

MBA Courses Descriptions

Foundation Courses

MBA 562: Foundations of Marketing

Foundations of Marketing is designed to develop the knowledge and skills needed to understand the role of marketing within the framework of an organization. Using an analytical and decision-making approach, students will learn to apply the concepts of marketing segmentation and marketing mix to the marketing of products and services within the dynamics of the business environment. *3 credits*

MBA 563: Finance for Managers

This course provides students with the fundamentals in business finance and economics so they are fully prepared for more advanced topics in the MBA program. The objective is to ensure each student's familiarity with the language and resources of economics and financial management and how managers apply finance and economic theory to make business decisions. Students will develop a solid understanding of financial management's role in the business environment in addition to practicing skills in financial computation to solve business problems. *3 credits*

MBA 564: Decision Analytics

In an increasingly complex world, decision analysis has a major role to play helping produce insight and promote creativity to help decision-makers make better decisions. Business analytics are becoming a critical capability for enterprises of all types, for profit or non-profit, domestic or international. Solving organizational problems requires understanding of many functional areas, including marketing and sales, human resources, accounting, operations, engineering and others. In this course, students will gain knowledge of theory and practical applications of decision analysis. Using cases, students will identify pertinent information, perform analysis using key tools including analytical software, and develop effective solutions supported by data. Concepts we will explore include decision trees, probability, risk assessments, group decision-making, resource allocation and scenario planning. *3 credits*

MBA 565: Foundations of Accounting

This course examines the principles and practices of external financial reporting, with particular emphasis on balance sheet valuations and their relationship to income determination. It reviews basic accounting concepts and the essentials of the accounting process. Students will study in-depth the measurement and disclosure problems associated with financial accounting. Alternative accounting procedures and their impact on financial statements are also examined. The impact of accounting information on external decision-making will be emphasized. *3 credits*

MBA 600: Business Ethics

This course combines a theoretical analysis of moral principles and models for ethical decision making with a discussion of their practical application to business life in the 21st century. Guest lecturers, case studies, class discussion, and group projects and presentations all contribute to an examination of the relevant issues. This course recognizes Assumption College's commitment to teaching ethics across the MBA curriculum and is designed to provide a

framework for the further discussion of ethical issues that will arise in subsequent courses. *3 credits*

MBA 601: Human and Organizational Behavior

This course utilizes a systems approach to human and organizational behavior. It focuses on the following types of behavior: individual, small group, inter-group, and total organization. Special emphasis is placed on personnel systems, group cohesiveness, leadership, and the change process as relevant to the socio-technical system on any organization. This course also examines selected issues in managerial behavior. *3 credits*

MBA 602: Marketing Decision Analysis

This course is designed to help students integrate their knowledge of marketing into applied strategy for the firm as a whole. It requires creative thinking and problem-solving applied to analysis of situations as presented in cases and contemporary articles. The course covers areas such as marketing concept, target market identification, market research, consumer behavior and psychographics, product development, pricing, sales, promotion, distribution, international marketing, and comprehensive strategy development. *Prerequisite: MBA 551 or MBA 562; 3 credits*

MBA 603: Financial Decision Analysis

This course examines the financial strategy of the organization in terms of both external environmental factors such as inflation and taxation and internal constraints and events. It explores issues and practices in working-capital management, current-asset management, capital budgeting, long-term financing, and dividend policy, using the case method to emphasize key concepts. *Prerequisite: MBA553 or MBA563; 3 credits*

MBA 604: Operations Decision Analysis

This course examines the tools used and problems encountered in the development of strategy for the operations system in a profit-seeking or not-for-profit enterprise. Emphasis is placed on the operations of both service and manufacturing organizations. Topics include design/planning of the conversion system as well as the management and control of operations. It discusses the full range of quantitative methods used in the decision-making process, utilizing the case method of instruction to enhance the learning objectives. Computer approaches increase the effectiveness of decision making. *Prerequisite: MBA556 or MBA564; 3 credits*

MBA 605: Accounting Decisions for Managers

This course will focus on corporate decision-making skills for managers. It will involve the concepts and practices of managerial accounting, such as cost behavior, cost-volume-profit analysis, contribution margin reporting, profit planning, budgeting, performance analysis, and relevant costs for decision making. *Prerequisite: MBA552 or MBA565; 3 credits*

Integrative Experience/Capstone Course

MBA 800: Business Strategy

This course covers the practical tools and theoretical concepts that companies use to arrive at effective business strategies. The course is integrative, and builds on students' understanding of the functional areas of the firm including operations, finance, marketing, human resource

management and organizational design. Through readings, case analysis, real world company strategy analysis, simulation, and discussion course participant will learn the processes, tactics and schemes for specific action that firms use to achieve their intended business objectives. *Prerequisites: All Functional Core Courses (MBA 600-605), and 3 Electives (MBA 700 & 900 level courses); 3 credits*

Elective Courses

MBA 700: Advanced Managerial Accounting

This course focuses on information provided by management accounting systems to assist managers in their planning and control activities. It concentrates on using quantitative techniques and discussing management and cost accounting theory. Casework is assigned and extensive use of computer software is required. *Prerequisites: MBA 552 or MBA 565, MBA 601; Concentration: Accounting; 3 credits*

MBA 701: Internal & Operational Auditing

This course covers the concepts of internal and operational auditing, focusing on the internal auditor's role as internal management consultant. In addition to teaching the techniques of internal, operational and IS systems auditing, the course encourages students to think like entrepreneurs as they perform audits. Specifically, the course covers the Institute of Internal Auditor's Standards of Professional Practice, techniques for analyzing operational deficiencies, identifying sources of problems, measuring and evaluating the cost/benefits of changes and developing solutions. The course stresses effective communication for presenting audit results and recommendations. This course is intended for those interested in auditing and individuals expecting to assume managerial or control responsibilities. *Prerequisites: MBA 601, MBA 552 or MBA 565; Concentration: Accounting, Management; 3 credits*

MBA 703: Financial Aspects of Mergers

This course covers the subject of mergers and acquisitions from several standpoints. Consideration is given to the characteristics of a merger candidate, valuation and pricing of the company, and methods of financing. The two major financial reporting approaches are covered as are opportunities for tax-free reorganization status. The course concludes with an examination of a major recent merger. *Prerequisite: MBA 553 or MBA 563 (MBA 603 helpful); Concentration: Accounting, Finance/Economics; 3 credits*

MBA 704: Tax Concepts for Managers

This course is designed to enable the non-accounting specialist to recognize the important tax consequences of decisions made by managers, administrators, and others involved in business. The tax law and planning fundamentals applicable to many everyday business transactions are discussed and explored. *Prerequisites: All Foundations Courses or permission of MBA Director; Concentration: Accounting, Finance/Economics, Management; 3 credits*

MBA 705: Corporate Financial Reporting

This course provides students with an understanding of the current state of financial reporting practices and the manner in which corporate financial statements published in annual reports, prospectuses, and proxy statements influence our economic system. It is designed for students who wish to enhance their ability to understand and use corporate financial statements.

Prerequisites: MBA 601, MBA 552 or MBA 565; Concentration: Accounting, Finance/Economics; 3 credits

MBA 706: International Accounting & Taxation

This course introduces the concepts of internal and external reporting associated with entities engaged in international business. The subject matter covers international accounting problems, analytical capabilities associated with international accounting policy issues and international taxation from two perspectives: (1) domestic operations owning foreign subsidiaries, and (2) foreign subsidiaries owning domestic subsidiaries. Familiarity with intermediate accounting or consolidation is helpful. *Prerequisites: MBA 601, MBA 552 or MBA 565; Concentration: Accounting, International Business; 3 credits*

MBA 707: Human Resource Management

This course explores the elements of supervision and leadership that are crucial factors in effective management. Using a case study format, it examines various approaches to job development/enrichment, evaluation, and supervision. *Prerequisite: MBA 601; Concentration: Human Resources, Management; 3 credits*

MBA 708 Labor Relations-This course is designed to expose the student to labor-management relationship dynamics. The traditional topics of labor history, law, organizing, collective bargaining, contract administration, impasse, grievance, and arbitration are dealt with in depth. The course also explores contemporary issues, such as white collar unionism, changing trends in bargaining, union/management cooperation, union survival and others. The course is designed to appeal to practitioners from labor and management, and anyone else with an interest in the field. *Prerequisite: MBA 601; Concentration: Human Resources, Management; 3 credits*

MBA 709: International Management

This course examines the issues confronting managers as they plan, organize, lead, and control global/transnational operations. The basic premise is that management of a multinational corporation differs in many ways from that of a firm doing business within the boundaries of one country. Case studies of multinational corporations provide an opportunity to learn problem analysis and decision making in this complex, rapidly changing international environment. *Prerequisite: MBA 601; Concentration: International Business, Management; 3 credits*

MBA 710: Business & Society

This course explores the increasing impact of environmental events on the managerial decision-making process. Selected phenomena such as technology, inflation, energy, the changing international order, and governmental regulation are examined for impact on total organizational strategy formulation, implementation and control. It also investigates the changing relationships among management and other organizational stakeholders using the case method to develop analytic and action-oriented skills. *Prerequisite: MBA 601; Concentration: Human Resources, Management; 3 credits*

MBA 711: Small Business Management

This course is designed for students who are interested in starting and successfully managing a small business. It explores in detail the sequence of events required to establish a business and

develop plans/strategies for successful small business management. The course is interdisciplinary, dealing with issues from business law, management, marketing, finance, personnel, operations management, and other related areas. The method of instruction relies heavily on experiential exercise and simulation. *Prerequisites: All Foundations Courses; Concentration: Accounting, Management, and Marketing; 3 credits*

MBA 712: Special Topics Seminar

This course is designed to provide a three-credit graduate elective course in contemporary topics and issues. Topics are chosen based on timelines, interest, and relevance to current business practice. Recent topics have included:

- Social Media Marketing
- Issues in Biotechnology
- Understanding & Responding to Current Workforce Trends

Prerequisite: Permission of Instructor or as designated on the course schedule when offered; 3 credits

MBA 713: Business Research Seminar

This course explores the realities of the market research process through application of theories and processes to actual or case situations. It concentrates on the relationship between research and the development of total marketing strategy. Students will demonstrate mastery of their knowledge of research concepts, and then complete cases of several types. At least one major project is conceived, executed, and analyzed. *Prerequisite: MBA 602; Concentration: Marketing; 3 credits*

MBA 715: International Marketing

This course explores marketing across national boundaries and within foreign countries as well as the coordination of marketing in multiple international markets. Specific topics will include cultural diversity, marketing intelligence, entering foreign markets, product and product line policy, distribution, advertising/promotion, pricing, planning and controlling an international marketing organization. An appreciation will be developed for the ever changing environment and the risks/opportunities that impact the field. *Prerequisite: MBA 602; Concentration: International Business, Marketing; 3 credits*

MBA 716 Promotional Strategy

This course deals with the areas of advertising, sales promotion, media strategy, personal selling, direct marketing and public relations from the perspective of a strategic decision maker. Contemporary techniques and approaches to resolving informational gaps in marketing communications will be presented and discussed. Students will perform critical analyses of marketing communications' situations as presented in business case scenarios and develop strategies which successfully differentiate products, services or ideas to potential consumers. Students are expected to design, produce, and present a complete marketing communications strategy for a specific consumer product, service or idea. *Prerequisite: MBA 602; Concentration: Marketing; 3 credits*

MBA 717: Strategies for Services Marketing

This course examines the service provisioning paradigm from the perspective of managers responsible for tactical/strategic goals and planning horizons. It provides them with the requisite skill sets for business planning, decision making, and strategy formulation unique to the service sector. Topics addressed include: the behavior of the service consumer; marketing

issues for service producers; the role of the service worker; service development; service pricing issues; marketing communications for services, and service delivery. *Prerequisite: MBA 602; Concentration: Marketing; 3 credits*

MBA 718: Management Information Systems

This course focuses on the role of managing information in achieving strategic objectives, with special emphasis on evolving technological, application and organizational issues. This is accomplished by examining the organizational and technical foundations of the information systems and exploring the tools, techniques and approaches for building and managing effective information systems. *Prerequisites: MBA 601, Computer Literacy; Concentration: Human Resources, Management, Marketing; 3 credits*

MBA 719: Advanced Information Systems Management

This course deals with the management of information technology in today's businesses. The strategic role of information systems (IS) requires effective management of those resources, closely integrated with other functional strategies. Emphasis will be on the strategic role of IS, managing the essential technologies, directing the development of systems, providing effective end-user computing and support systems and dealing with the people-related issues. *Prerequisites: All Foundations Courses and MBA 718; Concentration: Human Resources, Management, Marketing; 3 credits*

MBA 720 Purchasing & Supply Management:

This course covers the principles of purchasing and supply management and is concerned with development and administration of policies, systems, and procedures related to acquiring, holding, and distributing materials. *Prerequisite: MBA 604; Concentration: Management; 3 credits*

MBA 721: Healthcare Project Management

This course provides a comprehensive foundation for project management as it applies to healthcare operations and programs. Students examine how to plan and manage projects effectively within healthcare organizations. Topics covered will include planning, organizing, staffing, and leading teams to accomplish initiatives in a resource efficient manner. From the stage of project ideation through to completion, an overview of handling change, dealing with conflict and problem solving, is provided. Students will gain experience in setting and communicating project goals, planning and tracking progress, as well as facilitating commitment to broader organizational objectives. *Prerequisite: MBA in HCM student or permission of MBA Director; 3 credits*

MBA 722: Project Management

This course examines how to plan and manage projects effectively. Project Management is concerned with the planning, organizing, staffing, directing and controlling of the organization's resources for a specific time period to meet a particular set of one-time objectives. Students will learn: a) how to start with realistic project goals, to plan and track progress, and to use strategies for keeping projects on schedule; b) how to use scheduling tools such as GANTT, CPM/PERT and to utilize computer software in managing projects; c) the art of communicating on projects, handling agreements, creating teamwork, facilitating creativity, and leading people on project teams. *Prerequisite: MBA 604; Concentration: Management; 3 credits*

MBA 723: Investment Analysis & Portfolio Management

This course examines the fundamentals of investment theory, markets and market forces. It will provide the student with an understanding of investment markets, the valuation of securities, and portfolio management strategies. The student will also be exposed to the techniques of aggregate market and company analysis. In addition, the course will provide a basic understanding of investment companies, stock options, warrants, and convertible securities, commodity futures, financial futures and international diversification. *Prerequisite: MBA 553 or MBA 563; Concentration: Finance/Economics; 3 credits*

MBA 724: International Corporate Finance

This course is concerned with understanding the issues and the principles and techniques employed in financial decision making in an international business organization. Topics include foreign exchange markets and the international monetary system, foreign exchange risk management, financing internationally, direct foreign investment, and financial management of ongoing operations. In addition, an overview of international taxation and accounting issues is provided. *Prerequisites: MBA 552 or MBA 565, MBA 603; Concentration: Finance/Economics, International Business; 3 credits*

MBA 725: Managerial Economics

This course covers micro- and macro-economic theory and their application to forecasting, production, budgeting, and government regulations in managerial decision-making. *Prerequisites: Calculus, MBA 554 and MBA 556 or MBA 563 and MBA 564; Concentration: Finance/Economics; 3 credits*

MBA 726: Organizational Development & Change

This course examines the process of change from individual, team and organizational perspectives. Because business environments are rapidly changing, managers need to improve their abilities to diagnose, implement and evaluate planned change. This course uses an experiential approach to develop the skills managers need to improve performance in changing organizations. *Prerequisite: MBA 601; Concentration: Human Resources, Management; 3 credits*

MBA 727: International Business (Doing Business in a Foreign Country)

This course gives the graduate student exposure to specific issues associated with doing business outside the United States. The course takes up relevant economic, legal, cultural, business, trade, and related issues that are important to business interested in export from, import to, locations or expansion into the designated regions. The regional offerings are regularly rotated and students can take this course a maximum of twice. *Concentration: International Business; 3 credits*

MBA 728: Legal Frameworks of Business

This course includes an examination of the sources of law that provide the legal framework for society in general and business relationships in particular, including national and state constitutions, legislative bodies, court systems, and administrative agencies. Contracts, agency, corporations, partnerships, the Universal Commercial Code (UCC) and consumer protection are covered as well. *Concentration: Management; 3 credits*

MBA 729: Technical & Professional Communications

This course in oral and written management communication emphasizes analysis of contexts; critical thinking processes; frameworks from planning, organizing and editing listening skills; and social/ethical perspectives. The course promotes teamwork and group interaction.

Concentration: Human Resources, International Business, Management, Marketing; 3 credits

MBA 730: International Human Resources Management

This course explores the impact and complexities that the process of internationalization has on the activities and policies of human resource management in terms of cultural, legal and functional differences. *Prerequisite: MBA 707; Concentration: Human Resources, International Business; 3 credits*

MBA 731: Training & Development

Using a systems approach and based on adult learning theory, this course teaches how to design, implement and evaluate formal organizational learning experiences that improve employees' performance, skills, competencies, and knowledge and lead to the attainment of organizational human resource objectives. *Prerequisite: MBA 601; Concentration: Human Resources; 3 credits*

MBA 732: Compensation & Benefits

This course is designed to provide a comprehensive view of the design, development, and implementation of a "total compensation" program of both direct and indirect forms of compensation. It identifies issues in designing traditional and alternative reward strategies, administering retirement, health and deferred compensation plans as well as communication strategies for such an integrated compensation system. *Prerequisite: MBA 707; Concentration: Human Resources; 3 credits*

MBA 734: Managing Diversity

The changing composition of the workforce requires organizations to think of diversity as a business issue. This course examines and evaluates the role of diversity in the policies, practices, and strategies of organizational systems. *Prerequisite: MBA 601; Concentration: Human Resources, Management; 3 credits*

MBA 738: Organizational Communication

Contemporary organizations are facing significant communication challenges. Increased worker diversity, globalization of business, technological developments, and increased business pressure to do more with less, are all major factors contributing to complex communication dynamics. This course will explore how these major factors affect communication theory and practice within organizations at the group and individual level. *Concentration: Management, Marketing; 3 credits*

MBA 739: Negotiation & Conflict Resolution

This course is designed to assist the developing business professionals to learn negotiation theory and practice; to develop negotiation capabilities that include conflict resolution and peacemaking in both business and social settings; and to examine the skill sets required for business professionals to manage people and process programs in today's complex multinational business settings. *Concentration: Human Resources, International Business, Management; 3 credits*

MBA 741: Social Media Marketing

This course will cover social media marketing, and how it works in conjunction with digital marketing and traditional marketing. The course highlights the importance of treating each social media channel as a unique marketing effort that will not be successful if implemented as a generic strategy across all social media channels. Students will learn the cornerstones of Social Media engagement; which includes but is not limited, to the rules of engagement, rules of ideal content, and rules of outstanding content. Project based work is assigned that require students to develop social media marketing strategies. *Prerequisite: MBA 602; Concentration: Marketing; 3 credits*

MBA 743: Leadership

This course is structured to provide any MBA student a comprehensive view of leadership in business and society. It covers a variety of leadership paradigms, theories, and approaches. The overriding aim for the course is to create a "learning laboratory" for students that contain opportunities to understand their own approaches and styles to leadership as they relate to the theory and various applications. The course allows for exploration of related issues to leadership and utilizes group exercises and simulations, self-evaluations and teamwork. *Prerequisite: MBA 601; Concentration: Management; 3 credit*

MBA 745: Nonprofit Management

This course will offer MBA level students the opportunity to examine various management functions in the context of the mission-based organization. The course will examine current theory as it applies to leadership, governance and the roles of staff, volunteers, and donors. Additional topics will include establishing partnerships and forming alliances, allocating resources, and involving staff and volunteers in organizational growth and transition. *Prerequisite: MBA 601; Concentration: Management, Nonprofit Leadership; 3 credits*

MBA 795: Management Practicum

This course requires the student to selectively apply knowledge and analytic and decision-making skills acquired in prior courses to a field research project and the writing of a comprehensive case study. The project and case are based on a local organization in which the student is an employee or with which he or she is very familiar. *Prerequisite: All Functional Core Courses & Permission of Instructor Concentration: Management; 3 credits*

MBA 799: Independent Study

This course has flexible structure that permits library/field investigation of topics, issues and problems of particular interest to the graduate business student. Students are allowed a maximum of two Independent Studies. *3 credits*

MBA 901: Strategic Planning and Implementation for Nonprofit Organizations

This course will introduce the role and functions of nonprofit, voluntary, and philanthropic organizations, as well as the nature of strategy and strategic planning as it applies to entities in this sector. Students will learn analytic techniques, planning, and specific strategic models appropriate to various economic, competitive, and sector-specific conditions. The strategy change cycle in the nonprofit sector will be explored, as well as implementation and assessment techniques. *Concentration: Nonprofit Leadership; 3 credits*

MBA 902: Fundraising for Nonprofit Organizations

Students who complete the course will understand the various approaches to raising funds for nonprofit, governmental, or social service organizations for which the typical methods of business revenue generation (sales of products and services, venture capital, and loans) are not practical or desirable. Ethical fundraising practices and those consistent with the mission of the organization will be stressed. Topics pertinent to the current regulatory climate will be presented. *Prerequisites: MBA 603 and MBA 605; Concentration: Nonprofit Leadership; 3 credits*

MBA 903: Marketing and Public Relations for Nonprofit Organizations

This course will examine marketing and public relations theory and practice in the context of the nonprofit sector, and will explore the ways in which strategic communications campaigns support mission attainment and increase public accountability for nonprofit organizations. Cases will illustrate public relations processes and marketing strategies that effectively identify organizational strengths, create value for the public, and communicate the value of organizations to a broad range of stakeholders. *Prerequisite: MBA 602; Concentration: Marketing, Nonprofit Leadership; 3 credits*

MBA 904: Financial Management for Nonprofit Organizations

This course presents a description of the financial management techniques appropriate to nonprofit, voluntary, and philanthropic organizations. Operational budgeting, financial planning, nonprofit accounting, pricing, capital budgeting, and investment strategies will be considered in detail. *Prerequisite: MBA 603; Concentration: Nonprofit Leadership; 3 credits*

MBA 905: Leadership and Human Resource Management for Nonprofit Organizations

This course presents theories of leadership, organizational development, organizational behavior, and their application to nonprofit, voluntary, and philanthropic organizations. In addition, students are exposed to basic practices of and issues in hiring, compensation, training, and performance evaluation as they apply to this sector. The role, value, and dynamics of volunteerism and diversity are explored. *Prerequisite: MBA 601 or HAP 600; Concentration: Nonprofit Leadership ; 3 credits*

MBA 906: Governance, Executive Leadership, and Ethics in Nonprofit Organizations

This course focuses on the history, role, and functions of nonprofit boards with respect to providing leadership at the organizational, community and societal levels. Emphasis is placed on how boards in partnership with executive leadership achieve the mission and vision of nonprofit organizations. Nonprofit sector boards are contrasted with public and for-profit sectors. Board development is considered, as is how boards embody, establish, and monitor organizational values such as trust, stewardship, service, volunteerism, civic enjoyment, freedom of association, and social justice. *Prerequisite: MBA 601 or HAP 600; Concentration: Nonprofit Leadership; 3 credits*

MBA 907: Accounting for Nonprofit Organizations

This course explores current accounting principles designed for not-for-profit organizations such as hospitals, colleges, voluntary health and welfare organizations and fraternal organizations. Recent pronouncements covering financial reporting, pledges and revenue recognition, and cost allocation is covered and discussed. The relationship between traditional

fund accounting and the new financial statement format is covered. *Prerequisite: MBA 605; Concentration: Accounting, Nonprofit Leadership; 3 credits*

Accelerated MBA Courses

MBA 702: Ethics & Professional Responsibilities for Accountants

This course examines ethical decision-making and other professional responsibilities in the context of situations confronted by professional accountants. The AICPA Code of Professional Conduct is examined in depth, along with legal responsibilities. Cases are used to acquaint students with various types of ethically challenging situations, and the components of an ethical decision-making model are examined and emphasized. *Prerequisite: student in the Accelerated MBA with Accounting Emphasis program or permission of MBA Director; 3 credits*

MBA 750: Professional Practice & Mentoring

This is an inter-disciplinary seminar course that introduces accelerated MBA students to professional practice in the fields of business. With a focus on individual goals and personal development, students will deepen their understanding about ways to strategically manage their careers. The course is designed to strengthen professional skills, enhance communication, and deepen reflective capacity. Students will complete a comprehensive self-assessment, become familiar with career planning tools and resources, and develop a mentoring plan. Through a series of interactive workshops, case discussions, feedback sessions, and written reflective assignments, this course prepares students to put professional skills to practice in their subsequent Professional Practicum and Internship courses. *Prerequisite: student in the Accelerated MBA or permission of MBA Director; 3 credits*

MBA 751: Professional Practicum I

This practicum course is designed to provide Accelerated MBA students with a valuable professional experience at a Greater Worcester business or nonprofit organization requiring a minimum of 20 hours per week. Students attend bi-monthly seminar/classroom sessions to share and analyze the learning and challenges in their internship experiences. Students are asked to develop proactive professional habits of mind, strengthen analytical skills, maintain positive mentoring relationships, and reflect on their overall internship performance in order to connect organizations, theory, and practice. Through a variety of guest lectures, panel discussions, and on-site visits, students are exposed to the power of networking and the importance of career management, while increasing their knowledge of managerial communications and human resources and the role that they play in understanding strategic business processes. *Prerequisite: student in the Accelerated MBA program or permission of MBA Director; 3 credits*

MBA 753: Professional Practicum II

Like MBA 751 Professional Practicum I, this practicum course is designed to provide Accelerated MBA students with a valuable professional experience at a Greater Worcester business or nonprofit organizations requiring a minimum of 20 hours per week. It continues the student's practicum experience from MBA 751, or gives the student a chance to explore a different work experience. Students attend bi-monthly seminar/classroom sessions to share and analyze the learning and challenges in their internship experiences. While students will continue to strengthen strategic communication skills, maintain positive mentoring relationships, and reflect on their overall internship performance and career goals, they will

explore more advanced managerial topics such as culture, decision making, and negotiations. They will synthesize their learning and experiences in a final integrative project. *Prerequisite: student in the Accelerated MBA program or permission of MBA Director; 3 credits*

MBA 761: CPA Exam Review

This course is designed to prepare students for the CPA Exam, leading to licensure as a Certified Public Accountant (CPA). Students will use CPAexcel, a leader in computer-based review. Students will study Financial Accounting & Reporting, Regulation, Auditing & Attestation, and Business Environments & Concepts through online delivery of lectures, discussions, videos, and simulated exams. Students will have free continuing access to CPAexcel until they have successfully completed the entire CPA Exam. *Prerequisite: student in the Accelerated MBA with Accounting Emphasis program or permission of MBA Director; 3 credits*

MBA 762: Advanced Business Law

This course is intended for students preparing to sit for the CPA Exam. It assumes that the student has a working knowledge of contract law. The course will develop that contract background as it relates to Article 2 of the Uniform Commercial Code, particularly as it relates to contract performance obligations and will follow with other Articles of the Code. *Prerequisite: student in the Accelerated MBA with Accounting Emphasis program or permission of MBA Director; 3 credits*

MBA 763: Internship

This course is designed to provide student interns with a valuable experiential learning opportunity, and includes field-based training through a three month, full-time (40+ hours per week) internship with an accounting organization. Through online classes, students will analyze and apply organizational behavior and management concepts to their internship experiences and share these observations. Students assess their career competencies, organizational culture preferences, risk tolerances and supervisor/feedback requirements to determine their optimal career paths. They also conduct informational interviews with professionals in their career field. All students complete observation/reflection papers which document, analyze and apply organizational theory and tacit knowledge principles to their individual internship experiences. *Prerequisite: student in the Accelerated MBA with Accounting Emphasis or permission of MBA Director; 3 credits*

MBA 764: Volunteer Inc. Tax Assistance

This course will combine the study of low-income taxpayers with community service learning. Students will research individual tax credits targeted at low-income taxpayers as well as the return filing process. They will also become proficient with tax software. Students will apply their learning through the electronic preparation of tax returns for low-income Worcester residents. *Prerequisite: student in the Accelerated MBA with Accounting Emphasis program or permission of MBA Director; 3 credits*

MBA 770: Ethical Leadership

The purpose of this course is to critically examine and reflect on the ethical dimensions of decision making and performing the leadership role in organizations. Within this course, students use readings, their own experiences, and current events to examine actions leaders have taken and consequences faced when confronted with ethical dilemmas. Real-life ethical

dilemmas will be used to enhance in-depth reasoning of the problem situation, and develop an action plan for solving and preventing similar problems at the organizational and societal levels. Key concepts include: cycle/process/criteria for analyzing and solving ethical dilemmas; approaches to ethical thinking and decision making; organizational ethics (people, culture, policies); social responsibility and the stakeholder approach; and common ethical dilemmas in specific settings/circumstances. *Prerequisite: student in the Accelerated MBA program or permission of MBA Director; 3 credits*

MBA 771: Corporate Social Responsibility

Corporate social responsibility (CSR) deals with the impact of organizational activities on society and the environment. Presently, CSR has become an extremely important factor influencing the development of companies, their profits and brand image. Socially responsible organizations offer services and donations that support charitable activities, social actions, sustainability, wellness and disaster relief. This course takes a multi-disciplinary approach to the global social, ethical and environmental issues that historically and currently move organizations to adopt CSR practices. Topics include: the history of CSR thought, the CSR debate, management for sustainability, green management, social responsibility, social media, and social entrepreneurship. *Prerequisite: student in the Accelerated MBA program or permission of MBA Director; 3 credits*

Health Advocacy Courses open to C.G.S. For Healthcare Managers and MBA In Healthcare Management Students

HAP 505: A Systems Approach to Delivering Healthcare in America

This course will take a systemic approach to Healthcare delivery in the United States. An overview of Healthcare delivery along with chronicling the evolution of Healthcare delivery in the United States will be covered. The course will provide students with an understanding of the law, the legal system, and the policy-making process as it relates to healthcare. Individual and patient rights in healthcare and public health initiatives will be addressed in addition to public health institutions and systems. Critical policy issues and issues related to specific patient populations such as long-term care, medical technology, government health insurance programs, and health service financing will be addressed in this course. The course will culminate with a critical look at the future of Healthcare and health-care delivery systems. *Prerequisite: student in Health Advocacy, CGS for Healthcare Managers, or MBA in HCM Program; 3 credits*

HAP 525: Critical Issues in Healthcare Ethics

This course will address the significant and critical ethical issues evident in current healthcare practice and systems. The course will provide a strong foundation in the principles and theory in healthcare. Healthcare disparities will be addressed with a focus on populations with inadequate access to healthcare. Critical ethical issues related to healthcare will be identified and studied including areas such as physician-assisted death, domestic violence, human cloning and spirituality. Ethical considerations related to older adults such as long-term care and assisted living will be covered. The ethics of healthcare reform will be studied in an effort to look toward the future of healthcare and potential ethical issues. *Prerequisite: student in Health Advocacy, CGS for Healthcare Managers, or MBA in HCM Program; 3 credits*

HAP 600: Management and Supervision for Healthcare Professionals

This course will provide an overview of basic management functions and the leadership skills necessary for effective healthcare supervision. Topics covered will span the vast knowledge and skill areas associated with effective healthcare business management and leadership.

Management functions such as position descriptions, personnel recruitment, training and orientation, safety and workplace violence, motivation, reward and recognition, and conflict resolution will be covered. Cultural diversity within the workplace will be addressed. Practical management functions such as time management, decision making, effective meetings, delegation and coping with stress and burnout will be covered. The course is a practical and skill-based approach to management within healthcare organizations. *Prerequisite: student in Health Advocacy, CGS for Healthcare Managers, or MBA in HCM Program; 3 credits*

HAP 610: Research in an Evidence-Based Healthcare Environment

This course is the first part of a two course sequence that will address the translation of research evidence to quality healthcare practices, programs, systems, policies and initiatives. An overview of Evidence-based practice models to understand the process of combining the best available research evidence with knowledge and skill to make effective decisions within the context of healthcare will be covered. The critical appraisal of research as a systematic, unbiased, careful examination of a study to determine its merits, limitations, meaning and value will be emphasized. The course will cover quantitative research, qualitative research, mixed methods research, data analysis and institutional review board procedure. *Prerequisite: student in Health Advocacy, CGS for Healthcare Managers, or MBA in HCM Program; 3 credits*

HAP 630: An Interdisciplinary Approach to Health Policy Analysis

This course will provide an in-depth analysis of healthcare policy. Healthcare policy will be framed from multiple perspectives, specifically economics, political science, management, technology, communications and public health. The policy analysis process will be delineated to provide a framework for critically analyzing and assessing past and current healthcare policy. The policy analysis process will be used to consider health technology assessment, evidence-based medicine, political feasibility, economic feasibility and values. Analysis of past and current healthcare policy will occur along with identifying alternatives for future policy. The course will examine the role and function that healthcare providers and leaders can bring to the policy-making process. *Prerequisite: student in Health Advocacy, CGS for Healthcare Managers, or MBA in HCM Program; 3 credits*