
Business Management and Leadership (MS)

ACADEMIC DIRECTOR: B. Loerinc Helft

CUNY School of Professional Studies

101 West 31st Street, 7th Floor

New York, NY 10001

Email Contact: B. Loerinc Helft, b.loerinc.helft@cuny.edu

URL: http://sps.cuny.edu/programs/ms_business

THE PROGRAM

The online Master's Degree in Business Management and Leadership (M.S.) provides a broad business education that focuses on the fundamentals of business management and critical leadership skills, and is immediately relevant to today's business challenges and changing climate. It consists of seven courses in core business areas such as management, economics, and business law and ethics; two electives in emerging areas such as global entrepreneurship, managing diversity in the global environment, and new media and electronic commerce; and one capstone course that synthesizes all of the knowledge gained throughout the program.

Career Prospects

Graduates of the online Master's Degree in Business Management and Leadership program are prepared to advance in jobs within a variety of fields including banking, finance, management, consulting, marketing, accounting, and human resources.

Admission Criteria

In addition to the admission criteria for graduate degree programs, work experience relevant to graduate study is strongly preferred.

Program Requirements

30 credits are required for the degree.

Required Courses - Students must complete 21 credits in the following courses:

- BUS 600 - Organizational Behavior and Leadership
- BUS 630 - Business Law and Ethics in the Digital Age
- BUS 640 - Accounting for Business Decisions
- BUS 650 - Knowledge and Information Systems
- BUS 660 - Corporate and International Finance
- BUS 670 - Quantitative Decision-Making
- BUS 680 - Economics for Business Decisions

Capstone - students must complete one of the following four capstone courses:

- BUS 696 - Global Virtual Enterprise
- BUS 697 - Global Strategic Management
- BUS 698 - Applied Business Research
- BUS 699 – Thesis

Elective Courses - Students must also complete six credits from among the following courses:

- BUS 605 – Leadership Development
- BUS 606 - Leading Groups and Teams
- BUS 608 - Negotiation and Conflict Resolution
- BUS 610 - Strategic Marketing and Socially Responsible Practices
- BUS 617 - Workplace Values and Happiness
- BUS 620 - Entrepreneurship in a Global Environment
- BUS 626 - Current Issues in Global Business
- BUS 633 - Managing Diversity in a Global Economy
- BUS 644 - Audit Controls and Accounting Failures
- BUS 655 - New Media and Electronic Commerce

- BUS 685 - Risk Management
- PROM 600 - Fundamentals of Project Management

Note: Students who have previous academic coursework in business areas may, on the basis of individual academic review, waive up to five courses from the required courses and take approved electives.

Students may also need to take up to four (4) prerequisite courses in order to be ready for graduate level work. These are undergraduate courses in financial accounting, statistics, micro- or macroeconomics, and computer applications. Courses that fulfill the prerequisites must have been taken in the last five years with an earned grade of C or better. Some of the core courses are without prerequisites, and can be taken as early as the first semester in parallel with these undergraduate courses, if required.

COURSE DESCRIPTIONS

BUS 600 Organizational Behavior and Leadership 3 Credits

Prerequisite: None

This course is designed to introduce students to the major concepts, models, theories, and research in the field of organizational behavior and leadership. We will cover relevant theories and concepts from psychology, sociology, anthropology, and social psychology. Although the course is analytical and conceptual in nature, the primary focus is on applying behavioral science knowledge to the practice of management and leadership. The course focuses on individual and small-group processes, ethics, managing group and inter-group processes, creating meaningful change, and improving organizational effectiveness.

BUS 605 Leadership Development 3 Credits

Prerequisite: BUS 600 plus 2 additional core courses

This course is designed to integrate theory, practice and skills on topics critical to functioning as a leader in today's organizations and rapidly changing work environments of the future. Leadership theories explored include the trait approach, skills-based model, style approach, situational and contingency approaches, leader-member exchange theory, transformational leadership, servant leadership and authentic leadership. Issues of gender, culture and ethics are investigated. Students will examine and develop their own leadership ideas, styles, and behaviors in relation to leadership theories and models, with application to real-life situations.

BUS 606 Leading Groups and Teams 3 Credits

Prerequisite: BUS 600 plus 2 additional core courses

This course introduces a systematic approach that allows leaders to build and maintain excellent teams in their organizations. The course is designed to integrate theory, practice and skills on topics critical to functioning as a team leader or team member in today's organizations and rapidly changing work environments of the future. Coursework is organized into four primary areas: (1) team characteristics, (2) teamwork processes, (3) issues teams face, and (4) organizational context of teams.

BUS 608 Negotiation and Conflict Resolution 3 Credits

Prerequisite: BUS 600, BUS 680 and one additional required course.

This course will provide an overview to negotiation that includes key approaches to negotiation, strategies for successful negotiation, psychological approaches related to understanding and succeeding in negotiation, communication aspects of negotiation, and power and influence in negotiation.

BUS 610 Strategic Marketing and Socially Responsible Practices 3 Credits

Prerequisite: None

This course will cover the principles of marketing management. Topics covered include: environments of marketing, social marketing, green marketing, buyer behavior, marketing research, market segmentation, market forecasting, product planning and development, pricing, advertising, and global marketing. This course will stress the importance of ethics and corporate social responsibility when making marketing decisions.

- BUS 617** **Workplace Values and Happiness** **3 Credits**
Prerequisite: BUS 600 and two additional required courses.
 This course examines the latest research on happiness; the important role played by meaningful work and virtue in achieving happiness and success; issues relating to the development of an organizational culture that is based upon workplace spirituality and its impact on productivity, creativity, innovativeness, and performance. This course explores how and why traditional economic models that focus on growth, GDP, and maximization of profits are being replaced by models that stress gross domestic happiness.
- BUS 620** **Entrepreneurship in a Global Environment** **3 Credits**
Prerequisite: BUS 610 or BUS 640 and 2 additional graduate required courses
 This course will take students through the process of creating a new business that could operate in today's global business environment, starting from the conceptualization phase through to the preparation of a detailed, realistic, and professional level feasibility analysis and business plan. Via the analysis of case studies, and through working with a team to develop their own business, students learn to think critically about the issues involved in initiating and operating an entrepreneurial venture.
- BUS 626** **Current Issues in Global Business** **3 Credits**
Prerequisite: Varies, depending on topic. At minimum, three graduate courses.
 The global business environment is ever-changing. This course applies the case study method and tools from across the many fields of business to examine and propose solutions to global business issues of the day. If there is a specific theme to the entire course content, this will be indicated when the course is scheduled.
- BUS 633** **Managing Diversity in a Global Economy** **3 Credits**
Prerequisite: BUS 600 and two additional required courses.
 Drawing upon research in the social science and business disciplines, this course will: (1) provide students with knowledge of diversity issues in a global context and (2) develop students' cross-cultural communication and negotiation skills. The course will cover the following topics: diversity and individuals; defining diversity in a global context; theoretical perspectives on workplace diversity; diversity legislation in a global perspective; discrimination and fairness in employment; global demographic trends; diversity management; interpersonal relationships in a global context; intercultural communication process; intercultural negotiation process; politico-legal, economic and business environments in China, India, Japan, France, Brazil, and Russia in a comparative perspective with those of the United States; and cultural values, communication patterns and negotiation styles in China, India, Japan, France, Brazil, and Russia.
- BUS 630** **Business Law and Ethics in the Digital Age** **3 Credits**
Prerequisite: None
 This course examines the convergence of law, ethics, market forces, democratic social norms and the architectures of computer code that form the environment within which online business activities are being shaped and regulated in the global, digital world. It also explores the ethical and public policy issues for law and participatory democracy raised by the development and application of technologies which can be used to remove certain business interests from the jurisdiction of public laws into private, unregulated "trusted systems." Students in the class will conduct independent scholarly research based on specific business-related areas or topics of interest to them in response to the classroom discussions and the assigned and suggested readings.
- BUS 640** **Accounting for Business Decisions** **3 Credits**
Prerequisite: One undergraduate course in Accounting and one in Computer Applications.
 The course introduces fundamental principles in accounting and demonstrates how these principles are used in preparing and interpreting financial statements of business organizations. Emphasis is given to the effect of transactions and events on the financial position, profitability, and cash flows of business enterprises as well as the use of accounting information in decision making.
- BUS 644** **Audit Controls and Accounting Failures** **3 Credits**
Prerequisite: BUS 640 and two additional required courses
 Legislation has been passed which now requires that independent auditors of publicly traded companies both assess and report on their clients' system of internal controls. Auditors need to ascertain whether those internal controls are in compliance with GAAP and proper audit standards. Some argue that many accounting failures and fraudulent activities occur due to companies not having an 'adequate' system of internal controls in place. As a result, the public often looks to the auditors and asks why this was not discovered while the audit was in process. In this course, students will develop an understanding of the audit process, along with how a company develops, or should develop, internal controls. Applying this

knowledge, students will examine prominent case studies of accounting failures and will analyze how the auditor might have been able to detect them. A familiarity with contemporary issues and controversies currently under scrutiny in the public media is beneficial.

BUS 650 Knowledge and Information Systems 3 Credits

Prerequisite: Undergraduate course in Computer Applications.

This course introduces the student to the use of management information systems as a business resource for achieving competitive advantage. Topics covered include: the major information technology (IT) applications used in business; the central role of databases and data warehouses; the fundamentals of information system requirement specification (UML); the framework of systems design and analysis; the management tools needed in the implementation of an IT system; the management and personnel skills needed to maintain an IT system; the importance of IT in the growth of e-commerce; the role of decision support systems and artificial intelligence; the IT infrastructure; the importance of help desk and call center support; the impact of outsourcing; the basics of software ownership with an emphasis on copyright issues; forensic methods; and information security. Case studies will be analyzed.

BUS 655 New Media and Electronic Commerce 3 Credits

Prerequisite: BUS 610 or equivalent course in marketing and two additional required courses

"New Media" and "Web 2.0" are examined as an important transition from an old, static form of e-Commerce to one that is highly dynamic, networked and socially connected. The course will explore how these new tools and strategies are utilized to engage and inform customers through virtual, interactive and informative conversations that serve to retain them as loyal, life-long and profitable customers. The class will focus on the marketing and public relations potential of blogs, business and social networks, podcasting, viral marketing, virtual communities and wikis, and analyze how they are applied in the Web 2.0 strategies of the current brand-name companies who are leaders in their respective markets and industries. Students will conduct independent scholarly research based on areas of interest in response to classroom discussions and assigned and suggested readings.

BUS 660 Corporate and International Finance 3 Credits

Prerequisite: One undergraduate course in Accounting and one in Computer Applications.

This course offers students a strong working knowledge of how managers of small entrepreneurial ventures and publicly traded corporations raise, allocate and protect capital for the purpose of creating value. The class will discuss and analyze how managers evaluate domestic and international investment and funding opportunities. The class will examine how good managers create value and how bad managers destroy value and how investors in credit and equity markets react to the expected creation and destruction of value.

BUS 670 Quantitative Decision-Making 3 Credits

Prerequisite: One undergraduate course in Statistics and one undergraduate course in Computer Applications.

This course will apply mathematical and statistical techniques to issues related to the production of goods and services, with the goal of ensuring that business operations are efficient in terms of using as few resources as needed and are effective in terms of meeting customer requirements. Managing the process that converts inputs, in the forms of materials, labor and energy, into outputs, in the form of goods and services, is predicated on decision-making of all kinds. Areas of investigation and implementation include: process identification and design, statistical process controls, linear programming, transportation/shipment optimization, queuing optimization, forecasting, and scheduling.

BUS 680 Economics for Business Decisions 3 Credits

Prerequisite: Undergraduate course in Macroeconomics or Microeconomics.

Drawing upon modern managerial and behavioral economics, this course will develop students' ability to apply the tools of economic analysis to business decisions. The course will cover the following topics: macroeconomic environment, economic decisions and rationality, markets and organizations, demand, production and cost, market structure, pricing, strategy and game theory, incentive conflicts and contracts, organizational architecture, decision rights, human resource decisions, vertical integration and outsourcing, leadership and change within organizations, regulation, and creating organizational architectures that foster ethical behaviors.

BUS 685 Risk Management 3 Credits

Prerequisite: BUS 660, BUS 680 and one additional required course

This class will focus on the various forms of risk that managers must deal with to protect human, physical, intellectual and financial capital. We will examine the sources of risk and the potential consequences firms could experience from the

realization of these hazards. Students will examine how companies have been damaged by adverse movements in economic variables, errors in human judgment, market failures, product failures, political actions, natural events and terrorist actions. 'Best practices' for setting up an enterprise-wide risk management strategy, along with costs and other relevant factors, will be explored.

BUS 696 Global Virtual Enterprise 3 Credits

Prerequisite: BUS 620, must be taken in the last or next to last semester

Global Virtual Enterprise is a business simulation where students experience the business world by creating and operating a virtual firm and taking its virtual products or services to market in the global economy. Building on knowledge gained in the prerequisite entrepreneurship course, students use various models and tools to test the viability of the business. Activities include hands-on experience with concept development, e-commerce, marketing, strategic planning, finance, accounting and management in an interactive and realistic business environment. Like a real business, each student brings their personal and professional experiences to the table. The firm is charged with capitalizing on these human resources in order to develop the firm to its maximum potential.

BUS 697 Global Strategic Management 3 Credits

Prerequisite: Must be taken in the last or next-to-last semester

This course explores concepts and theories that provide a foundation for strategic management and strategic issue resolution in a global environment, including frameworks for understanding performance and opportunity gaps, and options for strategy implementation and evaluation. The course provides opportunities to apply foundational principles through real-life case studies, based on multi-industry experience in developed and emerging markets, through state-of-the-art strategy simulations, as well as through building a new strategic plan for an existing multinational business.

BUS 698 Applied Business Research 3 Credits

Prerequisite: Must be taken in the last or next to last semester.

This project-oriented course is designed to help managers make informed decisions and be informed users of information relevant to business. Students will learn how to define a research problem, to evaluate secondary data, to choose the appropriate research design, to develop measurement instruments, to evaluate different sample designs, to collect primary data, to use various statistical techniques to analyze data, and to present data, research findings, and recommendations in an ethical manner.

BUS 699 Thesis 3 Credits

Prerequisite: BUS 698. Must be taken in the last or next to last semester

In this course, students will research and write an original scholarly paper deemed to be of publication quality on a business topic. Students will apply and present their results using qualitative and/or quantitative methods in business. Research for the thesis will be supervised by a faculty member with frequent progress reports / web meetings. Credit is earned when the thesis is complete.

PROM 600 Fundamentals of Project Management 3 Credits

Prerequisite: None

This course is designed to provide an overview of project management practices and techniques and their practical application to managing projects. The participants will review practices recognized by the Project Management Institute (PMI) and learn how these can be used to address a range of project challenges. Throughout the course, participants will work in teams to complete exercises and apply what they have learned. Participants should have at least one year experience managing projects.