

MBA

MBA course prerequisites vary based on the concentration selected by the student. Detailed prerequisite information can be obtained by contacting your Graduate Student Services Associate.

MBA 600

MBA Orientation..... 0 cr. hrs.

MBA Orientation is the point of entry into the MBA Program and provides an orientation to both the MBA Program and the Balanced Learning Format (BLF). Students learn about the expectations and requirements of being a graduate student at Franklin University. An overview of student resources and program design will assist the student in meeting the challenges of the Program.

MBA 601

Real Time Learning Strategies..... 2 cr. hrs.

Prerequisite: MBA Orientation (MBA 600).

Students will practice using technological tools, critical thinking skills and graduate level communications necessary to effectively complete the course of study. Students will reflect on their personal mission and academic goals, and spend time planning for work/life/school integration. Finally, this course is designed to aid students in using the research tools and writing guidelines required by the University.

MBA 602

Effectiveness Planning for Evolving Executives 4 cr. hrs.

Prerequisite: Real Time Learning Strategies (MBA 601).

This course contains planning and assessment tools that contribute to the development of a personal effectiveness plan for each student. The course also includes multiple skill modules intended to address critical competencies required in the graduate program and relevant to personal effectiveness in contemporary organizations. The critical competencies target knowledge, skill and attitudes related to project management, team leadership and personal effectiveness planning.

MBA 610

Financial Reporting and Accountability... 4 cr. hrs.

Prerequisite: Effectiveness Planning for Evolving Executives (MBA 602).

This course provides an introduction to financial and managerial accounting. Topics include accounting principles and concepts, reading and interpreting financial reports, financial statement analysis, the basics of managerial accounting, and reasonability accounting. These concepts and principles will be introduced from the perspective of the user. Students will link these basic business tools to real-world examples through the use of the case study method so that the student can develop application and implementation skills in the most efficacious way.

MBA 611

Executive Financial Solutions..... 4 cr. hrs.

Prerequisite: Financial Reporting and Accountability (MBA 610).

This course emphasizes the application and interpretation of analytic techniques in decision-making. These techniques have proven useful for putting financial problems into perspective and for helping managers

anticipate the consequences of their actions. There will be a focus on discounted cash flow techniques (such as the net present value and the internal rate of return) to evaluate investment opportunities. Particular emphasis will also be placed on risk, rates of return and valuation. Students must demonstrate the ability to achieve a balance between quantitative analysis and more qualitative considerations, and to evaluate alternatives insightfully and creatively.

MBA 630

Knowledge Management and Emerging Technologies 4 cr. hrs.

Prerequisite: Executive Financial Solutions (MBA 611).

This course enables the student to recognize and understand the increasingly critical role of knowledge management and other information technologies in the business environment. More importantly, the course gives students a structured process for managing knowledge and information. Skills stressed include effective communication of knowledge and information to enhance decision-making, data analysis techniques, and the ability to improve both automated and manual knowledge management and information systems.

MBA 631

Four Quadrant Marketing Approaches..... 4 cr. hrs.

Prerequisite: Knowledge Management and Emerging Technologies (MBA 630).

This course focuses on the essentials of marketing and the application of innovative marketing strategies in dynamic business settings. The marketing mix (product, price, place and promotion) and how its manipulation is used in conjunction with behavioral aspects to create new products, promote awareness, affect buyer behavior and create brand preference will be explored. Students will learn how the four P's of marketing are aligned with the four quadrants of the HBDI. The course will culminate with a formal written marketing plan and presentation.

MBA 632

Enhanced Decision Making for Leaders..... 4 cr. hrs.

Prerequisite: Four Quadrant Marketing Approaches (MBA 631).

This course enables students to learn and apply a variety of effective problem-solving and decision-making approaches for resolving current and future organizational issues. Perspectives considered range from the rational-technical to the intuitive. The primary emphasis is on the theory-in-practice: understanding the "why" as well as the "how".

MBA 633

Leading in the Global Business Environment 4 cr. hrs.

Prerequisite: Enhanced Decision Making for Leaders (MBA 632).

This course focuses on the key management operation issues involved in leading companies globally. It provides insights on multinational business strategies from exporting to foreign direct investment. It also discusses political, economic and cultural influences on the international marketplace. Students will research and prepare an international business plan to introduce a product or service in a specific country.

MBA 690

Diversified Strategies for a Dynamic Environment 4 cr. hrs.

Prerequisite: Leading in a Global Business Environment (MBA 633).

In an increasingly complex, unpredictable and chaotic world, the capacity to influence strategic change is becoming a major source of competitive advantage. This course will foster the ability to think strategically across disciplines and act tactically in the here and now. Effective organizations will be considered from a diversity of perspectives including the social, technical and economic. Emphasis will be placed on analyzing external and internal environments, including corporate cultures, identifying significant opportunities and obstacles, evaluating internal capabilities, and synthesizing strategies to maximize stakeholder value while minimizing cost. Strategy implementation will be viewed as a dynamic change process that reflects driving factors, resistances and unintended consequences.

MBA 699

Independent Studies in MBA.....1-4 cr. hrs.

Prerequisites: Minimum 3.00 cumulative GPA, at least 16 credit hours completed at Franklin, related coursework completed with a minimum grade of "B" and permission of the MBA chair.

Independent studies courses allow students in good academic standing to pursue learning in areas not covered by regular curriculum or to extend study in areas currently taught. Study is under faculty supervision and graded on a letter-grade basis. (See "Independent Studies" for details.)

MBA 920

Leadership Seminar I.....2 cr. hrs.

This seminar introduces the entire leadership focus, reviews how the field of leadership studies arrived at its current state and derives important historical lessons learned. Significant past, present and anticipated future approaches to leadership will be discussed and evaluated for relevance to the student. The leader's role in creating and sustaining organizational culture will be analyzed along with the impact of personal values on effective leadership. Students will receive feedback on their current leadership style from multiple sources.

MBA 921

MIS Concepts Seminar I.....2 cr. hrs.

This seminar focuses on the current topics in information systems. In addition to researching various topics in information systems, the student also will apply spreadsheet techniques to solving business problems.

MBA 922

Financial Concepts Seminar I.....2 cr. hrs.

The main objectives of this focus are to introduce risk management and apply financial instruments to limited capital markets to accomplish the appropriate hedging concept. Students will create an equity and fixed-income portfolio that demonstrates their assessment and tolerance of personal risk acceptance.

MBA 923

Entrepreneurship Seminar I.....2 cr. hrs.

This initial three-module seminar explores how new ventures move from ideation to start-up. It focuses on the importance of developing an entrepreneurial mindset, the role of creativity in identifying

innovative solutions to new ventures, and provides a strategic approach for successful business plan development. Students will formulate a personal entrepreneurial philosophy and work with his/her coach to increase entrepreneurial readiness. To enhance the chances for success, students will prepare and assess the feasibility of their proposed business concept.

MBA 924

Strategic Human Resources Concepts Seminar I2 cr. hrs.

The first seminar in the series identifies the component parts of the complete Strategic Human Resources Concepts Focus, describes them contextually in the evolution of the human resource role in organizations, and describes the "big picture" of competitive advantage through people. Students analyze organizations' effective use of people as a resource, through application of strategic concepts of competitive advantage, distinctive competence and alignment as seen through the lens of human resource management.

MBA 925

Not-for-Profit Organizations Seminar I... 2 cr. hrs.

Any successful executive will need to possess a level of literacy of the financial issues that impact their business operations. This course is the first seminar in a four seminar series. The purpose of this seminar is to advance the student's knowledge of financial management within the realm of not-for-profit and governmental organizations. Emphasis will be placed on analyzing both financial documents and legal strategies for planning financial stability in not-for-profit organizations. The student will emerge from this experience with insight on the potential advantages of collaborating with other not-for-profits and/or governmental agencies for greater financial leverage. This seminar represents a dynamic academic exposure to the financial responsibilities associated with not-for-profit and governmental organizations.

MBA 926

Executive Coaching Seminar I..... 2 cr. hrs.

This seminar involves the student in preparing for a coaching relationship from both the perspective of the coach and also from the perspective of the client. Students will be working with their own coach as well as planning for a coaching relationship with a real client. The background and history of the coaching field will be reviewed in addition to current issues and opportunities. Additionally, the connection between leadership and coaching, coaching qualifications and various kinds of coaching will be discussed.

MBA 930

Leadership Seminar II..... 2 cr. hrs.

Prerequisite: Leadership Seminar I (MBA 920).

The major focus of this seminar is on investigating some of the more non-traditional means of studying leadership. This will include looking at such diverse areas as emotional intelligence, the cinema, children's stories and non-discipline related works of literature. Students will also discuss the current controversy between management and leadership roles. Additionally, character-based leadership approaches, which represent some of the most recent thinking about leadership style, will

be reviewed. The Herrmann Brain Dominance Instrument (HBDI) will be evaluated for its applicability as a leadership development tool.

MBA 931

MIS Concepts Seminar II..... 2 cr. hrs.

Prerequisite: MIS Concepts Seminar I (MBA 921).

This seminar deals with managing data resources within the organization. In this course, the student will design database applications, evaluate database products and research topics associated with securing data as a corporate resource.

MBA 932

Financial Concepts Seminar II..... 2 cr. hrs.

Prerequisite: Financial Concepts Seminar I (MBA 922).

This seminar will explore the financial challenges of launching a new business venture. Students will look at decisions concerning governance structures, sources of funding, structuring and pricing of initial investments, and exit strategies.

MBA 933

Entrepreneurship Seminar II..... 2 cr. hrs.

Prerequisite: Entrepreneurship Seminar I (MBA 923).

This seminar introduces the concept of business planning as a key component to a successful venture. Students will gain experience in developing business plans by critiquing plans of existing businesses before writing several sections of their own plans. Through lessons learned from real-world entrepreneurs, students will gain a deeper understanding of what it takes to start and maintain emerging ventures. Students will also have the opportunity to weigh the best strategic option for a venture faced with making a critical decision in its start-up phase.

MBA 934

Strategic Human Resources Concepts Seminar II 2 cr. hrs.

Prerequisite: Strategic Human Resources Concepts Seminar I (MBA 924).

In the second seminar, students examine avenues for building strategic competencies through HR activities, combined with analysis and matching of external trend data and internal employee data. Methods of strategic alignment and measurement of intangible assets are discussed.

MBA 935

Not-for-Profit Organizations Seminar II.. 2 cr. hrs.

Prerequisite: Not-for-Profit Organizations Seminar I (MBA 925).

Among the many challenges facing not-for-profit organizations is cultivating and sustaining a sound financial base. Often, not-for-profit organizations exist in changing unstable environments that threaten their financial viability. This course, which is the second of four seminars in the MBA Not-for-Profit Organizations Focus, will expose the key concepts of grant-writing and fundraising, as well as provide students with the opportunity for practical application of learned skills. The students will be introduced to various methods of identifying funding sources and designing fundraising plans. Students also will explore the development of writing grant proposals from the initial conception of an idea through actual proposal completion. Finally, the components of developing a fundraising event will provide an appropriate conclusion to this learning experience.

MBA 936

Executive Coaching Seminar II..... 2 cr. hrs.

Prerequisite: Executive Coaching Seminar I (MBA 926).

During this seminar, students will initiate a coaching relationship with their client and receive feedback and guidance on furthering the relationship from their own coach. Methods for working with difficult clients will be discussed. Start up issues in coaching will be identified, several different coaching frameworks provided, supportive tools learned and practice opportunities with other students arranged.

MBA 940

Leadership Seminar III..... 2 cr. hrs.

Prerequisite: Leadership Seminar II (MBA 930).

The central theme for this seminar is on what real leaders at all levels actually do. Students will also assess their own level of competency as leaders. Leadership in contemporary group, community and larger organizational settings will be considered. In addition, the role of the follower in determining leadership success will be reviewed.

MBA 941

MIS Concepts Seminar III..... 2 cr. hrs.

Prerequisite: MIS Concepts Seminar II (MBA 931).

This seminar focuses on how networks are integral to today's organization. The topics will include telecommunications concepts, LANS/WANS and other network architectures as well as the application of e-commerce.

MBA 942

Financial Concepts Seminar III..... 2 cr. hrs.

Prerequisite: Financial Concepts Seminar II (MBA 932).

This seminar will deal with day-to-day financial challenges and opportunities in an established business. Students will look at how people, product and marketing decisions have direct financial implications. Topics such as intangible assets, intellectual capital, zero-based budgeting, transfer pricing and poison pills will be considered.

MBA 943

Entrepreneurship Seminar III..... 2 cr. hrs.

Prerequisite: Entrepreneurship Seminar II (MBA 933).

This seminar moves students from start-up to growing a new venture. It will enable students to plan for growth by identifying factors affecting growth and implementing growth strategies for their ventures. Other related topics including marketing, financial planning, moving into a managerial role, and finding, nurturing and retaining good employees also will be explored. Students will gain confidence in structuring a financing deal to achieve growth targets. Lastly, students will have an opportunity to describe the entrepreneur they believe has made, or will make, the greatest impact on business industry.

MBA 944

Strategic Human Resources Concepts Seminar III 2 cr. hrs.

Prerequisite: Strategic Human Resources Concepts Seminar II (MBA 934).

The third seminar emphasizes analysis of the types and kinds of people-based interventions currently in use, and their impact on organizational success. Variables affecting the strategic process, such as organizational structure, time sensitivity and available skill sets are examined, in the context of interventions designed to improve performance (e.g., climate assessments, total quality management (TQM) initiatives, goal setting and benchmarking).

MBA 945

Not-for-Profit Organizations Seminar III. 2 cr. hrs.

Prerequisite: Not-for-Profit Organizations Seminar II (MBA 935).

Accountability for requested resources is essential in today's business environment. This is especially true when speaking of not-for-profit and governmental organizations. The public demands that resources provided to such organizations are used effectively, efficiently, and targeted at relevant and measurable outcomes. This third seminar of the four seminar series in the Not-for-Profit Organizations Focus is designed to give the student developmental skills in writing objectives that are measurable. The student will have the opportunity to actually design objectives that are both in line with the organization's mission and are able to be depicted to show clear evidence of results. In addition, the student will be given the latest models for outcome objective preparation, including the design of inputs, activities, outputs and the various levels of outcomes. The student will emerge from this experience with critical thinking skills devoted to outcome assessment and the management of results.

MBA 946

Executive Coaching Seminar III..... 2 cr. hrs.

Prerequisite: Executive Coaching Seminar II (MBA 936).

In this seminar the emphasis will be on the issues involved in maintaining the viability and integrity of the coaching relationship during the mid-phase in its life-span. Motivational and inquiry tools will be covered along with practice in their use.

MBA 950

Leadership Seminar IV 2 cr. hrs.

Prerequisite: Leadership Seminar III (MBA 940).

This set of three sessions looks at the influence of factors, both internal and external, to leaders in determining their effectiveness. Students will analyze the strategies and tactics of current exemplary leaders for learning to enhance their own leadership capabilities. The roles of politics, power, authority and the use of social capital will be discussed in terms of leadership success. After reflecting on his or her entire leadership focus experience, each student will create his or her own personal leadership philosophy.

MBA 951

MIS Concepts Seminar IV..... 2 cr. hrs.

Prerequisite: MIS Concepts Seminar III (MBA 941).

This seminar focuses on application development methodologies and methods to ensure system quality. Students will create a policy to ensure system quality and enforce appropriate use of organizational technology resources, as well as compare and contrast various development methodologies.

MBA 952

Financial Concepts Seminar IV..... 2 cr. hrs.

Prerequisite: Financial Concepts Seminar III (MBA 942).

This three-module seminar will look at the different growth avenues available to an ongoing business. Deal structuring, vertical integration, joint ventures, leveraged buyouts and spin-offs will be looked at as growth strategies for both small businesses and large corporations.

MBA 953

Entrepreneurship Seminar IV..... 2 cr. hrs.

Prerequisite: Entrepreneurship Seminar III (MBA 943).

This final three-module seminar focuses on uncertainty and transition. Strategies for dealing with various scenarios such as economic downturns and the loss of key customers and employees are explored. In addition, appropriate exit strategies for selling financially healthy and unhealthy ventures are examined. Valuing the venture is analyzed to help determine which strategy to apply. Students also will interview an entrepreneur to build their social network and gain valuable insight into what it takes to continue to lead and grow a venture.

MBA 954

Strategic Human Resources Concepts Seminar IV2 cr. hrs.

Prerequisite: Strategic Human Resources Concepts Seminar III (MBA 944).

The final seminar culminates in application of prior learning to the micro level by devising and applying methods to grow the talent pool of the organization. Emphasis is on developing strategies for attracting, selecting, assimilating and retaining key talent. The latest measures from the HR scorecard approach are examined and applied.

MBA 955

Not-for-Profit Organizations Seminar IV.. 2 cr. hrs.

Prerequisite: Not-for-Profit Organizations Seminar III (MBA 945).

The boards of trustees are the governing body and the single most important volunteer entity associated with not-for-profit organizations. These boards have tremendous responsibilities including: fiduciary purposes, oversight of policy implementation, fund-raising and representing various constituencies. Such responsibilities should only be given to the most capable of volunteers. This course, which is the last seminar of the four in the MBA's focus in Not-for-Profit Organizations, is designed to foster the student's understanding of board development and management. The student will learn valuable techniques concerning recruitment, development and retention of board members. Critical thinking and analysis will allow the student to design an effective model for over-all board performance and governance of the not-for-profit organization. In addition, the student will learn the importance of creating an organizational culture for board/executive partnerships that will drive any not-for-profit toward success.

MBA 956

Executive Coaching Seminar IV..... 2 cr. hrs.

Prerequisite: Executive Coaching Seminar III (MBA 946).

The concluding set of three sessions focuses on how to successfully end a coaching relationship. Various ending options will be reviewed and practiced. Students will select an option to actually use in ending the

relationship with their own client. Personally relevant learning from all phases in the coaching relationship will be analyzed and noted for subsequent use. The future of coaching as a discipline, along with the various types of professional coaching certifications, will be discussed.