and change management in the workplace. Change is an inevitable part of organizational life, and competencies in managing change along with resulting conflicts, is a critical skill set for both new and experienced leaders. Using established models, the course will explore sources of, and strategies for dealing with, conflict at multiple levels: individual, dyadic, team, and organizational. Methods of principled negotiation will be presented and practiced during the course.

#### **MGMT 4304 - Project and Budget Management**

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.

#### **MGMT 4305 - Business Model Design and Innovation**

Each student learns an organized approach to rapid design of a business with a sustainable competitive advantage based upon innovations(s) to the business model. Innovation(s) is discovered through an investigation of the existing business models and the industry landscape including: customers, competitors, substitutes, suppliers, and barriers to entry. Specific opportunities are identified through investigation of the following: industry, market, and competition. Opportunities to create competitive advantages are investigated through the design of financial, marketing, sales, operation, talent, technology, and social responsibility strategies. The course offers a workshop atmosphere in which students are expected to apply and discuss the various aspects of a Business Model and a Business Plan. The result is a written business plan and presentation to a potential funding panel.

#### **MGMT 4306 - Virtual Business Management Simulation**

The focus of this course is on gaining new venture experience. Through an online/virtual computer simulation, students will be placed into a very realistic international business setting, where they will start up and run a company through multiple rounds of decisionmaking. The online simulation allows students to build entrepreneurial firms, experiment with strategies, and compete with other student teams in a virtual business world. Designed to mimic the competitive, ever changing marketplace, the simulation lets students gain experience in market analysis, strategy formulation, and the management of a new venture.

#### **MGMT 4307 - Ascend Internship**



The MSM Ascend internship is about learning by doing. Internships in addition to providing an opportunity for hands-on learning, often open the door to the first professional job. Course requirements include an internship report that covers a study of the industry and the organization, and what you learned from your experience. The Ascend internship is a win-win course where you put into practice the management and business acumen you have learned at Daniels, and discover new skills from your colleagues in the organization. Permission of instructor required. Hours and times arranged by the student and the internship granting organization.

#### **MGMT 4340 - Strategic Human Resource Mgmt**

This course focuses on the effective management of human resources in order to create sustained competitive advantage. The course covers the major policy areas of employee influence mechanisms, staffing, training and development, performance appraisal, reward systems, and work design so that students are better prepared to provide direction to the creation and implementation of effective management systems. Prerequisite: MGMT 3900 or permission of instructor.

#### **MGMT 4345 - Performance & Rewards System**

Measuring and improving human performance, techniques of individual objective settings including MBO, appraisal and feedback systems, creating and managing compensation programs, job design, analysis and redesign of reward systems in various organizational contexts. Prerequisite: MBA 4121 or equivalent.

#### **MGMT 4350 - Business Summit Series: Current Business Issues and Topics**

The Business Summit Series is an elective course that provides students with insights into a variety of contemporary business issues and topics with a practical approach to developing business leadership skills and competencies. Before the course commences, students are invited to provide input and help faculty select the topics that are covered in the series. The faculty will develop modules, with each module covering a discrete business topic a workshop format. The workshops are taught in four-hour segments, with some workshops covering more than four hours, depending on content and learning outcomes. Workshops span practical topics that are not covered in-depth during the core PMBA curriculum, and they also include emerging business subjects. Topics include: GoTo-Market Strategy, Business Development Strategies, Mastering Sales Techniques, Business Consulting Skills, Becoming a Manager, Organizational Change Leadership, Franchise Business Model, and Colorado's Marijuana Industry. Other emerging business topics may include the Colorado small business market and new industry segments. Industry leaders may present to the class as subject matter experts.

#### **MGMT 4401 - Managing Cross-Cultural and Virtual Teams**



The world is more connected than ever before and culturally diverse virtual teams are a reality in the global marketplace. This course provides an introduction into managing culturally diverse and virtual team work in practice and distinctive features and challenges of virtual working environments. The course covers topics such as: managing cultural differences; knowledge sharing and team communication; managing yourself; engaging culturally diverse employees; managing conflicts in team work; and online tools and digital work.

#### **MGMT 4402 - Management Ethics**

The purpose of this course is to introduce students to ethical concepts, theories and issues as they relate to business and managerial decision-making. Consideration of ethics and the social responsibilities of business are relevant both for effective managing and for businesses properly fulfilling their function(s) in the larger society. This is a course in applied ethics. A primary focus will be specific issues related to business and managerial decision-making. The course is also designed to introduce students to more general approaches or ways of thinking about ethics, and students will be exposed to both normative and behavioral aspects of ethics. An important learning outcome of the course is to strengthen the capacity of students to make practically wise decisions in their future careers.

#### **MGMT 4403 - Business and Society**

This course examines the role of business in society and explores important issues in the relationships between business, government, and society. These issues are approached from a stakeholder perspective, integrating business strategy with law, ethics, and social responsibility. The obligations of business to its multiple stakeholders are established and applied through analysis of companies, cases, and current events.

#### **MGMT 4404 - Internship**

The MSM Ascend internship is about learning by doing. Internships in addition to providing an opportunity for hands-on learning, often open the door to the first professional job. Course requirements include an internship report that covers a study of the industry and the organization, and what you learned from your experience. The Ascend internship is a win-win course where you put into practice the management and business acumen you have learned at Daniels, and discover new skills from your colleagues in the organization. Permission of instructor required. Hours and times arranged by the student and the internship granting organization.

#### **MGMT 4405 - Strategic Execution and Summit Team Competition and Assessment**



Strategic Execution is a Challenge Driven Educational (CDE) course that builds off several previous MS Management courses. Students will leverage the contents from accounting, finance, management, marketing, strategy, and business analytics to engage with corporate partners to examine real-world problems. This course provides you with the opportunity to apply what you have learned so far in the MSM program with a live client. You will work on a project focused on business and management. Scoping the project will be a key learning outcome.

#### **MGMT 4450 - Power and Influence**

This course presents conceptual models, tactical approaches, and self-assessment tools to help you understand political dynamics as they unfold around you, and to develop your own influence style and negotiation skill. By focusing on specific expressions of power and influence, this course gives you the opportunity to observe its effective—and ineffective—use in different contexts and stages of a person’s career. This course will challenge you to define for yourself what will constitute the effective exercise of power and influence in your life.

#### **MGMT 4490 - Global Strategy**

Management of multinational enterprises; identification, analysis, and discussion of key policy issues for the international manager within various functional areas; home and host country relationships including assessment of political risk, selection of foreign locations, entry and ownership strategy, personnel and staffing considerations, technology transfer, multinational labor relations, organizing for international operations. Prerequisite: Should be taken in the last possible quarter before graduation and after completion of all advanced requirements and ITEC 3900, MGMT 3900, MKTG 3900, STAT 3910, and FIN 4610.

#### **MGMT 4503 - Comparative Management**

Exploration of similarities and dissimilarities of management practices in various cultures, determination of political, economic and cultural factors primarily affecting management theory and practice, transferability of certain management practices to other cultures. Introduction to basic assumptions and approaches of comparative research methodology. Prerequisite: MBA 4121.

#### **MGMT 4515 - Introduction to Sport and Entertainment Management**



The purpose of this course is to provide students with a very broad but significant exposure to the business of sports, which represents a global, multi-billion dollar industry. By critically analyzing numerous facets within this business from the perspective of a manager, student come away with knowledge that is wide enough but deep enough to foster a solid understanding of this dynamic and exciting industry. At the same time, this course provides students with specific and valuable insights that foster and stimulate deeper interest in a particular aspect within this industry through subsequent and additional coursework, independent study, and/or internship opportunities.

### **MGMT 4520 - Managing Sport & Entertainment Contracts**

This is a comprehensive and interactive seminar on managing sports and entertainment contracts. The class covers intellectual property; the role of entertainment and sports managers and agents; general contract principles and theory; contract negotiation; management and operating agreements; and sponsorship, endorsement, and licensing agreements.

### **MGMT 4525 - Facility Management**

What is a Public Assembly Facility? Public assembly facilities such as arenas, stadiums, convention centers, and theatres evolved out of the need by social communities to build permanent structures for public assembly, for political and commercial activities, religion, sports, spectacles, artistic expression and for commercial and educational assemblies. This course examines the specific areas of responsibility that one must acknowledge and understand to operate a successful venue of this type. We discuss the core competencies required and the unique areas of concentration that separate a public assembly facility from other venue types. Students realize the significant impact and benefit that facilities like these have on the social, educational and economic environment of communities.

### **MGMT 4530 - Technologies for Sport & Entertainment Management**

This is a specialized course for the MBA student interested in expanding their knowledge of the sports industry as a business and as a world economic force. It provides students with a framework for understanding the scope of the sports business across various venues, as it relates to information technology. Management Sport Technology focuses on understanding the practical uses of computer applications as a tool in sport management activities. Emphasis is placed on demonstrated proficiency in project management, spreadsheet management, database management, and Web page development.

### **MGMT 4535 - Managing Sponsorships for Sport & Entertainment Events**



The purpose of this course is to give students an understanding of sports sponsorship from the perspective of the corporate sponsor and the sports entity. The course identifies and describes the several media distribution channels that are used in corporate sports sponsorship. In addition, students learn how to use sports media distribution properties to create an effective sports marketing plan for corporate sponsors. Students put together a corporate sports marketing plan with a sample sports team.

#### **MGMT 4540 - Advanced Seminar in Sports and Entertainment Management**

The purpose of this seminar is to consider current topics in sport and entertainment management. Topics vary by quarter depending on timeliness of topics and interest of students. Potential topics may include public policy questions; ethical issues; current economic impacts and analysis; sport and entertainment management factors and how the various segments (professional, amateur, collegiate, high school, recreational and others) relate; environmental impacts; global issues and other issues that impact the current and future fields of sport and entertainment management.

#### **MGMT 4545 - Leadership, Team, and Career Development**

Daniels MBA students are preparing for leadership roles-as entrepreneurs, in corporations, and in not-for-profit organizations. In this course we will look at leadership from a variety of perspectives. Once we have reviewed what the experts have to say about leadership, we will turn our focus to helping you develop your personal theory of leadership. You will answer on important questions: How will I lead? Armed with this knowledge, you will be better equipped to handle leadership challenges as you go forward in life.

#### **MGMT 4620 - Organizational Dynamics**

Understand and develop a set of management and leadership skills critical for effectiveness in high performance work environments; (2) develop the ability to analyze organizations and environments from multiple perspectives; (3) explore policies and practices for facilitating organizational change; (4) become a valued and effective member of a work team; and (5) learn how to incorporate effective communication, critical thinking, creative problem solving, and technology, into organizational behaviors.



### **MGMT 4625 - Managing Human Capital**

This course focuses on the effective management of people, every organization's most critical resource. Employees' knowledge, skills, commitment, creativity, and effort are the basis for sustained competitive advantage. It is people who deal directly with customers, have creative ideas for new products or for process improvements, who devise marketing strategy or take technologies to the next level. In this course, the class approaches the people side of business from a general management perspective, integrating concepts from organizational behavior, human resource management, strategy, and organizational design. Course topics include motivation, reward systems, engagement; feedback; processes by which work is done and decisions are made, including attention to teams, power dynamics, conflict, and negotiations; the structure of the organization and its systems, including job and organizational design and system and policies affecting human capital; the organization's culture and history; and the external environment within which the organization operates, including legal, regulatory, demographic, economic and national cultural factors.

### **MGMT 4630 - Strategic Human Resources Management**

This course advances the argument that effective human resource policies will create sustained competitive advantage. To that end, this course will address the effective management of human resources in various policy areas: staffing, diversity, training and development, voice and influence, performance appraisal, and reward systems. Rather than taking a traditional, staff personnel perspective, we will discuss human resource management from the strategic perspective of a general manager. Prerequisite: MGMT 4620.

### **MGMT 4650 - Management Consulting**

This course is designed to provide a broad overview of the management consulting profession, including its industry and competitive dynamics, major practice areas, approaches to implementation, management of consulting firms and the future of consulting. In addition, emphasis is given to the practice of consulting through the development of certain high impact skills in evaluation, proposal writing, data gathering and client presentations. The course is relevant to those who: 1) are specifically interested in consulting careers, 2) have job interests that involve staff positions in corporations, 3) want to become line managers who might one day use consultants, 4) wish to develop general consulting skills and familiarity with the consulting industry. The learning process in class will consist of lectures, cases, readings, exercises and guest speakers. This wide variety of learning methods is intended to convey both the necessary knowledge and practical skills necessary for building a sound foundation for becoming a professional consultant. It is essential that everyone comes well-prepared to class, as the learning process depends heavily upon participation.

### **MGMT 4690 - Strategic Management**



This course builds from the premise that managers make decisions that influence the overall success of their organizations. We will concentrate on how top managers create and maximize value for their stakeholders. You will learn about how companies compete against each other in the quest of achieving high performance and market victories. You will learn about how and why some companies are successful while others are not. This course is about strategy. The primary task of strategy is the allocation and commitment of critical resources over relatively long periods of time in pursuit of specific goals and objectives. Strategic decisions take account of the conditions that prevail within the industry environment, both positive and negative, and the resources and capabilities available to managers for meeting environmental challenges. Strategy also requires establishing and managing an internal organizational system that creates and sustains strategic value.

### **MGMT 4710 - Sustaining Family Enterprises**

Family enterprises have a tremendous impact on our local, national and global economies. Today, the definition of the family enterprise extends beyond just the business entity. It includes family offices, family "banks," family councils, trusts, and family foundations, just to name a few. Further, what happens in, and how decisions are made by, family enterprise affects not only the active family members but other key stakeholders such as inactive family members, in-laws, non-family managers and employees, professional advisors, customers, suppliers and competitors. This course gives students insight into the universe of possibilities that families, enterprises and their advisors face when engaged in systemic transition planning. This highly interdisciplinary course is appropriate for anyone who intends to work in or with family enterprises. This includes family members, accountants, attorneys, estate planners, financial or wealth managers, family office professionals, insurance consultants, business advisors, management consultants, organizational and leadership development experts, international business professionals, psychologists, social workers, and family therapists.

### **MGMT 4790 - Managing Strategic Alliances**

The purpose of this course is to examine and expand upon the current understanding of the challenges of developing and managing strategic alliances. Reflecting the breadth of the novel features of the structure, the course draws from both strategic management and organizational behavioral disciplines. To order the discussion, we take a process view in addressing why and then how to use a strategic alliance. We initially focus on when to use an alliance. We then turn to the formation of an alliance - examining how to select a partner, which structure to choose and how to negotiate. Following, we discuss postformation issues of partner relationships, management of the alliance, performance evaluation and alliance termination. We conclude the course with sessions devoted towards managing a portfolio of alliances and network management in general.