

Module Descriptions

LEADERSHIP & TEAM DEVELOPMENT Offers an introduction to, and an overview of, the concepts of Leadership and Team Development. This module will provide a framework and rationale for the team/cohort learning model in an organizational context. Emphasis is placed on the application of concepts to real managerial problems and issues. This module will use a combination of conceptual and practical approaches, lectures, discussions, case studies, and group exercises.

COMMUNICATIONS This module blends research, theory, and practice in the art of effective team communication, presentation and facilitation skills, team dynamics, and written skills to create a dynamic contribution to the overall effectiveness of any organization. Each student comes to this course with expertise and experience; this module will reinforce individual strengths, identify areas of growth, and set goals for development in the cohort as well as the workplace.

HUMAN BEHAVIOR & ORGANIZATION This is an introductory course on human behavior in the organizational setting. The focus of this module will encompass three levels of organizational behavior analysis: the individual, the group, and various modern organizational systems. There are two major goals: to provide students with a basic grounding in the most important principles in managing the human asset in organizations and to work to develop job relevant knowledge skills. The material covered will be applicable to a wide range of organizations and students should also find topic areas relevant to daily life.

THE BUSINESS FIRM The objective of this module is to provide an overview of today's business environment. The overview should help construct a foundation that can be built upon in future modules and the work environment. Topical coverage will be broad, and include organization of a business, business environment, management, managing employees, marketing, and financial management. The application of this module to current events and the work environment is a desired outcome. Since the world of business is in a constant state of change, this module will rely on the student's ability to think conceptually and offer insights regarding future business opportunities.

MANAGING ORGANIZATIONS This module is designed to expand on the concepts presented and to understand why management is vital to the success of the organization. Students will better understand the functions and systems associated with sound management. Effectiveness and efficiency will be stressed,

providing the venue for improving decision making skills and critical analysis. Students in this module will be required to choose an organization and, along with this organization, plan, organize, lead, and control a project that produces "real" results. This course will force students to have a complete understanding of managerial theory and apply this material in a practical and effective method.

ACCOUNTING FOR MANAGERS This module is designed to help students use accounting information in the workplace. The course will not focus on rules of debits and credits nor the official preparation of accounting records like journals and ledgers; instead it will focus on understanding and use of financial information for planning business strategy. Decision making, evaluation of process improvements and performance, interpretation of corporate and annual reports, and recognition of internal control systems will be the materials presented in this module.

STATISTICAL DECISION MAKING The basic understanding of statistics and its application to business situations will be the objective of this module. Topics such as descriptive statistics, estimation, hypothesis testing, and regression analysis will be explored in depth in order to provide a useful understanding of how these topics affect today's business environment and decision making. Microsoft Excel will be used throughout the course.

MANAGERIAL ECONOMICS Basic principles of economics at both the macro and micro levels will be explored. Topics of supply and demand, national income accounting, monetary and fiscal policies, business cycles, money and banking, interest rate determination, market structure, elasticity, international trade policy, and budget deficit are among the long list of topics discussed in this module. A high level of student interaction will be expected. The course is taught using practical materials that provide a better understanding and use of secondary data to make interpretations regarding future business environmental forecasts.

FINANCIAL ANALYSIS & RISK MANAGEMENT An introduction to basic financial concepts: valuation techniques, the relationship between risk and return, and the workings of U.S. capital markets. This module will enable students to broaden their financial knowledge by blending the concepts and applications to better understand the risks involved in the venture. Also, projects

dealing with capital budgeting, financial statements and portfolio management will be presented. The understanding of materials covered in this module is an essential part of the business concentration and will aid in the completion of the capstone project.

HR FUNCTIONAL SURVEY COURSE A broad examination of the functions normally found in the HR organization: Compensation & Benefits, Employment Policies & Practices, EAP & Workplace Safety, Labor Relations, Training & Development, and Organizational Development. This course provides the student with a solid understanding of the traditional roles that the HR function traditionally performed and the trade-offs involved in balancing personnel costs between pay and benefits.

STRATEGIC PLANNING & TACTICAL EXECUTION This course explores the importance of linking the planning for HR with the strategic plan and direction of the overall organization. Because this linkage often proves elusive in practice, the course will help the student understand the importance of tactical execution and the tools available to leaders and managers that make the linkage possible. The course begins with an examination of the overall planning and visioning process in organizations and explores areas where the overall plan and the HR plan diverge.

ORGANIZATIONAL ANALYSIS Explores the pivotal role that HR can play in ensuring that the skills and abilities required to support the strategic thrust of the organization are in place as well as identifying where there are weaknesses that need to be addressed. The importance of culture, structure, and leadership are examined.

ORGANIZATIONS & EMPLOYEES IN TRANSITION This module examines the issue of change in organizations and how HR can influence the culture and structure of the organization so that the experience is positive and contributes to growth and bottom-line results. Drivers of change are explored such as mergers and acquisitions, technology, relocations, and globalization to name but a few.

KNOWLEDGE MANAGEMENT This module examines the critical role that knowledge plays in the modern enterprise and why productivity of the knowledge worker is so important. Factors for the dissemination and transfer of knowledge will be examined including the transfer of tacit knowledge. The module explores the many factors that contribute to the success of the creation, sharing, and value added from ideas generated by knowledgeable individuals.

HR GLOBAL ISSUES This module provides the foundation for understanding the diversity and global human resource practices in businesses and organizations today. It presents factors to consider with both a changing workforce and management of domestic and foreign enterprises. Students will develop their understanding of key issues in recruitment, selection, retention, training, safety, and labor and employee relations.

MULTIDISCIPLINARY PROJECT (CAPSTONE) Utilizing their knowledge from the previous modules, students will create a case study from a selected organization. This case must uncover one main problem for the organization and provide viable and supported solutions to help create a better situation for the organization. The main part of this capstone is that each team presents a rich enough case that the readers will, with a fair amount of certainty, be provided with enough information to allow them the opportunity to solve the case using methods and techniques gained from business knowledge and experience