



Master of Business Administration Fall 2020/Spring 2021/Fall 2021 Course Descriptions

Required Non-Credit Courses:

- **MGMT 7230 Professional Development Workshop I**

This course is the first in a three part series of Professional Development Workshops that teach practical skills in laboratory settings. Over the first three semesters, the MBA cohort student will be exposed to professional skills training, distinguished speakers, and leadership development. This first part will concentrate on building writing and presentation skills, and practicing those skills in the conceptual environment of leadership, followership and membership.

- **MGMT 7240 Professional Development Workshop II**

This course is the second in a three part series of Professional Development Workshops that teach practical skills in laboratory settings, in the context of leadership, followership and membership. Over the first three semesters, the MBA cohort student will be exposed to professional skills training, distinguished speakers and critical leadership development. This second workshop will concentrate on building leadership skills through exercises, corporate site visits, and audience with distinguished speakers.

Required 3 Credit Courses:

- **MGMT 6100 Foundations of Data Science**

* Pre-requisites: none

Every dataset tells a unique story, and in this course, students learn to elicit these stories from data. The course develops students' ability to ask critical questions about their data in order to better understand it. Students will run tests to identify data problems and will learn how to take corrective actions. In addition, the course covers important parametric and non-parametric tests, and discusses their benefits and limitations in a big data world.

- **MGMT 7740- Accounting for Reporting and Control**

This course introduces theories and practices of financial as well as managerial accounting. The financial accounting sessions provide an overview of external financial statements. The managerial accounting sessions focus on how accounting information is used in the internal managerial decision making process within a firm as well as cover cost accounting, budgeting, and performance evaluation tools.

- **MGMT 6040 Talent Management**

This course is designed to develop skills in understanding human behavior in organizations and how to effectively manage the talent that resides within employees. Students will learn about essential aspects of managing and developing talent, including

individual differences, employee hiring, motivation, team dynamics, leadership and influencing others. Through a discussion of concepts in human behavior students will learn useful analytical frameworks for understanding the complexities of managing talent in order to best achieve organizational success.

- **MGMT 6580 Marketing High Tech Products**

To develop an understanding of strategies and practices involved in marketing technologically oriented products and services. To see if and where these strategies differ from marketing of non-technical products/ services, and to determine how and why they vary. The purpose of this course is NOT to give you AN answer or a perspective, because there is none. The objective of this course is to follow a more broad-based strategy by exposing you to different schools of thought in this area along with their respective advantages and limitations. In general, this course will focus on honing your market analysis skills to leverage decision-making in the high-tech context. I hope that this course will enhance your skills in analyzing industry trends, identifying threats and opportunities, designing suitable products and marketing strategies to best suit market/ environmental conditions, customer segmentation and analysis, and in assessing/monitoring a firm's relative advantage via competitive intelligence.

- **MGMT 7730 Economics & Institutions**

Main course objective is to introduce students to basic economics principles and establish economics as a managerial decision-making framework. This course will draw on economic analysis of such concepts as cost, demand, profit, competition, pricing strategy and market protection and tie them to operational business decisions.

- **MGMT 6840 Practicum in Management**

* Pre-requisite: MGMT6020, MGMT6040, MGMT6580, MGMT7730, MGMT7740, and faculty adviser approval.

This is an experiential, project-based course where students work on projects for an actual business. Students work in a consulting role for a local company. Practicum in Management is designed and developed for students from all educational backgrounds who want to learn the fundamentals of business as they apply to satisfying a "customer's need". Students will work on a team or individually on projects and communicate to the class frequently to facilitate student learning from one another. We begin with some basic tenets of business and an overview of how to develop and oversee a project plan. The course will give you first-hand experience understanding the needs of a consulting client, articulating a plan and executing the plan to fill their needs.

- **MGMT 7030 Strategy, Technology and Competition**

*Pre-requisites: MGMT6040 and MGMT7730 or permission of the instructor.

This course covers the fundamentals of business and corporate strategy, integrating these concepts into an environment of technological change, competition, and entrepreneurship. The course includes the following areas of emphasis: concepts of strategy, industry environment, resources and capabilities of the firm, organization and systems of the firm, the dynamics of competitive advantage, strategic alternative



analysis, and strategies in different contexts. The course uses business cases and a project to enrich the theoretical concepts.

- **MGMT 6020 Financial Management I**

The purpose of this course is to develop a working understanding of the major investment and financial decisions of the firm. Emphasis will be placed upon identifying and solving the problems commonly faced by financial managers. The course presents the needed theory and develops financial problem solving skills through individualized problem solving, structured case analysis, and industry and company analysis using Internet sources.

- **MGMT 6140 Managing Digitization & Transformation**

Understanding technology-enabled changes in contemporary business environments, and how insightful executives leverage IT, is key to creating value and winning competitive advantage. This course develops an understanding of cutting-edge technological trends and their potential business impact. The course also explores the business drivers of technology-related decisions in firms and stimulates thought on new applications of technology for commerce, including new products, processes, and business models. Topics covered include: how different business models necessitate different kinds of IT investments; how IT coupled with big data analytics impacts different industries; whether and how IT hastens and aids the growth of disruptive innovations; and how organizations should adapt to the digital economy.

- **MGMT 6330 Operations & Supply Chain Management**

This course surveys the terminology, concepts, problems and tools that support decision making related to the effective design, operation, and control of operating systems that produce both tangible and intangible outputs. This course is designed to address key operations issues in both service and manufacturing firms. Operations can also be an effective competitive weapon and provide opportunities to win in markets worldwide. This course is designed to create an applied learning environment to introduce students to this topic. Students will learn analysis techniques, evaluate and analyze data using a variety of tools.

Choose one of:

- **MGMT 6060 Business Implications of Emerging Technologies**

This course investigates the business dimensions of major technological advances, highlighting how industry structures an organization, the dynamics of competition, patterns of innovation, operational decisions, and financial investment are all influenced by various types of technical breakthrough. Students also get to explore the interplay between emerging technology development and commercialization. The challenges associated with intellectual property protection and utilization, as well as the socio-economic and ethical dimensions of new technology adoption, are explored. Each year, a different set of key technologies will be examined and analyzed.

- **MGMT 6620 Introduction to Principles of Technological Entrepreneurship**

An introductory graduate course in initiating new technology based business ventures and developing them into self-sustaining and profitable enterprises. Examines the process whereby a person decides to become an entrepreneur, screens opportunities, selects and appropriate product/market target, and obtains the necessary resources. Provides the theoretical and practical knowledge for the preparation of formal business plans. Students enrolled in the full-time MBA program cannot use this course on the Plan of Study. This course is intended for students enrolled in the part-time MBA, M.S. in Management or those seeking degrees in other schools at Rensselaer.

Electives:

A concentration consists of 4 courses (12 credits). Concentration courses are offered in fall and spring terms annually. See MBA Concentration Summary for specific courses. Suggested MBA concentration options include:

- Business Analytics
- Finance
- Management Information Systems
- Marketing — New Product Development
- Supply Chain Management
- Technological Entrepreneurship