Gonzaga MBA Electives

Gonzaga MBA students complete a third of their program, 11 credits, in elective coursework, allowing them the flexibility to tailor the program based on personal and professional goals. Students may choose to pursue an MBA of choice (general MBA) by designing their own personalized program with elective credits from multiple disciplines. Alternatively, students may choose to earn a concentration by completing nine out of 11 elective credits in a specific discipline. For more information on concentrations, please reference the MBA Concentration forms.

MBA electives are typically offered on a two year rotating cycle. Below is a robust sampling of electives currently offered in the program.

**MBUS 631: Google Analytics (1 credit)**
Google Analytics is a free service offered by Google, Inc. that monitors and records the traffic of visits to a website and converts the collected data to generate analytics of various formats. This course will briefly introduce the importance of web analytics to the success of online businesses and then shifts the focus to technical skills of configuring Google Analytics. Topics of the course include setting up Google Analytics, creating profiles, standard reports, custom reports, funnel visualization, setting up goals and e-commerce. Case studies will be used in class for illustrative purposes.

**MBUS 634: Behavior Issues in Managerial Accounting (2 credits)**
This course looks beyond the numbers in managerial accounting and addresses relevant behavioral and psychological issues. Emphases include activity based management, incentives, budgetary slack, and job burnout.

**MBUS 635: Business Behaving Badly (1 credit)**
This course examines the psychological and behavioral problems faced by managers. Students will study job burnout, budgetary slack, and the potential unintended consequences of using accounting numbers in incentive systems.

**MBUS 636: International Ethics (1 credit)**
This course extends a discussion of ethics with an emphasis on the relationship between business strategy and ethics in an international context. Cultural values, global media, intellectual property, and corruption are examples of topics that may be covered.

**MBUS 640: Global Operations & Supply Chain Management (2 credits)**
This course examines current state-of-the-art theory and practice of operations management within an organization. The course covers the main principles and concepts pertaining to such issues as the development of a manufacturing strategy, order winners and order qualifiers, process choice, product profiling, supply chain management, and service operations.

**MBUS 641: Sports Economics (2 credits): Online, Summer**
This course explores the economic incentives present in professional and amateur sports. Specifically, the business of sports is examined including: revenue maximization, ticket pricing, league structure, stadium financing, advertising, labor relations/player pay, federal anti-trust exemptions, and Title IX.
MBUS 643: Entrepreneurial Strategy (1 credit)
What can we learn about entrepreneurship based on the strategic decisions entrepreneurs make at key moments? Via a multi-week case study of the birth and development of the PC industry (Microsoft, Apple, IBM, and others), we’ll examine the personalities and the companies they created, and how their actions shed light on what it means to be a successful (and sometimes, unsuccessful) entrepreneur.

MBUS 644: Service Management (1 credit)
The main purpose of this course is to introduce business students to service operations, service strategy, and the role of information technology on services. The course focuses on understanding the distinctive characteristics of service operations and their managerial implications. Discussion includes such issues as the role and nature of services; competitive environment of services and competitive service strategies; service quality, service failure, and service recovery; service encounter triad (the interaction of the customer, service organization, and contact personnel) and servicescapes; the management of capacity and demand (yield management); the economics and psychology of waiting in lines, and the impact of IT on service operations.

MBUS 645: Introduction to Project Management (2 credits)
Managers are charged with planning and controlling a variety of projects. This course provides students with the requisite skills necessary to manage a wide-range of projects including: project planning, task scheduling, resource management, and project reporting. The course provides students with the knowledge of how to use MS Project 2003 to plan and control multiple projects utilizing finite resources.

MBUS 646: Advanced Project Management (1 credit)
A continuation of MBUS 645, Introduction to Project Management, this course will introduce advanced topics in project management, including global project management, agile methodologies, managing virtual teams, and further exploration of the project manager as leaders.

MBUS 647: Quality Management (1 credit)
This course provides an introduction to management practices aimed at quality improvement and relevant international quality standards. Topics include product and process design for quality and reliability, vendor selection and quality defect prevention throughout the supply chain, control and improvement of process capability for all supply chain processes, ISO 9000 and ISO 14000 standards, and customer relationship management.

MBUS 649: Current Issues in Entrepreneurship (1 credit)
This seminar offers coverage of important current topics for the entrepreneurial profession. Recent topics include: entrepreneurial failure, the role of innovation and design in new ideas, entrepreneurial marketing, and strategic planning in technology ventures.

MBUS 651: Strategic Change (1 credit)
This course examines the strategic importance of an organization’s capacity to deal effectively with change from the ‘outside in’ and the ‘inside out.’ ‘Outside in’ change refers to an organization’s capacity to respond and adapt to an increasingly turbulent external environment. Managing change from the ‘inside out’ refers to planned organizational transformations required to renew, reconfigure, or reposition the organization for sustained competitive advantage. Both perspectives of strategic change are interrelated and involve analyses of environment, leadership, strategy, structure, process, and human resource dimensions of organizations.
MBUS 652: International Management (2 credits)
This course is designed to help students gain an insight into the complexities of managing people in an international context. The focus will be on providing knowledge and analytical skills needed to manage in the global economy of the 21st century. A variety of topics will be covered from understanding international cultures, to international human resource management and motivating and leading a multinational workforce. Through the use of case studies and simulations the course will equip the student with the skills needed to manage effectively in the international arena.

MBUS 653: Enhancing Organizational Effectiveness (1 credit)
An in-depth examination and discussion of topics that are important to managers in the twenty first century. Topics include, but are not limited to: empowerment, cross cultural management, employee relationships in changing organizations, diverse cognitive styles in teams and organization transformation.

MBUS 654: Creating New Ventures (3 credits)
This course covers the fundamentals of creating and growing new commercial or social enterprises. Course content provides a broad overview of entrepreneurship including the economic impact of entrepreneurship, creating and managing new ventures, opportunity recognition, market research, financial planning, the role of society and government, legal and ethical issues, and the various functional areas of business. Students are required to complete a business plan for a commercial or non-profit organization as part of the course requirements.

MBUS 657: Negotiations (2 credits)
This course focuses on the science and the art of negotiation. It will combine lecture, case, and experiential techniques in introducing the student to such topics as preparation for negotiation, the role of emotion in negotiation, and negotiating in teams.

MBUS 660: Investments (2 credit)
This course covers the fundamentals of security valuation and analysis, market efficiency, the scientific evidence surrounding investment strategies, and the relationship between risk and return. Trading mechanics, types of trades, and alternative investment vehicles will be discussed.

MBUS 661: Sustainable Business (1 credit)
This class includes both the evaluation of financial performance via financial statement and ratio analysis as well as planning for growth and external financial requirements. The derivation of pro-forma statements, cash budgets, and credit analysis and policy, will be covered as will means for evaluating financial alternatives available for meeting a corporation’s funding requirements.

MBUS 662: Advanced Corporate Finance (2 credits)
The course covers both the theoretical background and practical implications of the central issues in corporate financial management, including capital structure decisions, dividend payout decisions, and asset valuation. Real options are considered as an enhancement to traditional capital budgeting methods. Also, issues related to security design are covered.

MBUS 663: International Finance (2 credits)
This course is designed to give the student an understanding of the basic terminology, structure, and importance of international finance. This includes study of foreign exchange (FX) markets and instruments, FX risk, political risk, hedging of these risks, and multinational capital budgeting.
MBUS 664: Derivatives (1 credit)
The class focuses on futures, forwards, and options on common stock and foreign currencies. Institutional aspects of derivatives markets, as well as factors influencing the value of these contracts are studied. In option valuation, the Black-Scholes-Merton option pricing model and the Binomial tree model of option valuation are covered in detail. Various portfolio strategies using combinations of call and put options to exploit investors’ expectations of future asset prices are also covered.

MBUS 665: Mergers & Acquisitions (2 credits)
This class includes coverage of merger types, their characteristics, and motivations for mergers. The market for corporate control will be introduced, as will the agency problem and how it relates to merger activity. Principles of valuation will be applied to takeovers and some examination of merger law, corporate governance reform, and the scholarly research of M & A’s will also be included in the course.

MBUS 666: Introduction to Personal Investing (1 credit)
An introduction to investment theory and the implications for the construction of an individual investment portfolio. Includes a discussion of alternative asset choices, asset allocation, risk and return, and tax implications.

MBUS 667: Business Valuation (1 credit)
This is a one credit course covering three basic approaches to business valuation including dividend discount models, free cash flow and comparable firm techniques.

MBUS 668: Financial Institutions (2 credits)
This course will examine the role that financial intermediaries play in the allocation of financial resources through the economy. Topics covered include the various types of institutions, their regulation, fund flows, and the structure of financial markets.

MBUS 669: Ethics in Finance (1 credit)
This course is devoted to the study of those ethical principles and frameworks which should inform the decision-making process of those occupations engaged in the finance industry, and how those principles apply more specifically to the work of finance occupations like stockbrokers, mutual fund managers, corporate financial officers, and others. The course will be anchored in a set of case studies.

MBUS 670: Financial Markets & Institutions (1 credit)
An introduction to the role of financial intermediaries and the allocation of financial resources through the economy. Topics covered include fund flows, financial regulation and the structure of financial markets.

MBUS 673: Business Intelligence (1 credit)
Business Intelligence (BI) has become an important agenda for many top executive because they have become extremely aware of its value in providing a competitive differentiator at all levels of the organizations. The course introduces students the concepts, models, architectures, and business applications of BI. Topics include data warehousing, business analytics, business performance management, data, text and web mining. Both cases and technology may be used for class projects.

MBUS 674: Web Analytics (2 credits)
This course introduces basic concepts, applications, and tools of web analytics. As the importance of web applications to business’s success increases, web analytics is considered an essential tool to assure the effectiveness of such applications. This course discusses the role of web analytics in businesses, presents a variety of reports resulting from web analytics and covers various functions for creating web analytics reports. Web analytics products/services in the market are reviewed. Google Analytics, which is a free service from Google, Inc. will be employed as a vehicle to achieve the teaching objectives. The course will introduce setting-up Google Analytics, custom reports, funnel visualization, and other features. Case studies will be used in class for illustrative purposes.
MBUS 676: Spreadsheet Modeling (1 credit)
This course involves building, solving and interpreting analytical models of managerial problems from operations, finance, marketing, and statistics using Microsoft Excel, specialized add-ins and the Visual Basic for Applications programming language. This is a “hands on” course where you will learn advanced Excel skills and how to create spreadsheet models of business processes and solve them to generate quality solutions.

MBUS 679: Ethics in Marketing (1 credit)
This course addresses ethical principles and professional codes of conduct within the marketing environment. Students will increase their awareness of and sensitivity to ethical issues surrounding product, price, promotion, and distribution decisions. Students will also learn a process that will allow them to analyze the context of marketing decisions to reach ethical conclusions.

MBUS 680: Ethics in Human Resources (1 credit)
This one credit course investigates ethical behavior in the context of the human resources profession. Consideration is given to the tension between fulfilling the needs of employees and the preservation of the firm’s best interests. The course will examine ethical decision making in all aspects of the employee’s life cycle – from recruitment through selection, performance appraisal, career management, and discipline to the end of the employment relationship through retirement, firing, layoff or voluntary separation.

MBUS 682: Buyer Behavior (2 credits)
Managers wishing to serve customers’ needs can build effectively upon a solid grounding in the field of consumer behavior. The focus of this course is on achieving a deeper understanding of the psychological, social, cultural and economic dimensions of consumer judgment and decision-making. Students will use this theoretical foundation as a body of knowledge with which to evaluate marketing strategies.

MBUS 683: Persuasion (1 credit)
This course is designed to introduce students to classic and contemporary theories of persuasion. Knowledge of the persuasion process, social influence, and other persuasion techniques should enable students to make more informed decisions as a sender and receiver of persuasive messages.

MBUS 684: Business Analytics (1 credit)
This course provides students with an analytical tool set that enables them to address business problems. Based on a business problem, they will be able to identify appropriate analytic tools and the data structure needed to address it. Students will be exposed to an industry standard analytics platform, such as SAS, which will help them implement different tools. These tools include decision trees, logistic regression, analysis of experimental data, factor, cluster, and discriminate analyses, among others. With these analytical skills to complement their business knowledge, students can be better decision makers and business leaders.

MBUS 685: International Marketing (2 credits)
The course focuses on management of marketing activities to and in foreign countries. The course emphasizes assessment and decision-making related to the task of effectively adapting marketing strategy to the dynamic environment of international business. Contemporary developments in the theory and practice of international marketing are discussed. The course aims at developing managerial skills of cultural sensitivity and ability to perform marketing functions in diverse cultural environments.

MBUS 686: Forecasting (1 credit)
Understanding how to use and present data effectively is an important tool for managers. This course focuses primarily on using data currently available to forecast future trends such as forecasting demand, sales, employment trends, and economic indicators. Forecasting primarily involves the technique of multiple regressions analysis. Students will learn how to build regression models to analyze data and how to interpret the results. Case problems and data will provide practical experience.
MBUS 688: Creativity and Intuition (1 credit)
This course examines the qualitative aspects of decision-making. It looks at the ‘soft’ side of decision-making. Topics include: the general decision process, whole brain decision-making, creativity, the use of intuition and affect in decision-making, the ‘rightness’ of decisions, and so forth. Current articles on decision-making and thinking are read and techniques to enhance creativity presented. A contrast is presented between the affective ‘right-brain’ aspects and the cognitive ‘left-brain’ aspects of decision-making.

MBUS 689: Culture & Global Markets (1 credit)
This course concentrates on the dimensions of culture and on the mechanisms of cultural influence in international business. We will discuss the recent research findings documenting the influence of culture on consumer behavior and on managerial decisions. We will specifically focus on practical implications of these research findings.

MBUS 690: Directed Study (1-3 credits)
Guidelines are available in the Graduate School of Business office. Summer only.

MBUS 694: Team Building Intensive (2 credits)
This intensive, 2-credit course combines the highly interactive, challenge activities and in-class and outside assignments.

MBUS 695: Small Business Consulting (2-3 credits)
Practicum in providing management assistance to small business and nonprofit organizations in marketing, management, finance, accounting, information systems, operations, and related business areas. Student teams will meet with clients and develop a proposal outlining specific objectives and expected outcomes to be achieved. A final written report will be presented to the client outlining their analyses and recommendations along with implementation strategies. The course will also examine the management of the consulting process, and the role of the consultant as an agent for organization change.

MBUS 697: Internship (1-3 credits)
Relevant work experience is required that is commensurate with a student’s professional interests. Guidelines and criteria are available from the School of Business Administration Internship Director.

MBUS 698: Research Project (1-3 credits)
Research guidelines are available in the School of Business Administration office.

MBUS 699: Special Topics (1-3 credits)
These seminars cover topics of importance to business professionals. This course may be repeated for credit with a change in subject matter. Recent topics include: Social Biz, Scenario Planning, Servant and Adaptive Leadership, Entrepreneurship and Media, Conflict Resolution, Financial Crisis, Data Analysis SPSS, Raising Capital, Global Staffing, Family Business Seminar, and Finance & Banking.