Course Descriptions
Professional MBA Curriculum

The following are subject to change as courses are designed, developed, and continuously improved.

### MBAO 550: Strategies for Success

**Instructor:** Bonnie Budd, EdDc

**Description:** By the end of this module, you will have a customized profile on Blackboard and VoiceThread, a success plan to guide your success throughout the program, and a clear understanding of the key contacts and resources available to you throughout the program. You will be able to employ unique skills for reading, note-taking, and studying in the online classroom, all while gaining first-hand experience with the technologies featured throughout the PMBA program, including Blackboard, VoiceThread, Zoom, and Qualtrics.

**Student Quotes:**
- “Very good introduction program, which will certainly lead to a better experience in our first class.”
- “The course was a great experience and Bonnie was wonderful support.”
- “Having completed an online degree prior to this, I feel this is a very well laid out program so far.”

### MBAO 551: Economics

**Instructor:** Ramesh Mohan, PhD

**Description:** In this course you will explore both micro and macroeconomics at a managerial level, with an emphasis on key concepts and principles used in business management today. You will explore microeconomics, learning to define and interpret concepts such as opportunity cost, elasticity, utility maximizing, and market equilibrium. You will learn to evaluate economic issues for their impact on individuals, firms, governments, and for society at large.

Then, you will explore macroeconomics, a way of understanding the long-term forces that drive the economy and shape the business environment. Using examples from a broad range of countries, you will explore global outlook using historical and contemporary data and perform economic analysis in a macro level by measuring national income accounting, the measurement of the overall standard of living of people in a given economy, different measures of the overall cost of living, sources of country differences in economic growth, and determinants of a country’s productivity.

In addition, you will examine money and banking in a market economy, causes of unemployment and inflation, the model of short-run macroeconomic instability, how the Federal Reserve System conducts its monetary policy, and the influences of monetary and fiscal policies on the economy-wide levels of income, employment and inflation and open-economy macroeconomics. The material in this class emphasizes current economic issues; use sources such as the Economist, the Wall Street Journal, Time, Business Week or CNNMoney to keep up with day-to-day events. By the end of this course, you will be able to analyze the core issues in micro- and macroeconomics at an advanced managerial level, evaluate the effects of internal/external factors on economics issues, employ models to perform economic analysis, apply theory using real world examples such as market structures, production theory, and government policies, and identify, explain, and compare major economic indicators and apply them to real world applications.

**Major Project:** Key Economic Indicators (KEI)

In this three-phase project, you will learn to critically consume and interpret news and economic data to understand the current state of the economy. In each Phase, you will review a provided scenario and prepare a report with your recommendations based on current economic indicators from the Federal Reserve Economic Data (FRED), as follows:

- Phase I: Consumer, Housing, and Business
- Phase II: Inflation and Unemployment
- Phase III: Global Indicators
Student Quotes:

- “I thought I was going to really struggle in this course, as Economics was not a strong subject of mine during undergraduate studies and I do not use economics concepts in my day-to-day. However, the assignments in this course have provided a great way to relate the concepts to my career and to current events. I’m pleasantly surprised as how much I’m enjoying learning this material.”
- “While the program moves at a fast pace, I believe that the carefully chosen content and the way the material is laid out for consumption is well designed. It allows for the content being delivered to be applied to current events and think of them in a practical manner by using examples in the real world.”

MBAO 552: Principles of Management

Instructor: Mark Vozella, MS

Description: In this course you will learn a conceptual framework of management including planning, organizing, leading, and controlling. You will explore the evolution of management thought, function, and practice. You will examine current and emerging concepts, including the specific management disciplines related to human resource management, organizational behavior, and operations management. By the end of this course, you will be able to:

1. Analyze what management is and what management does.
2. Explain, distinguish, and apply the concepts of Organizational Behavior, Human Resource Management, and Operations Management.
3. Explain, distinguish, and perform the basic management functions.
4. Identify, explain, and compare major developments in management thought.
5. Explain and evaluate the concepts of social responsibility and sustainability.

Student Quotes:

- “First of all, Mark is great. It’s refreshing to have a real-world perspective on things versus just a pure academic view. I also think that the amount of work is just right to achieve the learning - there’s not too much busy work, most of it is meaningful in the context of the course objectives.”
- “I wasn’t sure how I would handle online learning. I am very pleased with the course so far. I find the weekend reading and TED talks to be interesting and engaging. The course material is clear and easy to get through. It helps having work experience, so I’m able to actually relate what I’m learning to the business world, compared to Undergrad.”
- “This course is a nice mix between self-study and working with Pod mates to complete an assignment. Professor Vozella has made himself readily available to have in depth discussions with students and makes an effort to interact on a personal level.”
Instructor: Christopher Morse, PhD

Description: This course provides a conceptual framework and the techniques of business research processes and a foundational understanding of applied statistics that are most frequently used in business research. The course creates an opportunity for students to gain experience in defining research problems, designing a research project, and in collecting, analyzing, recording, and interpreting data. This course also focuses on providing students with the ability to critically analyze and assess research. Upon completion of this course, you will be able to:

1. Use the appropriate terminology for various research methods.
2. Discuss the ethical decisions involved with conducting sound research.
3. Articulate the similarities and differences in the different types of research methods.
4. Navigate the challenges of selecting an appropriate method of research based on a type of inquiry.
5. Critically evaluate the methods used in various types of research.

Student Quotes:
- “First of all, I love Professor Morse's videos. The subject matter is complex and it really helps me break it down. He is also super available and easy to engage with.”
- “Professor Morse is very responsive to all questions from students. His instructional videos add greatly to the learning experience and are very effective.”

Instructor: Kevin Pearce, PhD

Description: This course provides a conceptual framework and specific tools for communicating in today's business environment, facilitating the accomplishment of strategic, academic and professional business goals. You will develop the oral, written, presentation, and discussion skills necessary for professional positions and for use within the Bryant Professional MBA program. By the end of this course, you will be able to:

1. Analyze communication situations and audiences to make choices about the most effective and efficient way to communicate and deliver messages.
2. Build effective business presentations in contexts that may require prepared, impromptu, or extemporaneous constructs.
3. Comprehend feedback, interpret areas of strengths and weakness, and translate to action that results in improved communication skills.
4. Use communication technology effectively and appropriately.
5. Utilize culturally appropriate strategies in business communications.
6. Embody the characteristics of an effective team leader.

Student Quotes:
- “I'm learning a lot about how to confidently and effectively communicate in a business environment, from improving my writing to public speaking skills. I'm really enjoying that this class is not overwhelming or stressful, but rather is enjoyable and interesting.”
- “I like hanging some frameworks on what I already know to be effective communication in my personal and professional life. I like the ability to refine what I already know and that's been the main objective of this course. Also, KP is a treat.”
- “The content especially the weekend readings connect to my day to day work so easily!”

Instructor: Daniel Ames, PhD

Description: This course provides the conceptual framework of both financial and managerial accounting, with an emphasis on the analysis and evaluation of accounting information as part of the managerial processes of planning, decision-making, and control. You will explore the essential aspects of capital management, financial statement analysis, time value of money, cash flow
management, risk and return, sources of financing, and portfolio analysis. By the end of this course, you will be able to:

1. Explain concepts related to the accounting equation, business transactions, cash flows, the time value of money, risk and return, sources of financing, and asset utilization.
2. Analyze financial statements, identify income and expenses, and apply generally accepted accounting principles.
3. Evaluate accounting information as part of the managerial process of planning, decision-making, and control.
4. Describe the financial planning and forecasting process, and the preparation of annual reports.
5. Calculate important financial ratios and apply the same in decision-making.

Student Quotes:
- “Understanding how to better value a company helps me understand companies I want to personally invest in and work for.”
- “The professor is great. I think the content is clear and well explained.”
- “The consistent structure makes the weeks tie together and learning comes organically--awesome job!”

MBAO 558: Strategic Marketing

Instructor: Srdan Zdravkovic, PhD

Description: This course will introduce you to a conceptual framework for marketing, and explores the challenges involved in using marketing to address the problems of an organization in a dynamic political, economic, social, and technological environment. You will examine a range of marketing problems drawn from both consumer and business markets. By the end of this course, you will be able to:

1. Explain the marketing management process.
2. Discuss appropriate marketing strategies to succeed in a competitive landscape.
3. Describe the importance of marketing research.
4. Explain consumer behavior.
5. Compare and contrast the similarities and differences between consumer markets and business markets.
7. Analyze and evaluate the challenges involved in developing new product offerings.
8. Analyze the difference between marketing tangible goods and services.
9. Develop pricing strategies and programs.
10. Design and manage integrated marketing channels and communications.
11. Manage marketing initiatives in a global context.

Major Project: Market Research Project (MRP): This is a four-phase, Pod-based activity in which you will collect and analyze primary data to develop a detailed Market Research Plan as follows:

- Phase I: Identify a few research questions regarding the consumer market. Choose questions relevant to your Pod’s interests, industries, etc. Then, translate your research questions into a 20-question Qualtrics survey using at least 10 different questions types (multiple choice, essay, matrix, etc) to collect exploratory, descriptive, and causal data.
- Phase II: Work with your Pod to update your survey based on Professor Zdravković’s feedback. Distribute your survey and gather at least 50 responses from among your networks.
- Phase III: Working on your own, prepare a summary of your Pod’s research questions, your sample characteristics, and your results.
- Phase IV: Work with your Pod to identify a marketing opportunity for a selected market segment. Develop a brief marketing plan to present to the class during a Live Session and then submit as a final, formal, Market Research Plan based on feedback from your peers.

Student Quotes:
- “I am learning new and useful concepts and strategies that I expected to learn from a Bryant course. The significance of material I am learning is incredibly beneficial for my understanding of the topic of business and how to implement it to be successful.”
- “Mostly, this class has helped me relate to the work our marketing organization does. Its given me an appreciation for why my organization has made certain decisions and what we need to do to stay relevant in the future. I think the readings around customer-centric marketing really opened my eyes to how rapidly companies need to evolve and how difficult it is to develop long term brand equity.”
“The readings and knowledge during this course is excellent. Professor Zdravkovic knows his line of work and every part of the class is very applicable.”

**MBAO 559: Global Business**

**Instructor:** Diya Das, PhD

**Description:** This course examines the implications of globalization and focuses on the analysis of strategic challenges facing business enterprises in a global environment. The transformation of the world economy has created a need for individuals with a global perspective, multifunctional expertise, and the ability to acquire new knowledge and skills as needed to meet the challenges of continuously changing business conditions. Successful organizations rely on collaborative efforts to solve problems and implement key initiatives.

The purpose of this course is to introduce you to the role of the “strategic manager” and to develop the necessary knowledge and critical thinking skills to analyze multinational enterprises (MNEs) and formulate global strategy effectively. Throughout the course, we will examine the macro- and micro factors which make management of international business distinct from domestic businesses. We will explore the nature and complexity of MNEs’ globalization, dynamic firm, and industry boundaries and how MNEs formulate appropriate strategic decisions in an international environment. Upon completion of this course, you will be able to:

1. Explain the concept of globalization and its implications.
2. Describe current issues in global business.
3. Analyze national differences in political economy and cultural implications of international business.
4. Explain the challenges involved in regional economic integration and foreign direct investment.
5. Define international trade theories and their relevance.
7. Describe the fundamental concepts of firm strategy for international business.
8. Evaluate different kinds of strategies for entering foreign markets.

**Major Project:** Adopt a Country (AAC): This is a five-phase project in which you will apply key concepts learned in this course to the country of your choice, as follows:

- **Phase I:** Analyze the national and cultural differences between the U.S. and your adopted country.
- **Phase II:** Identify the key trading partners of your adopted country.
- **Phase III:** Describe the profile of trade and investment in your adopted country.
- **Phase IV:** Identify a global multinational corporation that does not exist in a specific industry and make a case for why this firm should be in your country’s market.
- **Phase V:** Drawing on your learning in this course and based on each of the above, develop a Final Business Plan outlining a strategic market entry plan for your selected MNC into your adopted country, including a SWOT analysis and specific recommended modes of entry.

**Student Quotes:**

- “Having a pod really enforces the feeling of community. My pod has set up a group chat and communicate frequently. Everything is very well outlined, so I feel the success in my learning is really up to me. For any discussion board posts or papers required, the information is very clear as to what needs to be covered. For example, showing an analysis of the trade war and the policies it affects. It’s been stated many times by the professor to reach out anytime, so if help is required we know where to find it.”
- “I was definitely leery of online courses before starting this program, but I find it to be effective and managed very well. I like the way deadlines are set up with the Monday/Wednesday/Saturday plan, and the ability to complete work earlier if needed.”
- “I enjoy Professor Das’ passion and enthusiasm for the subject matter.”

**MBAO 560: Organizational and Strategic Leadership**

**Instructor:** Eileen Kwesiga, PhD

**Description:** This course deals with the “messiness” of real life! The world of modern organizations is highly uncertain. It is filled with contradictions, ambiguities, and imperfections. Events, people, or systems do not act in ways that we like. In fact, they may appear irrational to an untrained
observer (they may even be irrational based on traditional notions of rationality!). It does not matter if you are working for a major corporation, governmental agency or not-for-profit organization. This is the situation facing most leaders in a global economy. To address this challenge, this course is built on the following principles:

- **Decision-making is not a one-time event, but rather part of a stream of events.** When a person makes a decision, they have to deal with the on-going consequences of that decision. Therefore, you will be asked to respond in case simulation exercises that require you to make a series of interactive decisions over a period of time.

- **Organizations are interactive systems.** You will be expected to recognize these different systems and learn how to use theory to explain events and get results while understanding how these actions interact with other parts of the organization.

- **Being able to apply multiple organizational and leadership theories will build your management competencies at a higher level.** Kurt Lewin once said that: “There is nothing more practical than a good theory.” You will learn how to more effectively manage people and organizations. In many ways, this course emphasizes your personal development as a leader. You will learn new skills and expand your perspective of why events occur as they do.

- **Experiential learning is effective learning.** Using case studies, exercises, and discussions with ample peer interaction and feedback will enable you to learn from the valuable managerial and professional experiences of your peers. All course activities will require you to read the assigned materials (or watch videos) and thoughtfully apply this knowledge to an organizational context you are familiar with. Participation, including responding to the posts of other students, is expected as a way to learn from each other, and constitutes a portion of the course grade.

- **Today’s leaders need to be organizationally savvy.** In this course, you will become a more effective decision-maker in a complex organizational setting. You will gain the tools necessary to become less naïve about organizational dilemmas, politics, and everyday life interactions in organizations. In fact, this course sets out to challenge your present ways of thinking about effective decision making. It dispels the myths and fads of the current popular management literature often seen on the shelves of bookstores.

By the end of this course, you will be able to:

1. Implement learning agility to drive innovation in your organization.
2. Harness the power of networks in your own career.
3. Analyze organizational challenges using multiple perceptual frames (e.g. Network, Open Systems, Structural, Human Resource, Political, Symbolic).
4. Generate, individually and as part of a team, alternative solutions to organizational problems that consider the complexity of the situation and demonstrate leadership by selecting a course of action that meets established models of leadership effectiveness and ethical behavior.
5. Demonstrate effective interpersonal skills and leadership in a team environment with effectiveness defined by peer evaluations and independent assessment criteria.
6. Create a personal leadership development profile and self-improvement plan for your professional practice.

**Major Project:** Organizational Leadership Analysis (OLA): Based on the four frames of leadership, your Pod will explore each of your organizations through the structural, human resource, political, and symbolic frames. Each week, a designated Pod Leader will submit a summary of your reflections in the form of a Pod Report.

**Student Quotes:**
- “I really love the content of the course. I think it is interesting and very helpful to apply in my daily work.”
- “I have already applied my understanding of learning agility, the outsight principle, reframing, and both the Structural and Human Resources frames in my daily work. I think the concepts in this class will help me be a better leader, teammate, and decision maker.”

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**MBAO 561: Entrepreneurial Leadership**

**Instructor:** Jack Vensel, MBA

**Description:** Entrepreneurial Leadership is not simply a concept to be mastered and applied to tech innovators bent on building the next great world changing business. The skills, temperament, attitudes, techniques, theories and philosophies can and should be practiced across all levels of any organization. Startup and small companies clearly benefit from a dynamic and often visionary leader. It is often through the sheer will of the entrepreneur in these companies that the vision becomes a reality and hopefully a commercial or social success. Larger and more established
organizations run the risk of becoming stagnant and complacent. In the extreme they become irrelevant and eventually go out of business. By learning to apply many of the same Entrepreneurial Leadership concepts and skills, often using different implementation techniques, you can develop the expertise to promote an Entrepreneurial Leadership culture in any organization.

Upon completion of this course, you will be able to:

1. Distinguish entrepreneurial leadership from other forms of leadership.
2. Think like an entrepreneur.
3. Create the conditions necessary for recognizing and embracing new opportunities.
4. Identify new ways in which your organization can set itself apart from the competition.

MBAO 563: Leadership Capstone

**Instructor:** Mike Roberto, AB, MBA, DBA

**Description:** Why are some firms more successful than others? This is the fundamental question that we will tackle in this course. Successful management of an enterprise begins with a coherent, well-defined strategy. This course develops the knowledge and skills necessary to analyze, formulate and implement strategy effectively. We will take the perspective of the senior leader, learning how to assess the external environment, as well as the firm’s internal resources and capabilities, so as to create a successful strategy. We will learn how the leader makes the parts of the firm (functional areas, product lines, and/or geographic units) work in harmony to support the strategy and create a whole which is greater than the sum of its parts. Throughout the course, we will address the complexity of leading a business in this era of globalization, social and technological change, and dynamic firm and industry boundaries. Upon completion of this course, you will be able to:

1. Develop and practice the ability to think strategically by learning the concepts, models, and tools of strategic analysis and by applying them to actual competitive situations.
2. Identify the sources of profitability differences among firms, as well as how firms can either sustain or lose their competitive advantage over time.
3. Evaluate how leaders achieve the critical task of alignment/integration among the various parts of the firm so as to compete successfully.
4. Recognize the common traps that cause leaders to make poor strategic decisions and learn how leaders can enhance the quality of the strategic choices that they make.