

School of Business

Master of Business Administration with a Concentration in Technology Management

The Master of Business Administration (MBA) program prepares students in the functional areas of business, allowing them to develop managerial skills necessary to be effective in a rapidly changing business environment. The program is based on current research of managerial competencies and graduate business standards as tested by existing national standardized graduate business examinations.

In addition to the University of Phoenix learning goals, the MBA program prepares students to:

- Demonstrate the knowledge and skills needed to identify and solve organizational problems using a systematic decision-making approach.
- Demonstrate the knowledge and skills needed to manage, develop, and motivate personnel to meet changing organizational needs in a global business environment.
- Apply critical analysis of alternatives under conditions of uncertainty.
- Develop awareness of their own values and the effect of those values on organizational decision making.
- Assess whether an organization's plans and actions align with its values.

- Comprehend the application of a significant amount of business administration knowledge within the domains of management, business law, human capital management, organizational leadership, quantitative reasoning for business, economics, accounting, applied business research & statistics, operations management, corporate finance, marketing, and strategic planning & implementation.

The MBA/TM consists of 51 credit hours. Thirty-six credit hours constitute the required course of study.

Students completing the Technology Management concentration will develop the managerial skills emphasized within the MBA required course of study in the context of challenges faced by integrating business with technology. Students completing this concentration will develop communication skills that bridge the gap between technical and non-technical audiences.

The Technology Management Concentration is designed for students who want to expand their use of technology to solve business opportunities, and students currently working in non-management roles within technical organizations who seek to develop their management skills.

The U.S. Department of Education requires the University to provide the following information about each of our programs that lead to gainful employment in a recognized occupation.

0% of students who completed this program during the most recent federal award year completed it within 26 months.¹

Related occupations²

General and Operations Managers #11-1021.00

Program costs³

Tuition and fees \$18,320 to \$39,740

Includes cost per credit, application fee, and fees for resources (books/eResources) for students completing the program in normal time.

Median graduate debt⁴

Federal	\$0
Private	\$0
Institutional	\$0

¹ The on-time completion rate identifies the percentage of students completing this program during the most recent federal award year who completed it within "normal time." The term "normal time" means the length of time it would take a student to complete this program if the student is continuously enrolled, takes a full course load, successfully completes each attempted course, and does not have any transfer credits. Students enrolled in this degree program are typically nontraditional students. Students may exceed "normal time" for a variety of reasons, including, but not limited to, internships, practicums, clinical rotations, student teaching or administrator experiences required for licensure.

² Graduates of this program will be educationally qualified to enter the occupations listed. Visit onetonline.org for job descriptions.

³ The range provided represents the sum of tuition and typical fees required to complete the program within normal time, based on the University's 2012/2013 tuition levels. The actual costs that will be incurred by a particular student to complete this program will depend upon factors specific to that student. Tuition rates for this program may vary due to factors such as: (i) geographic location of the student; (ii) modality of coursework; (iii) military service; and (iv) future changes in tuition rates. The number of credits required for a particular student to complete the program will be dependent upon various factors, including: (i) transfer credits available; (ii) repeated coursework; and (iii) completion of additional specializations within this program. Please contact an Enrollment Advisor for additional information.

⁴ The figure represents the median amount of debt incurred by students who completed the program during the relevant federal award year. The actual amount of debt a particular student will incur to complete this program is dependent on various factors specific to the student. Please contact an Enrollment Advisor for additional information.

Master of Business Administration with a Concentration in Technology Management

The Technology Management Concentration consists of 15 credit hours and includes:

- COM/TM 541-Communications for Managers of Technology (required)
- 12 additional credits of other graduate-level coursework in technology management

Note: The diploma awarded for this program will read as: Master of Business Administration and will not reflect the concentration. Concentrations are reflected on the transcript only.

Required Course of Study

MGT 521 Management

This course applies the tools available to University of Phoenix graduate students and the competencies of successful managers to understand the functions of business. Students learn their own perceptions and values to communicate more effectively with others. Other topics include MBA program goals, argument construction, decision making, collaboration, and academic research. (3 credits)

HRM 531 Human Capital Management

This course prepares students to address the concepts of personnel development as managers. Students learn criteria for developing effective job analysis, appraisal systems, and appropriate career development plans for employees. Other topics include personnel selection, employee compensation, benefits, training, workplace diversity, discipline, employee rights, unions, and management behaviors. (3 credits) Prerequisite: MGT 521

LAW 531 Business Law

This course prepares students to evaluate the legal risks associated with business activity. Students will create proposals to manage an organization's legal exposure. Other topics include the legal system, alternative dispute resolution, enterprise liability, product liability, international law, business risks, intellectual property, legal forms of business, and governance. (3 credits) Prerequisite: MGT 521

LDR 531 Organizational Leadership

This course prepares students to apply leadership principles to the roles they play as managers. Students will discover more about themselves and learn more about the connection between the individual and the organization. Other topics include organizational culture, structure, group behavior, motivation, power, politics, organizational change, and workplace conflict. (3 credits) Prerequisite: MGT 521

QRB 501 Quantitative Reasoning for Business

This course applies quantitative reasoning skills to business problems. Students learn to analyze data using a variety of analytical tools and techniques. Other topics include formulas, visual representation of quantities, time value of money, and measures of uncertainty. (3 credits)

ECO 561 Economics

This course applies economic concepts to make management decisions. Students employ the concepts of scarce resources and opportunity costs to perform economic analysis. Other topics include supply and demand, profit maximization, market structure, macroeconomic measurement, money, trade, and foreign exchange. (3 credits) Prerequisites: MGT 521 and QRB 501

ACC 561 Accounting

This course applies accounting tools to make management decisions. Students learn to evaluate organizational performance from accounting information. Other topics include financial statements, cost behavior, cost allocation, budgets, and control systems. (3 credits) Prerequisites: MGT 521 and QRB 501

QNT 561 Applied Business Research and Statistics

This course prepares students to apply statistics and probability concepts to business decisions. Students learn criteria for developing effective research questions, including the creation of appropriate sampling populations and instruments. Other topics include descriptive statistics; probability concepts; confidence intervals; sampling designs; data collection; and data analysis including parametric and nonparametric tests of hypothesis and regression analysis. (3 credits) Prerequisites: MGT 521 and QRB 501

OPS 571 Operations Management

This course applies planning and controlling concepts to increase the value of the supply chain. Students learn to evaluate and improve processes. Other topics include process selection, process design, theory of constraints, project implementation, capacity planning, lean production, facility location, and business forecasting. (3 credits) Prerequisites: MGT 521 and QRB 501

FIN 571 Corporate Finance

This course applies corporate finance concepts to make management decisions. Students learn methods to evaluate financial alternatives and create financial plans. Other topics include cash flows, business valuation, working capital, capital budgets, and long-term financing. (3 credits) Prerequisites: MGT 521 and QRB 501

Master of Business Administration with a Concentration in Technology Management

MKT 571 Marketing

This course prepares students to apply marketing concepts to create and sustain customer value. Students learn to solve marketing problems in a collaborative environment. Topics include market research, customer relationships, branding, market segmentation, product development, pricing, channels, communications, and public relations. (3 credits) Prerequisites: MGT 521 and QRB 501

STR 581 Strategic Planning and Implementation

This capstone course integrates concepts from all prior courses in the program. Students apply the concepts of strategic planning and implementation to create sustainable competitive advantage for an organization. Other topics include environmental scanning, strategic analysis, corporate social responsibility, implementation, evaluation, and risk management. (3 credits) Prerequisites: All other courses in this program, except LAW 531

Technology Management Concentration Courses

COM/TM 541 Communications for Managers of Technology

This course prepares graduate students to apply communication principles to the roles they play as technology managers. Students will learn how to effectively communicate technical issues to non-technical stakeholders in a business environment. Other topics include the role of perception in communication techniques, tailoring communication to an audience, business justifications, presenting data, and ethics in organizational communications. (3 credits) Prerequisites: MGT 521 and QRB 501

PM 571 Project Management

This course integrates the five processes that define project management. Students will design a project management plan to accomplish an organizational objectives. Other topics include

project initiation, budgeting, communications, execution, team management, control, and closure. (3 credits) Prerequisites: MGT 521 and QRB 501

TMGT 540 Management of R&D and Innovation Processes

This course presents specific system concepts, methodologies, and tools to strategically plan technology developments, to effectively manage core competencies, and to integrate these technologies into existing or future products in order to remain competitive in the world economy. It casts the Research and Development (R&D) manager into the strategic development process used in the front end of the business to provide future survival and growth for the organization as the lifecycle of existing products and/or services matures to obsolescence. Also introduced are the techniques used to stimulate and manage innovation in the workplace. (3 credits) Prerequisites: MGT 521 and QRB 501

TMGT 550 Technology Transfer in the Global Economy

This course introduces the student to the concept of multinational enterprises and the role of technology in the strategic management of these enterprises. This course focuses on opportunities to utilize technology transfer within a global business to meet the goals of the strategic plan. (3 credits) Prerequisites: MGT 521 and QRB 501

TMGT 590 Applications of Technology Management

This is an integrative course and the capstone for the MBA/TM program. The outcome is to apply a range of skills from the individual courses in the technology management program to develop a change management plan for implementing, building, and initiating a technology product or infrastructure in an organization. (3 credits) Prerequisites: TMGT 540, TMGT 550, MGT 521, QRB 501