NDSU MBA Coursework Information
Effective Fall, 2018

Required courses for the MBA degree are typically offered in the evening during the academic year to accommodate the majority of our students who are working full-time in their professions. The evening classes meet one night per week. Elective courses are offered throughout the day, evening, and in summer.

Program requirements:

All students take a minimum of 30 credit hours of approved graduate courses.

MBA Graduate Courses:

<table>
<thead>
<tr>
<th>Area</th>
<th>Credits</th>
<th>Courses</th>
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<tbody>
<tr>
<td>MBA 701</td>
<td>2</td>
<td>Strategic Cost Management</td>
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<tr>
<td>MBA 702</td>
<td>2</td>
<td>Advanced Financial Management</td>
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<tr>
<td>MBA 703</td>
<td>2</td>
<td>Advanced Organizational Behavior</td>
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<td>MBA 704</td>
<td>2</td>
<td>Supply Chain and Operations Management</td>
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<td>MBA 705</td>
<td>2</td>
<td>Strategic Marketing Management</td>
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<tr>
<td>MBA 706</td>
<td>2</td>
<td>Managing Information Resources</td>
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<tr>
<td>MBA 707</td>
<td>2</td>
<td>Microeconomics for Managers</td>
</tr>
<tr>
<td>MBA 708</td>
<td>2</td>
<td>Advanced Strategic Management</td>
</tr>
<tr>
<td>Electives</td>
<td>14</td>
<td>approved electives* including courses in graduate certificates</td>
</tr>
<tr>
<td>TOTAL</td>
<td>30</td>
<td>Credit hours</td>
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Graduate courses must be taken through North Dakota State University.

*Approved electives must be 600- or 700-level courses in the College of Business, or a related area, taught by graduate faculty, and approved by the MBA Program Director and the NDSU Graduate School.

Foundation Courses:

Because the MBA degree is structured to serve students from various undergraduate disciplines, a set of foundation course requirements is needed to ensure adequate background preparation. Incoming students are required to have taken approved undergraduate principles courses in each of the following foundation areas: Accounting, Economics, Management, Marketing, Statistics, and Finance. Based on previous course work, some or all of these courses may be waived. Specifically these classes at NDSU are:

   ACCT 200 or 102; ECON 105; FIN 320; MGMT 320; MRKT 320; STAT 330

Self-Paced Option:

The Foundation requirement may also be met by completing self-paced instructional modules. This option is potentially attractive for individuals who are self-disciplined or those who have taken courses in these areas in the past but would like a refresher course.

While no academic credit is earned through completion of the modules, successful completion will meet the foundation requirement of the MBA Program. If you are potentially interested in pursuing this option, please contact Paul Brown at 701.231.7681 or Paul.Brown@ndsu.edu.
MBA PROGRAM REQUIRED (CORE) COURSES

MBA Core courses are 2 credits each
With the exception of MBA 708, prerequisites for these courses are: admission into the MBA program or permission of the MBA program coordinator or MBA program director.

MBA 701 - Strategic Cost Management        Fall
This course introduces managerial accounting for decision making and control in profit-directed organizations. It also defines product costing, budgetary control systems, and performance evaluation systems for planning, coordinating, and monitoring the performance of a business. Students will understand how modern organizations use managerial accounting to effectively plan and control operations and make sound business decisions.

MBA 702 - Advanced Financial Management     Spring
In-depth coverage of concepts and decision-making tools in financial analysis, cost of capital, capital structure, capital budgeting, and dividend policy through analyzing competitive situations and developing strategic views of key financial dimensions.

MBA 703 - Advanced Organizational Behavior  Fall
This course is intended to introduce you to the essentials of the most important organizational behavior concepts and principles through instruction, reading, cases, and experience. The course focuses on practical and useful information and skills which will aid you in managing and working in an organization. The course will use evidence-based research to examine and explore the relationship between individual, team, and organizational characteristics and individual outcomes.

MBA 704 - Supply Chain and Operations Management      Fall
Study of analysis and decision-making directed at creating, producing, and bringing goods and services to market under uncertain business conditions. Includes techniques from project management, supply chain management, quality management, inventory management, forecasting, and production planning.

MBA 705 - Strategic Marketing Management       Fall
Focus on the conceptual framework, managerial approach and analysis of deploying marketing resources to communicate and deliver value.

MBA 706 - Managing Information Resources      Spring
Managerial perspectives on the role of information resources in supporting organizational functions including the strategic use of information systems; use, design, and evaluation of information resources; use of information technologies for managerial decision making, and IT support of different business functions.

MBA 707 - Microeconomics for Managers         Spring
This course will provide students with an understanding of microeconomic tools for managerial decision making. Students will learn how to use an understanding of economics to make better value maximization decisions for their company. Course topics will include supply/demand principles, demand elasticity and estimation, production and costs, market structure, strategic interaction, complex pricing problems, and decisions under risk.
MBA 708 - Advanced Strategic Management  
Spring  
This course teaches from the perspective of top management, integrating functional business expertise into analysis of the firm’s internal resources and capabilities with analysis of the external environment in which the firm competes, to enable formulation and implementation of company strategy. Prerequisites: MBA 701, MBA 702, MBA 703, MBA 704, MBA 705, MBA 706.

MBA Program Elective courses
MBA Prefix program elective courses are 2 credits each
Prerequisites for these courses are: admission to the MBA program or permission of the MBA program coordinator or program director.
Note: Many of these courses are offered once every other year.

Concentrations are clumped together into single academic years (fall – spring). These are as follows:
Digital Marketing courses MBA 721, 722, 723, 724 are taught in 2019 - 2020, and every other year subsequently.
Leadership & Managerial Skills courses MBA 731, 732, 733, 734 are taught in 2018 – 2019, and every other year subsequently.
Business Analytics courses MBA 751, 752, 753, 722 are taught 2018 – 2019, and every other year subsequently.

MBA 721 - Creating and Marketing Innovations  
Fall odd years (’19, ’21)
This course focuses on creating and enhancing customer value though new products and services. Students will learn the value of new product strategy and new product development process from opportunity identification to launch.

MBA 722 - Marketing Analytics and Customer Intelligence  
Spring every year
This course takes a very hands-on approach with customer intelligence and equips students with the marketing science understanding and techniques they need to solve real-world marketing challenges. This course uses a combination of lectures, cases, and exercises.

MBA 723 - Digital Marketing  
Fall odd years (’19, ’21)
This course focuses on understanding, managing and analyzing an organization’s digital marketing strategy. Topics related to online business models, search engine optimization, paid search and display advertising, web analytics, email marketing, social media marketing and reputation management will be considered.

MBA 724 - Integrated Marketing Communications  
Spring even years (’18, ’20)
This course focuses on marketing communications management in terms of strategy development, implementation, and evaluation. It examines the effects of changing environmental circumstance on integrated marketing communications and promotional strategy - budget allocation, messages, and media vehicles adopted.

MBA 731 - Leading and Managing Teams  
Spring odd years (’19, ’21)
This course is designed to prepare students to effectively develop, lead, and manage teams. We will examine and practice team development. We will examine critical team processes and how to manage
these processes. We will have the opportunity to practice both the management skills and leadership skills necessary to have effective collaboration among team members.

MBA 732 - Managerial Leadership: Essential Competencies Fall even years ('18, '20)
This course is designed to prepare graduate students for the role of being a managerial leader. We will examine and practice the essential competencies such as creating a compelling purpose, role clarification inspiration/motivation, problem solving, team building needed as a manager and a leader.

MBA 733 - Management Decision Making Fall even years ('18, '20)
This course provides tools and experiences to allow managers to become more sophisticated and effective decision makers. It examines logical processes relating to decision making, but also incorporates behavioral and organizational aspects of decision making.

MBA 734 - Negotiations & Alternative Dispute Resolution Spring odd years ('19, '21)
This course is designed to provide practical negotiating knowledge primarily through hands-on experiential exercises. Topics covered are useful to the practicing manager and readings and lectures are designed to reinforce lessons learned during actual negotiations. Some of the topics covered: using agents in negotiation, conflict resolution, alternative dispute resolution, establishing value, working across diverse contexts, and employing (and defending) against common negotiation tactics.

MBA 751 - Business Analytics Concepts Fall even years ('18, '20)
This course covers important business data analytics concepts including data warehousing, OLAP, ETL, data mining, self-service business intelligence, and business reporting and visualization tools. It provides hands-on experience in the use of some popular data analytics software tools with a focus on aiding managerial decision-making across different business functional areas.

MBA 752 - Business Analytics Strategy Fall even years ('18, '20)
Case-based discussion course examining how data analytics impact organizations today and issues related to the development of an overall business data analytics organizational strategy. Topics include business data analytics in organizations and its impact on business functional areas, strategic use of data and information, ethical issues related to data collection and usage, social and legal implications of pervasive digitization, and management of intellectual property.

MBA 753 - Business Analytics Methods Spring odd years ('19, '21)
This managerially-oriented course covers the use of analytic tools to generate predictive models such as logistic regression, decision trees, neural networks, and cluster analysis to generate deeper business insights in direct support of managerial decision making.
APPROVED MBA ELECTIVE COURSES:
Note: These courses may not be offered every year.

Accounting Electives (ACCT) -

610 Fraud Examination, 3 credits
Study of the pervasiveness and causes of fraud in society; exploration of methods of fraud detection and prevention, and on the investigation of financial statement fraud. Prereq: ACCT 201 or approved equivalent.

611 Advanced Fraud Examination, 3 credits
Advanced application of fraud examination principles that encompass the investigation and prevention of fraudulent financial transactions. Coursework is focused on the analysis of fraudulent financial statements and fieldwork involving actual organizations. Prereq: ACCT 610.

615 Advanced Accounting, 3 credits
Study of advanced topics including consolidated statements, international operations, and derivative financial instruments. Prereq: ACCT 312 or approved equivalent.

618 Tax Accounting I, 3 credits
Study of the theory and principles related to the determination of taxable income and computation of federal income taxes for individuals. Students will prepare manual and computerized tax returns. Prereq: ACCT 201 or approved equivalent.

619 Tax Accounting II, 3 credits
Study of the theory and principles related to the determination of taxable income and computation of federal income taxes for partnerships, corporations, trusts and estates, and other specialized tax issues. Prereq: ACCT 618.

620 Accounting Information Systems, 3 credits
Study of conceptual and practical aspects of accounting information systems with a focus on business processes. Practical application includes use of software in a lab setting. Prereq: MIS 370 or approved equivalent, ACCT 312 or approved equivalent.

621 Auditing I, 3 credits
Study of audit principles and practices including evidence gathering, internal controls, sampling and testing, report writing, ethics and legal liabilities. Prereq: ACCT 312 or approved equivalent.

700. Accounting for Decision Making. 3 Credits
Acct 700 is a graduate course for students who do not have an undergraduate business degree. The course examines the basics of what accounting information is, how it is developed, how it is used, and what it means.

722 Auditing II, 3 credits
Advanced application of audit principles in organizational situations through case studies and the investigation of current issues in auditing. Prereq: ACCT 621.

730 Legal Aspects of Business, 3 credits
This course will study law related to business in the areas of agency, accountant legal liability, business organizations, contracts, debtor-creditor relationships, government regulations of business transactions, real property, sales, and the Uniform Commercial Code.
735 Applied Professional Research, 3 credits
This course will emphasize substantive accounting questions and issues that arise in practice. Professional research methods will be used to solve cases addressing these questions. Teamwork, communication skills, and analytical skills required of contemporary accounting practitioners will be developed. Prereq: ACCT 311, 312, and 320 or approved equivalents.

750 Accounting Theory, 3 credits
This course will examine the conceptual underpinnings of accounting, the development of those concepts, and accounting issues as related to contemporary financial reporting. Prereq: ACCT 311, 312, and 320 or approved equivalents.

755 Financial Statement Analysis, 3 credits
This course is the study of conceptual and practical aspects of the financial information in corporate annual reports. This course focuses on the interpretation and critical evaluation of financial information, rather than the mechanics of preparing financial reports. Prereq: ACCT 311, 312, and 320 or approved equivalents.

Business Electives (BUSN) -

674 Cooperatives, 3 credits
Theory, practice, and evaluation of cooperatives including principles, management, marketing, finance, taxes, legal issues, and adjusting to change. Prereq: ECON 201 or approved equivalent.

Communication Electives (COMM) -

783 Organizational Communication, 3 credits
Exploration of the theory of management communication practices in organizations. Emphasis on the formal structure of and interpersonal aspects of supervisor-subordinate relations.

Finance Electives (FIN) -

610 Investment Analysis and Management, 3 credits
Evaluation of various securities for investment (stocks, bonds), investment analysis (fundamental and technical), concepts of efficient markets, and market risk. Portfolio management and international investment aspects are briefly covered. Prereq: FIN 320 or approved equivalent.

620 Speculative Markets, 3 credits
Evaluation of options, futures, and other derivative securities used for hedging, speculation, and arbitrage. Related market structure, trading strategies, and risks are examined. Prereq: FIN 320 and any FIN 400-level course, or approved equivalent.

630 Management of Financial Institutions, 3 credits
Development, role, and functions of depository financial institutions. Emphasis on domestic and international regulation, structure, management, and operations of commercial banks. Prereq: FIN 320 or approved equivalent.

640 International Finance, 3 credits
Concerns international financial markets, exchange rates, currency futures, and options. Includes financial aspects of international corporations, such as management of corporate assets and liabilities, capital structure, cost of capital, capital budgeting, and international risks. Prereq: FIN 320 or equivalent.
650 Money and Capital Markets, 3 credits
Examination of saving-investment decisions, flow of funds, interest rate theories, risk structure, and function of financial markets. Security pricing and portfolio strategies in money, bond, tax exempt, and foreign exchange markets. Prereq: FIN 320 or approved equivalent.

FIN 670. Analysis of Fixed-Income Securities. 3 Credits
An introduction to the valuation of fixed-income securities and the management of fixed-income investments.

FIN 680. Applied Portfolio Management. 3 Credits
This course combines theory with practice and provides students with a unique educational opportunity to study portfolio management while managing the Student Managed Investment Fund (Bison Fund). Students will gain real-time, hands-on experience in financial security analysis and valuation, asset allocation and portfolio management as applied to an actual investment portfolio. Students will also learn how to present their analysis of an economic sector or a financial security. Students must be active members of the Bison Fund during the same academic year.

Industrial and Manufacturing Engineering Electives (IME) –

656 Program and Project Management, 3 Credits
Integrated approaches to managing engineering, technology and business projects, addressing the project management lifecycle including initiating, planning, executing, controlling and closing. Additional topics include program management, portfolio management, and applying principles in a business environment.

Management Electives (MGMT) –

640 International Management, 3 credits
Focused on management challenges associated with business activity across national boundaries. Development of management skills for global contexts. Prereq: MGMT 320 or 301, or approved equivalent.

650 Human Resource Management, 3 credits
Survey of human resource management, including job analysis, recruitment, selection, performance appraisal, compensation, training, and labor relations. The impact of environmental influences, such as legislation, court decisions, and unions, on human resource activities are addressed. Prereq: MGMT 320 or 301, or approved equivalent.

652 Compensation Management, 3 credits
Study of the human resource management function of compensation. Topics include job analysis, job evaluation, wage determination, pay-for-performance, and employee benefits. The impact of compensation on recruitment, satisfaction and performance is examined. Prereq: MGMT 320 or 301, or approved equivalent.

653 Understanding and Managing Diversity in Organizations, 3 credits
Use of case analysis and experiential learning to consider the theoretical perspectives and practical implications of different forms of diversity at three management levels: personal values and actions; group dynamics; institutional policies and practices. Prereq: MGMT 320 or 301, or approved equivalent.

654 Labor-Management Relations, 3 credits
Analysis of human resource management in the presence of labor unions. Topics include: labor history, labor law, organizing unions, contract negotiations and administration, contract dispute resolution, labor-management cooperation, and strikes. Prereq: MGMT 320 or 301, or approved equivalent.
671 Leading the Nonprofit Organization, 3 credits
This course covers theories, tools, and perspectives for leading and managing nonprofit organizations; exploration of similarities and differences between nonprofits and business firms; discussion of current and controversial issues in the nonprofit sector – all emphasizing practical applications for nonprofit leadership in managerial, staff, and volunteer roles.

Marketing Electives (MRKT)

610 Consumer Behavior, 3 credits
Examination of dimensions of consumer buying theories. Aimed at understanding the buying behavior of customers. Prereq: MRKT 320 or 301, or approved equivalent.

620 Advertising and Integrated Marketing Communication, 3 credits
Examination of the use of advertising as part of the worldwide marketing function; prepares the student to analyze and plan integrated marketing communication campaigns. Prereq: MRKT 320 or 301, or approved equivalent.

634 Sales and Sales Force Management, 3 credits
Examination of different aspects of effective personal selling with focus on decision areas pertaining to sales force management. Prereq: MRKT 320 or 301, or approved equivalent.

640 International Marketing, 3 credits
Focused on identifying and satisfying global customer needs better than the competition, both domestic and international, and coordinating marketing activities within the context of the global environment. Prereq: MRKT 320 or 301, or approved equivalent.

650 Marketing Research, 3 credits
Study of research methods with focus on research design, data collection, and analysis techniques. Prereq: MRKT 320 or 301 and STAT 331, or approved equivalents.

670 Services Marketing, 3 credits
This course focuses on management and strategic issues as they relate to the marketing of service. Prereq: MRKT 320 or 301, or approved equivalent.

Transportation and Logistics Electives (TL)

711 Logistics Systems, 3 credits
Foundation material critical to establishing effective supply chains in various decision making environments. Topics include inventory theory, forecasting, aggregate planning, and project management. Decision making techniques include linear programming, process flow analysis, and simulation.

TL 715 Enterprise Resource Planning, 3 Credits
This course introduces students to Enterprise Resource Planning (ERP) and its implementation. Topics covered from the perspective of ERP include: process integration, value chain management, international implementations, organizational change management, project management, and knowledge management.
723 Advanced Supply-Chain Planning Across the Enterprise, 3 Credits
Builds on theories and tools developed in TL 711. By understanding both current capabilities and evolving needs of an organization, the appropriate modifications to the organization’s supply chain can be identified. Prereq: TL 711

727 Organizational Change Management, 3 credits
Change management as the process of making either incremental improvements or radical changes to an organization for the purpose of enhancing both organizational and individual effectiveness. A multi-perspective systems viewpoint is employed, stressing pragmatic implications for leadership. Prereq: TL 711, 715, 719 or consent of instructor.

729 Adaptive Planning in Logistics, 3 credits
Presents a systems view with a focus on how remote sensing technology enables sense and respond logistics. Topics include organizational structure, strategic alliances, programmed decision making, supply chain dynamics, and the value of information transparency. Prereq: TL 711, 715, and 719 or consent of instructor.