Gonzaga MBA Electives

Gonzaga MBA students complete a third of their program, **10 credits**, in elective coursework, allowing the flexibility to tailor the program based on personal, professional, and completion 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 Finance concentration by completing nine out of 10 elective credits in that discipline.

MBA electives are typically offered each semester as available. Below is a robust sampling of electives currently offered in the program.

**Google Analytics**
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.

**Global Operations & Supply Chain Management**
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.

**Sports Economics**
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.

**Adaptive & Servant Leadership**
The leadership decisions we make are often rooted in deeply held assumptions and values. Adaptive Leadership encourages you to evaluate and challenge these assumptions and how they impact your ability and effectiveness in exercising leadership. We will explore and discuss the relationship between authority and leadership, the dynamics between the individual and organization, exercising influence, and how to lead through uncertain change. This course will also explore the dangers involved in exercising leadership.

**Financial Statement Analysis**
This is a short course introducing managers to the benefits of analyzing financial statements. The main objective is to improve students' familiarity with and competence in understanding an organization’s current and past performance from applying various qualitative and quantitative analysis techniques.

**Managing for Ethical Behavior**
A key concern for managers interested in fostering ethical decision-making within their organizations is how to construct environments conducive to such decision-making. Recent research has shown that knowing what the right decision is and having an ethical character are oftentimes insufficient to generate actual decision-making and behavior in line with the demands of ethics. This course will explore some of that research, a great deal of it from the fields of moral psychology and behavioral economics, with a goal of cataloguing ways in which managers can manage for better ethical decisionmaking and behavior.

**International Ethics**
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.
Current Issues in Entrepreneurship: Failure
For decades, researchers and practitioners have been struggling to make sense of failure – an essential part of the entrepreneurial process. Recently, a body of scholarship has emerged that focuses not just on the incidence of failure (an important consideration, but one that is made far too much of), but also on the causes and results of failure. In this class, we look at five distinct dimensions of the failure process to better understand why failure happens, what we experience when we fail, how to learn from failing, how to apply failure to success, and how others experience failure around us.

Financial Statement Analysis
This is a short course introducing managers to the benefits of analyzing financial statements. The main objective is to improve students’ familiarity with and competence in understanding an organization’s current and past performance from applying various qualitative and quantitative analysis techniques.

Current Events and Economics
This class covers current events and their interaction with economics. The focus will be on the economic policies of the new administration along with news events selected by the professor and events of interest to the members of the class.

CyberSecurity Issues for Managers
From foreign hackers to spear-phishing to distributed denial of service attacks, cyber threats abound. As business has moved online, so have criminals. This course will provide a general survey of cybersecurity issues for non-technical managers and executives. Particular focus will be placed on understanding core security concepts and the exploring the decisions general managers may need to make to respond to, or avoid, a cyber-security attack on their businesses.

Content Marketing
A radical shift in our culture and communication practices has taken place in the last few years as a result of the explosive growth of Technology, including Social Media. This impacts far more than just how we network personally! From a business perspective, as our consumers practices change, this means that there is an impact to: marketing methodology (shift from Outbound to Inbound Marketing), how we generate sales leads, customer support interactions, consumer expectations and engagement, corporate transparency, brand image, etc. This course will overview this change and help students learn how to engage with customers through digital media.

Advanced Corporate Finance
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.

Decision Making for Managers
Decision making is critical for every successful manager. In this course, students will be introduced to various tools and techniques used for problem solving and decision making. Some of the topics to be discussed in this course include: decision making framework, mapping techniques, problems identification tools (such as root cause analysis and theory of constraints), and analytical tools (such as decision tree analysis, optimization techniques, sensitivity & scenario analysis). Being armed with these tools and techniques, current and future managers will be able to analyze a problem and determine the best course of action to resolve it.

The Structure and Management of Work
This course will be devoted to study of meaningful work and how to manage for it. Specific topics will include: (1) what is meant by “meaningful work,” (2) the ethical dimensions of meaningful work, (3) the right to meaningful work, and (4) how meaningful work can be created and managed for.

Current Issues in Marketing: Creativity
This course will examine the creative aspects of decision-making. Topics will include: (1) creativity and its enhancement, (2) stories as learning tools (3) group aspects of creativity, and (4) the “rightness” of decisions. The course objectives are (1) to understand how the creative aspects of decision-making fit into the overall decision-making process, (2) to become familiar with the creative features of decision-making, (3) to be exposed to current literature on creative decision-making, and (4) to enhance the creative aspects of students’ decision-making.
Analytical Toolkit for Business Managers
In the age of big data, business professionals are expected to make data-driven decisions and take action on data. The purpose of the course is to equip students with basic concepts, skills and techniques of selected technologies in the rapidly expanding field of information systems. Starting with a brief introduction to big data, data science, and business analytics, the course will proceed to focus on the development of skills of using data analysis tools. By working on small projects in class, students will learn a set of self-service business intelligence tools that meet the needs of business managers with limited IT backgrounds.

The Mortgage Crisis of 2008 – Causes, Solutions, and Impact
The banking crisis of 2008 and 2009 was one of the most dramatic episodes in the economic, political, and business history of the United States and provided ample evidence of the degree to which the financial sector influences the American and world economy. In this course, we will explore the banking industry – specifically the mortgage and asset valuation markets – prior to 2008, analyze the crisis and the responses of government and business entities, and look at the post-crisis effects on asset valuation and securitization. How did the crisis impact how we value assets in the marketplace? Did we learn anything from the mortgage bubble? Who was most affected by its fallout, and how do we retain the benefits of our asset securitization system without risking another near system collapse?

Social Media Marketing
A radical shift in our culture and communication practices has taken place in the last few years as a result of the explosive growth of Technology, including Social Media. This impacts far more than just how we network personally! From a business perspective, as our consumers practices change, this means that there is an impact to: marketing methodology (shift from Outbound to Inbound Marketing), how we generate sales leads, customer support interactions, consumer expectations and engagement, corporate transparency, brand image, etc. This course will overview this change and help students learn how to engage with customers through digital media.

Intuition and Whole-Brained Decision Making
This course will examine the intuitive aspects of decision-making. Topics will include (1) the general decision process, (2) whole-brained decision making, (3) the use of intuition and affect in decisionmaking, and (4) the “rightness” of decisions.

Service Management
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.

Introduction to Project Management
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.

International Management
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.

Business Behaving Badly
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.

Applications of Behavioral Economics
This course will examine developments in the exciting field of behavioral economics. Behavioral economists study how human behavior motivates decision patterns, consumer actions, and the movement of markets. A better understanding of the connections between behavior and economic action is a valuable tool for any manager confronting modern economic problems.
Enhancing Organizational Effectiveness
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.

Negotiations
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.

Gladwell on Entrepreneurship
Over the last two decades, Malcolm Gladwell has revolutionized the way we think about ideas, the world around us, and ourselves. In this course, we will examine, in depth, Gladwell’s three most important books and reflect on how they contribute to our understanding of entrepreneurship. How do ideas become opportunities? (The Tipping Point) How do we think creatively without thinking? (Blink) How does success take shape? (Outliers). In examining these books, we will learn a great deal about new ideas, and, hopefully, a great deal about ourselves.

Derivatives
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.

Mergers & Acquisitions
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.

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

Ethics in Finance
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.

Sustainable Business
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.

Investments
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.

Decision Making for Managers
Decision making is critical for every successful manager. In this course, students will be introduced to various tools and techniques used for problem solving and decision making. Some of the topics to be discussed in this course include: decision making framework, mapping techniques, problems identification tools (such as root cause analysis and theory of constraints), and analytical tools (such as decision tree analysis, optimization techniques, sensitivity & scenario analysis). Being armed with these tools and techniques, current and future managers will be able to analyze a problem and determine the best course of action to resolve it.
International Finance
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.

Business Intelligence
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.

Buyer Behavior
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.

Business Analytics
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.

International Marketing
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.

Forecasting
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.

Creativity and Intuition
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.

Culture & Global Markets
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.

Team Building Intensive
This weekend intensive course will focus on work group dynamics, the opportunities and threats involved with group work, leadership of small groups, and team training and development. Individuals will complete pre and post weekend assignments. During the weekend, students engage in exercises/simulations, reflections, and discussions regarding the application of research suggestions in the field of team dynamics. Additionally, a service event is required outside of class (instructions given during class).
Ethics in Marketing
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.

Ethics in Human Resources
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.

Spreadsheet Modeling
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.

Performance Appraisals
This current issues course focuses on performance appraisals. Students will critically review approaches, formats, and issues likely to influence the effectiveness of an organization’s performance management system. Discussions focus on the application of research suggestions within previous or current employment.

Persuasion
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.

Behavior Issues in Managerial Accounting
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.

Internship
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.

Leadership Resilience
Leadership today requires a demanding skillset, which includes flexibility, resourcefulness and the ability to be agile in the face of disruptive change. Leadership resilience is key to meeting that demand and achieving the next level of excellence. In this course, you will learn to build leadership resilience by developing a growth mindset through exploration of your self-awareness, selfmanagement and an understanding of how to utilize your ability to persevere regardless of the circumstances of your current reality. Building resilience has become a vital tool in the skillset of leaders at any level, in any industry as we experience the accelerated nature of change.

Data Visualization
The Internet has led to an explosion in the availability and the supply of data, but for many organizations and their managers, the presence of all this data is of little use without a system to understanding, analyzing, and applying it to managerial decisions. The objective of this course is enable students to use good design principles for visualizing data and to iteratively create better visualizations using open-source software tools, predominantly R.

Current Issues in Finance: Valuation
How do we place a value on the economic return of a project? How do we value a business and its total body of work, assets, and opportunities? Business valuation is an essential skill for managers seeking to understand their firms’ value in the marketplace and their opportunities through acquisition and partnership. This course will cover three basic approaches to business valuation including dividend discount models, free cash flow and comparable firm techniques.