

# Dominican MBA Course Descriptions

## ***MBA 5400 Organizational Behavior and Executive Communications (3 units)***

The role and dynamics of individuals and groups comprising organizations are examined. Effectively leading organizations and managing human resources requires an attention to the diverse nature of organizational members. Cultural, psychological and behavioral differences, and how they relate to sustaining success, are researched, analyzed and then communicated through effective written and delivered communication.

## ***MBA 5401 Accounting for Decision Making (3 units)***

Focuses on the need to incorporate strategic concerns into cost analysis with an emphasis on management control. The course will illustrate how accounting systems have both decision-making and control functions. Students will understand the evolution of new voluntary reporting initiatives. The course will examine the interrelations among emerging accounting systems and other organizational changes.

## ***MBA 5402 Marketing Management for Value Creation (3 units)***

Examines the principles and vocabulary of marketing management and the strategic implications of marketing decision-making. Instruction will focus on the marketing environment, the competitive challenges of changing market structures, business ethics, sustainability, and the tools that today's marketing manager needs to manage and mitigate risk in both for-profit and non-profit organizations. Students will examine the components of the strategic marketing mix and adapt it to various business functions including value creation, market segmentation, consumer behavior, product development, marketing infrastructure, and marketing research. The format of this class is primarily in-depth analysis through case study discussion.

## ***MBA 5403 Global Supply Chain and Sustainable Operations (3 units)***

Focuses on the concepts and methods used in the design and management of an organization's operational and global supply chain processes. It covers the functional and strategic role of production, distribution, and information technology. Students will develop an understanding of the tools needed to design, assess and improve operations and supply chain management. Concepts of sustainability and corporate social responsibility, and frameworks of operational excellence, continuous quality improvement, Lean Six Sigma and DMAIC are reviewed through current business practices to identify risks and opportunities for operations managers. Both manufacturing and service industries are emphasized.

## ***MBA 5404 Strategic Leadership for Organizational Performance (3 units)***

Analyzes key leadership theories for leading and managing people and teams, effecting organizational change to strategically achieve business goals. Assess 'effective' leadership in organizational and personal settings and examine ones' emotional intelligence. Develop and practice team building and group facilitation skills. Analyze case studies exploring how leaders have used their unique styles to achieve their business goals. Examine effects of power on ethical leadership decision making and the steps for effecting successful organizational change. Participate in a 360-degree (multi-rater) feedback assessment of one's own leadership behaviors, and then develop a leadership development plan to enhance one's leadership styles repertoire.

## ***MBA 5405 Global Business Environment (3 units)***

Explores the global competitive business environment and provides students with a framework to formulate strategies in the global marketplace. Students work in teams to perform case analyses and evaluations of models of business-government relations across major geographic regions and industries through international business, economic, socio-cultural and political lenses. Global business environment topics include international trade relations, economic interdependence, political and economic risk, managing across cultures, and environmental sustainability. Students use these contexts to examine foreign market entry strategies including exporting, international joint ventures, strategic alliances, and foreign direct investment.

## ***MBA 5406 Managerial Finance (3 units)***

Focuses on the theory and practice of financial decision making and builds on the elements of corporate finance, investments and financing policies of the firm to equip students with decision-making abilities. Main topics include financial statements analysis and forecasting, time value of money, securities valuation, risk-return trade-off, investment decisions under uncertainty, cost of capital, capital budgeting, and other practical issues and policy decisions that financial managers face. Prerequisite: MBA 5401.

### ***MBA 5407 Business Analytics and Marketing Research (3 units)***

Examines methods and practices for designing research strategies to support decision making. Students learn and practice qualitative and quantitative research methods through developing and implementing a research plan and generating a report relevant to a specific business or industry. Other common marketing research methods such as observational studies and in-depth interviews are explored. Additionally, students will gather, view and interpret external data using statistical analytics.

### ***MBA 5410 Global Consulting Practicum (4 units)***

The Global Consulting Practicum is the final course of the MBA program. Student teams serve as consultants to overseas firms and perform global business projects for clients in a given country. The projects include conducting global risk assessments on the country in which the firm is located, and devise strategic solutions and recommendations for clients' project needs. Students will utilize their advanced business skills acquired and practiced in the MBA program. Following the completion of the Capstone, students travel together on a 10-day international study trip to meet with their clients. Through the planning and completion of the consulting projects, students strengthen their knowledge and insights related to the social, cultural, political, economic, technological, environmental and legal factors that impact achieving competitive advantage and doing business in international markets. The multiple projects will relate to the MBA concentrations in global business, strategic leadership or sustainable enterprise.

### ***MBA 5420 Emerging Markets and International Competitiveness (3 units)***

Comprehensive analysis of emerging markets/economies through the lens of developed country firms as well as indigenous firms in emerging markets. It investigates how the globalization of emerging markets create opportunities for developed country firms (SMEs and MNEs) including environmental sustainability, and how these could be tapped, what challenges companies operating in emerging markets face, and what lessons can be learned from them. It also examines how indigenous entrepreneurs and leaders in emerging markets are building world-class companies to surface globally. The course centers on whether, and how, globalization impacts the international competitiveness of developed countries and firms differently from emerging markets and firms, using analysis at the country, industry, firm as well as subsidiary levels.

### ***MBA 5421 Global Risk Management (3 units)***

Analyzes key dimensions of global risk across both the financial and non-financial risk spectrum. Students learn how to lead and manage global risk from a broad systemic and strategic perspective. They are introduced to innovative risk management tools and techniques that will embed in them a global risk-awareness culture and build their capacity to understand risk profiles of a variety of organization and country types. Topics covered include risk governance, risk policy and risk appetite, enterprise risk management, political risk, risk management systems and infrastructure in addition to the management of key risks such as market risk, credit risk, liquidity risk, operational risk, regulatory risk, and environmental risk.

### ***MBA 5422 Global Marketing Strategy (3 units)***

In-depth examination of marketing functions in a global setting. Specifically, this course provides students with experience in making marketing and business-related decisions in regard to international expansion. Particular attention is paid to areas of increasing importance to marketing leaders, including decisions regarding sustainability, as well as standardization and adaptation of key marketing functions such as communications, product development and market development. Students will critically examine global marketing decisions in a case study discussion format.

### ***MBA 5423 Managing Across Cultures (3 units)***

Utilizes a framework for understanding, approaching and managing cross-cultural interactions in global business. It examines how culture specifics across regions and differences in patterns of communications, negotiations and cultural intelligence influence international business leadership and management. The course also addresses the cultural challenges of global relocations, attitudes towards sustainability transitions and diversity management. Students will interact with expatriates, meet professionals with international experience, and work in teams to conduct cross-cultural analysis.

***MBA 5424 International Accounting (3 units)***

Examines and analyzes accounting concepts, principles and methods for multinational corporations. Topics include International Financial Reporting Standards (IFRS), foreign currency translation; segment reporting, convergence of international accounting standards, cross-border comparative analysis and the managerial aspects of multinational transactions. Students make a cross-border analysis of international corporate social responsibility reporting requirements, including ethical and environmental considerations, and cultural influences.

***MBA 5425 Global Business Disruptions (3 units)***

The next generation of business models will not only be driven by values grounded in sustainability but also disruptions on a mass scale. With the advent of companies like Uber and Alibaba, and technologies like 3D printing and matching platforms, traditional industries are getting displaced at an incredible pace. Countries that grabbed outsourced manufacturing contracts from mature economies and developed political clout are facing new innovation challenges to stay competitive. This course examines how traditional industries have been disrupted by innovation. It surveys a variety of current business models and teaches students how to create models that respond to competition.

***MBA 5440 Ecological Business Models (3 units)***

Examines the relationship between humans and the environment and explores global economic and business models that support sustainability. We reflect on the role worldviews, the economic system, and market failures play in creating societal problems. Students learn and apply various principles and tools for change including: environmental economics for valuing externalities, ecological economics for creating a modern worldview that recognizes finite resources, economic instruments such as cap and trade, and an array of eco-commerce models being used by business to operate more sustainably and contribute to solving some of the world's most challenging issues.

***MBA 5441 Sustainable Metrics and Policy (3 units)***

Explores systematic organizational sustainability issues from the perspectives of the internal change agent and the external consultant. Multiple global approaches are learned and practiced, from advocating organizational, state, national and global policies that create ground rules with the right incentives to designing metrics that illuminate organizational performance in natural, human and financial capital accounts. Current trends in sustainability reporting, such as the Global Reporting Initiative will also be covered. The course includes a significant consulting project that integrates and applies learning from this and prior courses.

***MBA 5442 New Venture Creation (3 units)***

Engages students with a knowledge base and tools to evaluate global business opportunities as an entrepreneur or investor for startups and established businesses, or as an intrapreneur to generate new businesses in established companies. Students learn the various stages of creating a new business venture including new venture formulation, ideation and launch. In addition to market validation, startup pitch and business plan creation, students explore entrepreneurial as well as intrapreneurial financing options including bootstrapping, angel investors, private equity, venture capital, and crowd sourcing. Students use business valuation tools such as WACC and DCF and develop pro forma financial statements to project profit and cash flows consistent with the triple bottom line framework.

***MBA 5443 Innovation and Design Thinking (3 units)***

Equips students with the knowledge and tools to engage in innovation activities to advance business goals in today's global environment. Students will be focused on developing creative thinking skills, with an emphasis on problem solving via human-centered design thinking. Human-centered design thinking is a method of innovation that assesses problems and explores solutions given various time, resource, and technological constraints. The focus of this course is learning to explore and reframe problems with a goal of generating solutions or alternative approaches to those already in existence, while simultaneously learning to build, lead and nurture an innovative and sustainability-oriented culture in organizations.

***MBA 5444 Social Enterprise for Sustainable Development (3 units)***

Focuses on Social Enterprise, an organizational model that recognizes the global need to improve human and environmental conditions through business and organizations, and its role in sustainable economic development. Students will investigate social impacts of and on enterprises, their consequences, and future alternatives. Money systems, globalization, economic history, and community based cooperative models are explored to support students' empowerment for economic choices, career and social change. Within this context students will also study and evaluate topics such as bottom-of-the-pyramid approaches, the millennium development project, human scale development, and development economics.

### ***MBA 5460 Building High Performance Teams (3 units)***

Examines and evaluates theories and practices for optimizing human potential, focused on multicultural team performance in sustainable, ethical, strategy-driven organizations. Focus on clear individual and team goals and incentives to achieve business objectives, virtual teams and employee engagement. Consider strategies for trust building, motivating, coaching, and mentoring to bridge gap between organizational strategic needs and team members' skill profiles, leading to competitive advantage. Clarify multiple and conflicting demands of successful performance management processes. Practice constructive conflict/ negotiation, feedback and coaching skills. Receive personal feedback on leadership effectiveness related to student's leadership development plan originated in core leadership course.

### ***MBA 5461 Leader Driven Strategic Planning (3 units)***

Reviews how leaders have strategically created and affected organizational outcomes. After examining the elements of a strategic planning process, students apply those principles to the creation of a vision/ mission/ metrics/ strategy sequence, from the perspective of leadership in an organization. Using a leadership styles assessment, are able to identify who in the organization should be included in creating an organization's strategic plan, determine specific outcomes it will deliver, and proceed to identify detailed short-term and long term strategic initiatives and their execution. Using predetermined processes, students envision how the strategic plan will be presented to the organization and how the effect of those initiatives will be monitored to advance the mission statement while ensuring a targeted degree of inspiration, empowerment, innovation, and creativity. Apply global and sustainability-driven management practices by integrating sustainability across a sample company's organizational operations.

### ***MBA 5462 Consulting for Effective Change Leadership (3 units)***

Examines theories and practices for leading people to effect organizational change in multicultural contexts to achieve sustainable business goals. Analyze Organization Development (OD) theories of organizational structure, how structure impacts change, as well as limit its impact and leader's role as an architect of the organization and its culture. Develop skills in constructive feedback, negotiation and conflict management skills and negotiation processes to address obstacles and stay focused on the original objectives of a change initiative. Through the Dominican Leadership Learning Laboratory with executive-level clients from businesses, government and non-profit organizations, students will serve as consultants imparting feedback regarding their client's 360-degree leadership assessments.

### ***MBA 5463 Leading and Growing Start-ups (3 units)***

Analyzes key requirements to advance a small enterprise beyond the start-up stage to growing the business. Consider structure, roles, processes and people requirements typical of the five stages of a maturity cycle. Differentiate an organization's maturity cycle stages from that of the product/service offering; the former being controllable by the leadership, the latter being governed by the global competitive environment in an ever increasing sustainability driven business landscape. Determine the change strategies for individual leadership adaptation and for team building. Understand how continuous improvement plays a key role in advancing company goals to grow the business using substantive metrics. Choose which key functions require leadership through decisive action as the market experiences a shift from early adaptors to mainstream customers. Consider financial tools the leader needs to focus on and the implications those choices have on the corresponding leadership style to most effectively advance the firm's growth.

### ***MBA 5464 Innovative Organizational Development and Interventions (3 units)***

Investigate change leadership and its impact on individuals, teams, and organizations in a multi-dimensional context. Examine strategies and actions that overcome resistance, leading to innovative change. Considering Organization Development (OD) systems and processes, analyze initiatives of creating and leading support for organization development interventions, focusing on building managers' skills to act as effective change leaders in a global business environment. Examine case studies and OD interventions to achieve organization's change goals and the roles of individuals, teams, and leaders in small and large systems change.

### ***MBA 5480 Capstone (3 units)***

The capstone is the culminating experience of the MBA program. It facilitates students' integration of key functional area expertise as well as leadership, global and sustainable business knowledge and skills acquired throughout the MBA curriculum. This course focuses on business unit and corporate strategy. It explores the macro environment, and industry and competitor environments, and equips managers with frameworks and tools to help them analyze complex business situations and create strategic decisions and outcomes that optimize organizational performance. Topics covered include competitive advantage, competitive strategies, diversification, outsourcing, strategic alliances, and acquisitions. Students work individually and in teams to engage in strategy formulation, implementation and evaluation using business simulations, projects, and cases.

### ***MBA 5996 Graduate Internship (1-3 units)***

A minimum of 45-135 hours in a work situation which constitutes, in the judgment of the Barowsky School of Business, a valid educational experience. Students work under the direction of an on-site supervisor. Prerequisite: Successful completion of 12 units of MBA core and/or elective course requirements.