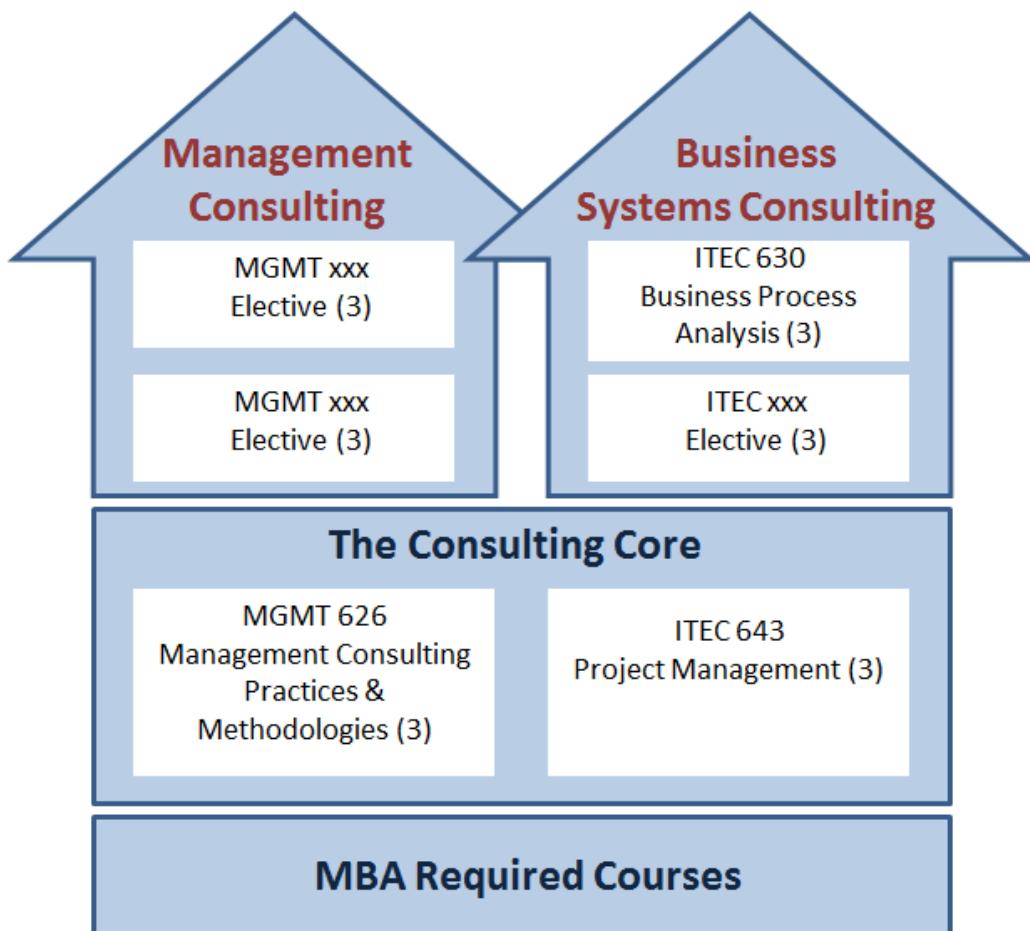


CONSULTING CONCENTRATION: TWO TRACKS MANAGEMENT CONSULTING AND BUSINESS SYSTEMS CONSULTING

<http://auapps.american.edu/~alberto/ConsultingConcentration.pdf>



Professors

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KOGOD SCHOOL MBA CONSULTING CONCENTRATIONS

Required Courses

For both concentrations: Management and Business Systems Consulting (6 credit hours):

MGMT-626 Management Consulting Practices & Methodologies (3)

This course provides an overview of the consulting industry and the consulting process. Students gain an understanding of the consulting industry, consulting firm management, important consulting functions (proposal writing, data gathering, presenting recommendations. etc.) and the analytical tools used in consulting. Also includes client relationships, professionalism and ethics, and the consulting lifestyle.

ITEC 643 Project Management and Business Processes (3)

All consulting engagements rely upon a consultant's skill in the areas of project management and enterprise process analysis. Applying project management techniques helps to deliver projects on-time and on-budget, outcomes critical to any consulting initiative. Consultants must also understand a client's enterprise processes within and across organizational boundaries. For the first, student learning is based on the industry-wide Project Management Body of Knowledge (PMBOK). For the second, students learn methodology to capture, analyze, and improve these business processes and support business transformation in the digital age.

Management Consulting Track

Select 6 credit hours from the following:

MGMT-611 Leading and Managing Change (3)

Leading and managing change at the individual, group, and organizational levels are critical to the survival, growth, and success of organizations. This applies to organizations that are small or large, old or new, privately-held or publicly-traded, profit-seeking or non-profit. Organizations face complex environmental changes that impact their performance and respond with organizational changes such as downsizing, mergers, acquisitions, divestitures, and leadership change. This course explores the sources and processes of leading and managing organizational change.

MGMT 632 Strategic Human Capital Management (3)

Strategically managing human capital can provide a competitive advantage for businesses and nonprofit organizations by understanding perspectives, systems, and tools to effectively linking people investments to organizational effectiveness. Includes architecture and measures related to workforce planning, recruitment, selection, development, performance management, and retention with focus on real-world applications.

MGMT-665 Negotiations (3)

Focuses on negotiation skills through application of prescriptive and descriptive bargaining and negotiation theory. Integrative and distributive strategies, common tactics and behaviors, negotiation personalities/styles, and ethical issues in negotiation are addressed within the context of dyadic, multi-party, cross-cultural, third-party and team negotiations.

MGMT-666 Strategic Alliances, Mergers, and Acquisitions (3)

Strategic alliances and cooperative strategies are fundamental to many new ventures and are particularly important for Internet, information, and high-technology ventures. Entrepreneurs and executives need to understand the range of strategies available, their trade-offs, and how they fit into the portfolio of techniques to grow a new venture and achieve superior returns.

KSB 688 Applied Business Practicum (3)

In this course student teams complete strategic projects for organizations. Teams work closely with client management to define and analyze difficult organizational and competitive problems and make recommendations for action. Acting as consultants, students address real management issues, develop a deeper understanding of the interdependence functional areas, and improve their teamwork and communication skills. Students and the faculty supervisor meet with the management of the client organization to define the business problem, the plan of action for the project, and expectations for the final report. Following completion of necessary research and data analyses, the team submits a written report and makes a presentation of its recommendations to the management of the company. Enrollment is limited and selection is on a competitive basis. Applicants must submit an application, resume, and writing sample and complete an interview. Prerequisite: minimum 3.3 GPA and permission of MBA program director.

MGMT 687 Corporate Governance (3)

This course examines the relationship between managers and shareholders, and the processes and systems that investors use to ensure that managers act in the best interests of the firm's owners. The course covers issues including boards of directors, executive compensation, ownership structure, etc., and uses a combination of readings and case studies. Meets with FIN-687. Prerequisite: FIN-614.

MGMT 685 Topics in Management (3)

Topics to be determined.

Business Systems Consulting Track

3 required credits and select 3 credits from the specified courses

ITEC 630 Business Analysis (3) (required)

In this course students learn how to conduct business analysis to document business processes and describe the functional requirements for the corresponding business application and then analyze the information requirements to support the application. The course has a strong hands-on component which prepares students for information technology (IT) consulting and business analysis practices. Students work in teams on a consulting project with an organization to develop formal requirement specifications for the client's business application.

Select 3 credit hours from: ITEC 600 or 700—level courses, excluding ITEC-601, ITEC-610, ITEC-616, ITEC-618, ITEC-677 and ITEC-691. For example:

ITEC 655 Outsourcing and Offshoring (1.5)

A practical survey of the operational, strategic, economic, political and social issues of offshore outsourcing. The course examines all stakeholders including the clients and the providers as well as both client and supplier nations. Students apply two levels of analysis: firm decision making and national policy. At the firm level, students identify what to outsource/offshore and what not to, and understanding the transition and planning issues in outsourcing and offshoring. At the policy level, students develop their own prescriptive approaches for both wealthy nations and low-wage nations.

ITEC 660 Business Intelligence (3)

Business Intelligence (BI) describes the methodologies, metrics, processes, and information systems used to monitor and manage an enterprise's business performance and support strategic decision-making. This course will expose students to the methodologies and technologies that major corporations are applying in order to supply executives with the knowledge needed to succeed. Course assignments will include readings, case studies and data analytics.

ITEC 666 Cyber Security Risk Management (3)

Information security is rapidly becoming a critical aspect of corporate life that today's business professionals can no longer afford to be unaware of. The potential risks associated with various and increasingly diverse digital security breaches are on the rise and the associated recovery costs are becoming very large. This course focuses on three key areas: (1) the risks associated with information management in the digital economy, (2) the most effective personal and business practices to manage these risks, and (3) the associated information forensics to understand where and how information can be traced. Individual, corporate, and national/global aspects of information security risks will be covered as well as issues related to risk understanding, assessment, and management, corporate governance, and incident response.

ITEC 670 Database and Big Data (3)

This course provides grounding in big data analytics and methods as well as an introduction to big data technology and tools, including MapReduce and Hadoop (*NOTE: Tools and technology may be different based on class constraints and requirements). The course includes an introduction to big data, a discussion of the types and sources of the big data as well how to address business opportunities/challenges by leveraging big data analytics.

**ITEC 656 Topics in Management of Global Information Technology:
Futures and Foresight Studies (1.5)**

The purpose of future studies is to discover or invent, examine and evaluate and propose possible, probably, and preferable futures. Futurists seek to know what can or could be (this is the possible), what is likely to be (this is the probable) and what ought to be (the preferable). This introductory course covers the methodologies that professional futurists use to anticipate and influence the future. These are qualitative methodologies (this is not a mathematical modeling course). The course covers important techniques such as futures scenarios. Additionally, the course will explore how technology is the greatest driver of the future.

**ITEC 656 Topics in Management of Global Information Technology:
Social Networking in Business (1.5)**

Familiar social networking applications are fun and great for group interaction, networking and information exchange, but organizations have found creative ways to use these tools effectively for business and this is rapidly becoming a standard practice. In this course students learn how to weave wikis, blogs, micro-blogs, social networks, virtual worlds, online collaboration, gadgets, widgets, and web 2.0 into the fabric of marketing, management, service, and support. Hands-on activities explore mobile, virtual, and other aspects of social media and social networking.

Other Topics in IT

Topics to be determined