

MASTERS OF BUSINESS ADMIN (MBA)

MBA 603 Business in the Global Environment (3 credits)

Discusses the interrelationships of the various functions of the business enterprise in different environmental settings. Contextual analysis focuses on: global economic institutions, systems and mechanisms, business government relations and cultural diversity. The course also addresses such issues as ethics, social responsibility and the physical environment from a regulatory, as well as a corporate governance perspective.

MBA 626 Business Economics (4 credits)

Introduces the principles of microeconomics and macroeconomics. Provides the tools and quantitative techniques to understand and analyze the pricing and production decisions by managers of individual firms as well as current economic policy issues on the national and international level. Microeconomics topics include: The nature of economics, supply and demand, elasticity of demand, production and costs, and various market structures. Macroeconomics topics include: The monetary and banking system, inflation, economic fluctuations and growth, monetary and fiscal policy for maintaining stability and growth.

MBA 632 Managerial Finance (3 credits)

Comprehensive analysis of the major corporate financing decisions of the firm. Provides the necessary analytical tools and a solid theoretical background to sound financial decision-making and management. Covers financial statement analysis, financial forecasting, time value of money, valuation of various types of financial securities, management of risk and return, cost of capital, the estimation and analysis of cash flows in the capital budgeting process, capital structure, dividend policies, and long-term financial planning.

MBA 640 Accounting for Decision Making (4 credits)

This course covers basic accounting theory and practice with special emphasis on the concepts of underlying income determination, preparation of the statement of financial position and managerial uses of accounting information. Topics include transaction analysis, revenue and expense recognition, accounting for merchandising, manufacturing and cost operations, capital budgeting and analysis of management's use of accounting data in management planning and control. Consideration of international accounting issues are integrated throughout the course. NOT OPEN TO STUDENTS WHO HAVE TAKEN MBA 624.

MBA 642 Marketing Management (3 credits)

Examines the principles and practice of marketing to help gain a better understanding of marketing and the role of marketing in society. Topics include the decision of variables involved in marketing management decisions (i.e. the marketing mix—product, pricing, promotion and distribution decisions for successfully selling a product) as well as the global environment for marketing (societal and ethical dimensions). Uses case studies and/or group projects to show how theory can be applied in solving and understanding marketing problems. Students learn to formulate marketing objectives and develop a marketing strategy. NOT OPEN TO STUDENTS WHO HAVE TAKEN MBA 622.

MBA 644 Macroeconomics in the Global Environment (3 credits)

Provides students with a basic understanding of the concepts and techniques of contemporary Macroeconomics. Topics include: global interdependence and the gains from trade; market forces of supply and demand; supply, demand and government policies; measuring a nation's income and cost of living; production and growth; savings, investment and the financial systems; unemployment and its natural rate; the monetary system; money and inflation; basic concepts of open-economy macroeconomics; aggregate demand and aggregate supply; and the influence of monetary and fiscal policy on aggregate demand. NOT OPEN TO STUDENTS WHO HAVE TAKEN MBA 626.

MBA 646 Business Analytics for Decision Making (3 credits)

Students are taught to apply statistical tools useful for making effective managerial decisions in a disorganized and uncertain environment. They will develop valuable data analysis skills and the ability to choose appropriate statistical methods and interpret them in realistic management cases. These tools include methods for collecting, organizing presenting and analyzing data utilizing Excel and commercial-level software add-ins. Topics include applying statistical methods and presenting results for making better decisions using descriptive statistics, probability theory-including important statistical distributions, estimation, hypothesis testing and simple and multiple regression analysis. The emphasis will be on applying these tools to improve decision making in all functional areas of business. NOT OPEN TO STUDENTS WHO HAVE TAKEN MBA 628.

MBA 647 Decision Modeling for Management (3 credits)

Business decision modeling is applied in all types of organizations to complement traditional approached to managerial decision making. This course prepares managers to be active participants in the model building process by providing hands-on experience using realistic data and commercial-level Excel software ad-ins. The modeling approach is successfully applied to decision problems in human resource management, service delivery systems, marketing, finance, production and logistics. Applications of linear programming, non-linear programming, PERT/CPM, forecasting, decision trees, queuing and Monte Carlo simulation are covered in this course.

MBA 648 Managerial Finance (3 credits)

Covers the basic principles of finance. Students learn the tools and concepts necessary to understand and implement the finance function in the firm. Builds a comprehensive understanding of the finance function to enable non-finance managers to male appropriate decisions. Topics include: time value of money; capital budgeting; risk management; stocks, bonds and their valuation; and financing of the firm. NOT OPEN TO STUDENTS WHO HAVE TAKEN MBA 632.

MBA 653 Financial Analysis, Reporting and Modeling of Corporate Activities (7 credits)

This is an integrated multidisciplinary course that covers the principles of financial accounting, financial analysis and decision modeling for business analysis. The primary objective of this course is to provide students with essential theoretical background and analytical tools necessary to use and analyze financial statements, to develop business models and to make sound financial decisions. Students will develop skills to understand accounting records, financial reports, perform valuations and risk analysis and to simulate business and financial operations. The course is intended to extend over a fourteen-week semester with each class week broken into two segments providing for a longer lecture segment and a shorter "laboratory" segment.

Course Rotation: NYC: Spring.

Prerequisites: You must be a member of the full time MBA cohort program to register. If you register for MBA 653, then you must register for MBA 654.

MBA 661 Economic and Statistical Assessment for Business (4 credits)

This module has a dual focus: macroeconomics and statistics. Topics related to macroeconomics include the monetary and banking systems, inflation, economic fluctuations and growth and monetary and fiscal policies for maintaining stability and growth. Statistical topics include descriptive statistics, probability statistical inference and regression analysis. The module culminates in a team project that requires statistical manipulation of macroeconomic data to solve a business problem. (The module's credits are divided equally between macroeconomics and statistics. It is taken with MBA 622 and 663.

Course Rotation: NY: Fall and Spring.

Prerequisites: You must be a member of the full time MBA cohort program to register. Please contact Ms. Amy Vandawalker at avandawalker@pace.edu to register.

MBA 662 Marketing and Micro Economics for Value Creation (5 credits)

This module has a dual focus: marketing and microeconomics. It provides an overview of the concepts, structure and operations of domestic and international marketing systems. Topics include the firm's marketing mix (product, distribution and pricing), market segmentation, targeting, positioning and research to develop strategies for the marketing mix as it affects consumer and organizational buying behavior: legal and ethical issues related to marketing: and the development and evaluation of marketing plans. Additionally, the module focuses on the nature of economics, supply and demand, production and costs and market structures. The module concludes with a team project that requires application of marketing and microeconomic principles to a business problem. (The module is composed of 3 credits of marketing and 2 credits of microeconomics. It is taken with MBA 661 and 663).

Course Rotation: NY: Fall and Spring.

Prerequisites: You must be a member of the full time MBA cohort program to register. Please contact Ms. Amy Vandawalker at avandawalker@pace.edu to register.

MBA 664 Financial Analysis, Reporting and Modeling of Corporate Activities (7 credits)

This is an integrated multidisciplinary course that covers the principles of financial accounting, financial analysis and decision modeling for business analysis. The primary objective of this course is to provide students with essential theoretical background and analytical tools necessary to use and analyze financial statements, to develop business models and to make sound financial decisions. Students will develop skills to develop accounting records, financial reports, perform valuations and risk analysis and to simulate business and financial operations. The course is intended to extend over a fourteen-week semester with each class week broken into two segments provided for a longer lecture segment and a shorter "laboratory" segment.

Course Rotation: NY: Fall and Spring.

Prerequisites: You must be a member of the full time MBA cohort program to register. Please contact Ms. Germaine Hodges at ghodges@pace.edu to register.

MBA 670 Organizational Behavior and Leadership (3 credits)

Presents theory and develops skills for managing individual and group dynamics within business organizations. The course enables students to increase their effectiveness in organizations by developing their cognitive and affective capacity to build constructive relationships with individuals and groups. Engages as the students in simulated managerial and organizational situations to help them expand their diagnostic and process capabilities. Combines theoretical frameworks, personal assessment, simulates interactions and other structured experiences to develop proficiency in choosing appropriate behavioral approaches to resolve problem situations. Should be taken early in student's MBA program, preferably in the first semester. This course replaces MBA 620 credit will only be granted for one of these courses. NOT OPEN TO STUDENTS WHO HAVE TAKEN MBA 620.

MBA 672 Managerial Economics for Decision Making (3 credits)

: Discusses the role of managers in understanding profits and markets. Covers demand, supply and market equilibrium; marginal analysis and optimal decisions; elasticity and demand; demand estimation; theory of production; theory of cost; managerial decisions in comparative markets; managerial decisions for firms with market power; strategic decision making in oligopolistic markets; advanced techniques for profit maximization.

MBA 673 Financial Strategy and Business Decisions (3 credits)

This course introduces various aspects of finance that stem from developments in finance theory and explores their implications for other non-financial business decisions. Topics such as capital structure, risk management and real option analysis will be taught from a strategic and integrative point of view.

Course Rotation: NYC: Fall.

MBA 674 Globalization, The New Economy and Ethics (3 credits)

Business in the global environment is a process made up of many factors: the parts played by governments, international institutions, regulations, world monetary and trade systems, global ethics, social responsibility, cultural diversity, differences in opportunities, environmental concerns, economics development, technology, economy and education among others. In this course you will learn these factors, focusing upon the conflicts among beneficiaries. The context will be the new economy and you will examine the prerequisites for sustainable development, anticipating future global trends as well as individual, business and government reactions to globalization. NOT OPEN TO STUDENTS WHO HAVE TAKEN INB 640.

MBA 676 Managing Business Operations (3 credits)

Business Operations is the design, management and improvement of the processes that transform inputs into the production and delivery of finished goods and services. It is one of the primary functions of an organization. Lectures, case studies, videos, current articles and experiential exercises are used to teach students how to more effectively manage operations, define operation s strategy, improve process flows, manage capacity and congestion, improve quality and manage the global supply chain. Tools for improving business processes include process selection and design, process flow analysis, queuing models, total quality management methods, statistical process control, six sigma programs. Just-in-time methods and inventory management models. Students get hands on experience using these tools with Microsoft Excel. FORMERLY MBA 630. NOT OPEN TO STUDENTS WHO HAVE TAKEN MBA 630.

MBA 678 Managing Innovation (3 credits)

: The course focuses on and develops your skills in managing the mismatch between technological possibilities and market demand, underscoring the management of technology and innovation as managerial problem solving. Uses a multi-level, multi-discipline approach and emphasizes leading and directing the organizations. The course addresses the close collaboration needed between R&D and other functional areas and the collaboration across the departments as well as firms. The technological and innovative needs of the firm over time, organizational adaptation to innovation and technological change will be covered. Conceptual issues that cut across industries, technologies are addressed. The course shows how to implement, from a managerial and organizational standpoint, any new technology including those that we don't yet know about.

MBA 679 Value Creation and Competitive Advantage in Global Markets (3 credits)

Rapid changes in communications technology and the globalization of markets have changed the way marketers plan and manage innovation. Communities of customers now play a much larger role in shaping innovation strategy and execution. Reflecting recent changes in how consumers interact with companies, this course focuses on topics such as engaging customers through the innovative use of technology, understanding consumers' group interactions that may affect the diffusion of innovations, methods of interacting and connecting with customers that enhance value, and managing production, product development, distribution and alternative selling methods that impact consumers' perceptions of the value of products, services and brands. Uses a combination of quantitative analysis, case studies and/or group projects to show how theory can be applied in solving and understanding marketing problems.

Course Rotation: NY: Spring and Summer.

MBA 688 Business Strategy and Stakeholder Responsibility (3 credits)

Explores the role of general managers for business organizations in determining and achieving objectives and formulating and implementing corporate and business strategy in a global environment. Provides comprehensive frameworks for identifying, evaluating and recommending how a firm structures its relationship to its environment to create value and achieve performance. Recognizes that successful managers not only determine what organizations should do but also focus on and motivate behavior for doing it. Integrates the knowledge, skills and attitudes acquired in other courses and in prior experience to develop practical general management policies. Includes a significant project or paper. Satisfies the Business Policy requirement in the M.B.A. program. No waivers granted or proficiency examinations offered for this course.

Prerequisites: Must have Advanced Standing and Completion of Core Courses.

MBA 700 E.mba Orientation (0 credits)**MBA 711 Business Analysis and Statistics (6 credits)**

A student project team will study the problem of replacing or developing an organizational service operation. To solve the problem students are required to research the operational issues associated with the improved service center. They will be required to access the existing operating facility and recommend methods to bring the facility up to the specified standards. They will be required to specify necessary technology and to develop staffing plans that will meet the new operational requirements. Some of the learning outcomes for this project are: How to decide whether to lease or build a facility, How to define the financing needed to establish the new facility, How to develop a budget for the project, How to show the comparative advantage of the team's recommended facility vs. other possible choices, How to use quantitative techniques to analyze the effectiveness of the recommended operation once it is established, How to demonstrate the appropriateness of the recommended technology to meet the objectives of the new service operation, How to analyze the impact the service center's technology will have on the firm's knowledge base of its customers, How to recruit, develop, compensate, and retain a workforce, How to identify the effect of the local culture and customs on the operation of the service center, How the design of the service center's organization will contribute to the stability and satisfaction of the center's work force.

MBA 712 Business Strategy (6 credits)

A student project team will develop a business strategy and implementation plan to improve the financial and operating performance of the firm within 3 to 5 years. Justification for the strategy will include 5-year industry demand and firm market share projections, pro forma financial statements, and earnings per share forecasts that will result from the business strategy. Some of the learning outcomes from completing this project include: How to appraise the significant impacts of the broad environment on a firm's industry and business strategy and assess the impact of demographic, economic, governmental, international, physical, social, and technological forces on the products demand, firm performance, and strategic requirements of the industry, How to define and analyze the competitive environment of a firm, including the trends and conditions that influence the strength of substitute products, potential entrants, bargaining power of suppliers and customers, and rivalry among competitors, How to assess the resources and capabilities of firm to support business objectives and performance objectives over time, including the functions such as marketing, operations, technology, finance, and human resources, How to identify and evaluate the performance objectives and business strategy of firm, including analysis of how the strategy, will achieve the desired performance objective and will create economic and social value, and assessment of the likely response to competitors and potential competitors to the strategy, How to design the organizational structure, process and systems to implements a business strategy, including the following: job functions, reporting relationships, recruitment and selection policies, training and development programs, measurement and evaluation systems, reward and restraint procedures, and planning and budgeting systems. How to appraise the influence of organizational structure, politics, leadership, and culture on the strategy formulation and implementation process.

MBA 713 Global Corporate Diversification Strategy (6 credits)

A student project team will develop an analysis of and recommendation for the impact of a business acquisition, divestiture, strategic alliance, or other strategic initiative on the performance and operations of a global diversified company such as General Electric Philips, or Matsushita. Support for the recommendation will include financial projections, corporate strategy considerations, and organizational impacts. The project should also analyze the interrelationships between the proposed strategic initiatives on the synergy with other businesses in the firm's portfolio. Some of the learning outcomes from completing this project include: How to evaluate acquisitions, divestitures, and strategies and international strategies How to evaluate acquisitions, divestitures, and strategic alliance in an international context How to assess the financial performance and capital structure of a multi-business, multinational firm How to identify and evaluate the various synergies that can result when a firm competes simultaneously in several industries and countries How to assess the appropriateness of organizational structures, systems, and processes to manage the complexities inherent in a multi-business, multinational firm How to determine the role and effectiveness of organizational leadership and corporate culture in a complex firm

Course Rotation: TBA

MBA 714 Operations Management (6 credits)

A student project team will develop a recommendation for improving a complex manufacturing operation. This recommendation may incorporate make-or-buy decisions, forward or backward integration decisions, continuous or revolutionary change processes, and redefinition of input or output requirements in terms of cost, quality, and service. The team will justify its recommendations in terms of the improved capacity, efficiency, effectiveness, or flexibility of the operation. It will also consider the impact of recommendations on constituencies such as customers, employees, shareholders, regulators, and host communities. Some of the learning outcomes from completing this project include: How to assess the performance of a manufacturing and/or service operations How to analyze and manage supply chains and physical distribution systems How to measure and estimate costs and variances How to evaluate make-or-buy decisions How to institute continuous or revolutionary improvement processes in an operation How to select among and manage alternative technologies for an operation How to describe and analyze the policies that guide an operation How to determine compatibility between an operation and its industrial relations and organizational processes

Course Rotation: Fall, Spring and Summer

MBA 715 Marketing (6 credits)

A student project team will develop a business plan for an existing or new e-commerce business for a service or product. This project will involve the development of a full scale marketing plan which incorporated all forms of integrated marketing communication necessary to drive traffic to the Web site and build loyal customers. Projects may include existing businesses engaged in or interested in building a Web presence with ecommerce or internet start-ups that require venture capital. Some of the learning outcomes from completing this project include: How to propose a business plan for an ecommerce enterprise to either outside investors or corporate managers; How to design and develop new services or products for e-commerce; How to define target markets as assess market needs for a new service or product; How to segment markets and determine the advantages and disadvantages of serving them; How to forecast market demand for a service or product; How to formulate an integrated marketing program and the marketing mix (price, product, promotion, place, etc.) for a Web-based enterprise; How to estimate costs and develop capital, and operating budgets for a new venture or expansion.

Course Rotation: TBA

MBA 716 Finance (6 credits)

This module is focused primarily on corporate finance, with particular emphasis on capital budgeting, cost of capital, valuation principles, and statistical analysis. A project based team will be responsible for analyzing the financial implications of a new capital expenditure of the firm. The team will be responsible for determining the financial decision of the firm as well as addressing the effect that the new capital expenditure will have on firm value. The project will also forecast cash flows and perform a risk analysis of the firm. Develop an understanding of the basic concepts in corporate finance with a particular emphasis on capital budgeting techniques such as the net present value (NPV), internal rate of return (IRR), adjusted net present value model (ANPV), and the profitability index (PI); An understanding of bond valuation and equity valuation; An understanding of how to determine the cost of capital of the firm and apply appropriate discount rates for a firm; An understanding of the trade offs of financing projects with debt or equity; A working knowledge of statistical analysis-applying standard deviation, variance, covariance, and correlation coefficients; An understanding of regression analysis and examples of application in corporate finance; A working knowledge of many of the functions of Excel including statistical functions and regression analysis.

MBA 717 Public Policy (6 credits)

This module consists of a number of learning exercises, discussion questions, and a major project. In the project, a team charged with contributing information and evaluations affecting management's strategic and operational decision making responsibilities and with suggesting strategic and operational alternatives for improving the company's efficiency and profitability. The student teams will develop and implement an activity based cost/management (ABC/M) for the company's distribution operations. Some learning outcomes resulting from completion of this module include: An understanding the distinction between reporting systems and information systems. An appreciation of the competing demands for precision and accuracy and the cost/benefit trade off in designing and implementing a management information system, An understanding of cost behavior in response to changes in business operational resources and the level and mix of business activities, The development of skill in analyzing and interpreting variances from expectations or among alternative outcomes, An ability to assess the adequacy or organizational capacities available to support actual and projected strategic and operational plans and to develop and assess appropriate strategic or operational responses, An ability to identify costs that are relevant in a given decision-making or evaluation situation and explain the cost consequences of actual and projected outcomes, An understanding of how to incorporate considerations of risk and uncertainty in the preparation forecasts and performance assessments, The design of performance measures and reports that are appropriate and useful to managers responsible for specific aspects of operations and planning, The development of skill in using cost information to suggest possible actions that may be taken to reduce costs while at the same time contributing to overall profitability and customer satisfaction, Skills in presenting and defending your findings and recommendations in a clear, concise, and on-point manner, understandable to an audience knowledgeable in the industry and market, but lacking string technical skills in accounting and analytics.

MBA 718 Organizational Behavior and Change (6 credits)

Student teams gather information on large, complex organizations over time to determine how the organizations have dealt with change in the past and to project what they might do to accommodate, or perhaps even anticipate, the need for change in the future. Some organizations studied in the recent past are: Apple Computer, General Electric, IBM, Johnson & Johnson, Microsoft, and Xerox. This module focuses primarily on the human side of organizations, with secondary focuses on strategy, marketing, and finance issues. In completing the module, students will: Review a range of writing and thought on organizational change alter the approaches organizations take a leadership and management, Investigate how companies have managed their employees and their environment has changed, often rapidly, Track adjustments in organizational structure over time, Identify and follow shifts in organizational strategy and marketing resulting from a changing environment, Follow how changes in the environment have led to shifts in operations, Discover how shifting environmental factors in the past and present affect companies' internal financial condition and position in the global marketplace.

MBA 719 Independent Project and Business Simulation (6 credits)

Individual students will design and implement a significant multidisciplinary research project of their own choosing. the individual projects must be approved by the program faculty. A second component of this module in a complex management simulation. Student teams will manage companies in a competitive market place where the goal is to achieve the best performance in the simulated market. Traditional business measures such ROI, market share and stock price are used to evaluate team performance.