University of Arizona, Eller O-MBA Core Courses

ACCT 540: Introduction to Financial Accounting (2 units)
Principles and procedures underlying the financial accounting process and their application in the preparation and analysis of financial statements.

ACCT 545: Introduction to Managerial Accounting (2 units)
This course presents an overview of managerial accounting concepts, focusing on providing and evaluating accounting information for decision making, planning and control of operations and organizations, and strategic management.

BCOM 510E: Communication for Managers (2 units)
This course introduces a strategic approach to professional communication, examines principles of effective writing and speaking, and provides practice for developing a more polished, focused, and professional persona. Key components include: audience analysis, communicator credibility, message construction, design, delivery, and style flexibility.

ECON 550: Economics for Managers (2 units)
Firm decision making to sustain competitive advantage in the context of different market structures and regulatory environments.

ECON 551: Business Strategy (2 units)
This course is concerned with the long-term strategy of a business organization, identifying and analyzing past and current strategies and discusses formulating and implementing new ones.

FIN 510E: Survey of Finance as Analyst (2 units)
Survey of Finance as Analyst provides students with a rapidly paced but substantive view of the basic skills, concepts and analytical techniques employed in the Finance discipline, specifically as applied to modern corporations. This course has the perspective of the company "outsider": that of an analyst, broker, competitor or regulator. The course is a complement to Finance 510M, which takes the perspective of the company "insider". Discussions and techniques will be of benefit to the Financial Manager and non-Financial Manager alike. Specific topics include Financial Analysis, Time Value of Money, Risk, Stock and Bond Issuance, firm valuations and introductions to Derivatives. The knowledge and skills developed in the core economics, statistics, and accounting classes serve as the building blocks for this course.

FIN 510M: Survey of Finance as Corporate Manager (2 units)
Survey of Finance as Corporate Manager is the compliment to Finance 510E. In this course, we examine the Finance field from the perspective of the "insider": a corporate Finance manager, focusing on the techniques and tools they utilize in their jobs, and how those tools and techniques are significant for the managers in other disciplines (operations, marketing, management). We examine the basic tools of finance -- Time Value of Money and Risk analysis, then show how these tools are applied in corporate decision making -- encompassing Capital Budgeting, Real Options, Working Capital Management, and Capital Structure analysis. Computational processes and analytic techniques will be the feature of most of the course; additionally, spreadsheet analysis tools will be featured.

MGMT 501 Leadership in Organizations (2 units)
During the course, we will be examining and evaluating several theories and techniques for leading individuals, as well as exploring the concept of corporate social responsibility. At the end of this course, participants should be able to translate theories into more specific competencies that will improve their
ability to lead and manage in today’s corporate and non-profit environment.

**MGMT 520 Managing Ethics in Organizations (2 units)**
Given the plethora of recent high-profile corporate scandals and financial misconduct on Wall Street, leading ethically is an important skill for MBA students interested in long-term success. We have seen a massive decline in the public’s trust of organizations and their leaders. Trust is an essential component of conducting business, and the ability to trust peers and business partners, and to operate in an environment where laws are taken seriously, are goals which every MBA student should strive to achieve. In this course, students will gain the ability to identify traps that business professionals fall into that result in ethical lapses and develop skills in utilizing ethical frameworks to more effectively navigate situations that are ethically grey confidently and with better results.

**MGMT 562: Applied Business Statistics (2 units)**
Conceptual understanding of advanced, applied, inferential statistics with emphasis on their use as a managerial decision-making tool.

**MIS 560: Operations Management (2 units)**
Organizations use their operations to achieve their strategic objectives. While operations can be diverse, they have characteristics in common. This course focuses on those common attributes. The class will focus on managing processes, inventory, supply chain management, and the integration of operations with strategic issues.

**MIS 585: Strategic Management of Information Systems (2 units)**
The objective of this course is to define how a business manager can work with an IS professional to articulate the value of an IT solution (project).

**MKTG 510: Market-Based Management (2 units)**
Market and customer analysis for product service, price, promotion and distribution decisions; study of marketing management theories and practices to maximize customer value and satisfaction.

**MKTG 579E: Marketing of Innovations (2 units)**
This course provides a market-based view of innovation and entrepreneurial activities. The focus is on how to apply an effective process to identify new product and entrepreneurial opportunities, and to develop an appropriate plan to bring the product to market. We will cover topics such as the emergence of innovative ideas, new product development within and beyond organizational boundaries, innovation in an entrepreneurial environment, and marketing strategies for innovations.

*In addition to the 14 core courses, students must complete 17 units/credit hours of Electives.*

University of Arizona, Eller OMBA Electives:

**ACCT 551: Financial Statement Analysis (2 units)**
The purpose of this course is to build skills related to understanding accounting disclosures and using the information contained in financial statements. Course topics include profitability measurement, credit analysis, footnote analysis, forecasting and valuation. Cases and examples are used extensively to enhance understanding of key issues and concepts.

**BNAD 513 – Global Context of Business (2 units)**
This course will focus exclusively on key economic and competitive factors impacting national and industrial sector performance in an increasingly global and volatile marketplace. We will consider concepts and discuss examples that will assist students in grasping the complexities and dynamism of the global business environment. These concepts will include, but will not be limited to, the impact of
foreign exchange markets on global transactions, the critical role played by international trade, effective management in the volatile environments of emerging markets, and managing across geographical, cultural, and ethical distance.

This course seeks to globalize the lens through which students view business. We will consider a variety of perspectives and we will focus on various geographic regions, including the BRIC countries and Europe.

**BNAD 514 – Career Management (1 unit)**
Career Management. This is a one unit elective designed to provide MBA students with the knowledge, resources, and tools needed to navigate and manage their MBA-level career search.

**BNAD 523 – Business Law (2 units)**
Law permeates virtually all aspects of business, and thus a basic understanding of business law is critical for managers. In that regard, this course introduces students to the fundamentals of contract law, corporate law, securities regulation, employment law, mergers and acquisitions law, and property law. We will cover the principal legal rules and issues in these areas and discuss how they impact business operations and transactions.

**BNAD 565 – Health Care Law (2 units)**
This course is intended to introduce graduate students in business to current and foundational issues in law and ethics that impact businesses and nonprofit organizations in the health care sector. The course will introduce principles and theories of law as they relate to the delivery, management, administration, and regulation of health care, in order to assist students in sound clinical and business decision making.

**ECON 555: Macroeconomics & Forecasting (2 units)**
An understanding of the larger economy is essential to making good business decisions. This course examines how macroeconomic performance is measured, how monetary and fiscal policies influence macroeconomic performance, and how these relate to individuals and businesses. The course also provides students with an understanding of how macroeconomists produce forecasts and how those forecasts should be used. Students will learn macroeconomic concepts and immediately apply them to real world scenarios using macroeconomic data. The focus will be on analytical skills that will allow the student to apply macroeconomics to the real world in real time.

**ECON 556: Health Economics (2 units)**
Healthcare expenditures now account for more than 1/6 of Gross Domestic Product in the United States. This class will explore the sources of funding for those expenditures, and the rapidly changing trends therein.

**ENTR 523: Customer Focused Entrepreneurship (2 units)**
This course is an experiential, laboratory-like experience where students learn to develop customer driven products or services. Students will learn entrepreneurship by practicing a data-driven approach to entrepreneurial decision making and applying fundamental techniques like requirements gathering, hypothesis development, experimentation, testing and validation.

**ENTR 554: Leading and Organizing for Innovation (3 units)**
This graduate level course will focus in on what is increasingly understood to be a primary reason for the gap between aspirations and outcomes for innovation and entrepreneurship: the leadership and organization of the innovative process.
ENTR 565 Global Social Entrepreneurship (2 units)
This is a hands-on course whose principal objectives are to help you understand how culture and the global context impact social innovation and doing business internationally and to help each student prepare personally and professionally so their ideas may succeed globally. This course teaches students about the process of Global Innovation. It builds upon the entrepreneurship concepts of finding a meaningful problem, developing a solution to that problem and aligning that solution to a customer base.

FIN 513 Fundamental Financial Modeling (2 units)
Fundamental Valuation Modeling (FIN 513E) is a course designed to introduce students to fundamental theories and methods underlying the practice of financial valuation. The course will require students to apply concepts, principles, and analytical methods from FIN 510E in a comprehensive manner. Significant time outside of the classroom will be required for the project. This work is to provide students with experiences similar to those faced in the workplace where information is often imperfect and data is often vague or ambiguous.

The goal of the course is to provide students with a framework that will enhance their ability to analyze complex financial issues faced by real-world managers and to become proficient in solving such challenges via spreadsheet modeling.

FIN 520: Investment Analysis and Management (2 units)
The purpose of this course is to develop an understanding of current practices in investment management. The focus of the course will be on the selection of appropriate assets to meet specific investment goals and objectives. Course topics will include an overview of securities and their markets, analysis of investor needs, establishment of investment policy, modern portfolio theory, the asset allocation decision, and the assessment of portfolio performance. Hands-on exercises and cases will be used to reinforce the understanding of course topics.

MGMT 524E: Groups and Teams (2 units)
This course is designed to provide students with the knowledge and skill needed to maximize performance in today's team-based work environments. The course will progress according to the classic forming, storming, norming, performing, and disbanding model of team development. Students will, for example, learn how to identify the best team members, motivate the team to achieve organizational objectives, resolve conflict within the team, and improve outcomes such as team decision-making and group creativity.

MGMT 541: Integrative Leadership (2 units)
This course provides a process of unpacking and discovery, of completion and transformation, of grappling with some uncomfortable truths and to open up to a new way of thinking. This process of exploration, of innovative thinking, of agile learning, are the foundations of successful leadership. As leaders become more integrated, their employees and organizations will also become more integrated, whole, and healthy. Integrative leaders give others permission to adapt and change. Ultimately, you'll affect the organization you lead by creating the stepping stones to create change through open communication, creating a culture of candor and resilience, and co-creating the world you wish to participate in through imagination, innovation, and shared accountability.

MGMT 564E: Negotiations (2 units)
Successful leaders and managers understand that negotiation skills greatly aid them to achieve their own and their organization's goals. This course introduces student's to the basic elements of negotiations, including preparing for negotiations and selecting the best negotiation strategy.

MIS 515E: Information Security in Public and Private Sectors (2 units)
This course exposes students to a broad range of cyber and information security topics focused on awareness of confidentiality, integrity, and availability. Course is approved by NSA/Committee on
National Security Systems and accepted as a model curriculum course for the Information Systems Audit and Control Association (ISACA).

**MIS 529E: Human Deception in Business and Society (1 unit)**  
Deception is pervasive in business and society. This course focuses on deception in human communication. Topics include a) what is deception, b) current and novel deception detection techniques, and c) detecting deception in real-world scenarios.

**MIS 578E: Project Management (2 units)**  
This course will take students through a typical process of managing projects, including organizing, planning, and performing projects; and will present to students a scientific, systematic approach to project management.

**MKTG 555E: Special Topics in Marketing - Marketing Strategy (2 units)**  
This is a course in marketing strategy. The key objective will be the development of a long-term marketing strategy for a company or business organization by focusing on its customers, competitors, and market opportunities. The course provides an opportunity to broaden your understanding of strategic marketing and to develop skills and gain experience in formulating, implementing and monitoring marketing strategy.

**MKTG 531E: Social Media Marketing (2 units)**  
This course is designed to introduce students to the complexities of social media marketing through revealing foundational theories and associated concepts of collective behavior, social influence, and social media marketing.

**MKTG 530: Integrated Marketing Communications (2 units)**  
This course focuses on integrated marketing communications, which includes packaging, advertising, web sites, promotions, press releases, corporate facility design and layout, in-facility signage, employee attire, employee pamphlets, corporate policies, corporate communications, and annual reports; ALL firm-authored communication to its various constituents. We will be evaluating the execution of planned and emergent corporate and marketing communications, and designing integrated, effective, new brand communications. You will be responsible for conducting primary and secondary research, recognizing branding and communications theories in action, and creating effective corporate communications and marketing campaigns. We will be focusing on healthcare. Specifically, we will be honing in on consumer data streams, improved diagnostics and consumer compliance to healthcare regimes.

**MKTG 572E: Marketing Research for Managers (2 units)**  
This course is designed to provide an overview of applied research methods as used in marketing research and as tools to help make effective marketing decisions. The course is for managers who will be using marketing data rather than those doing "marketing research."