

MBA Panama 2013

Faculty Member	Course Title
<p data-bbox="188 281 423 310">Dr. Raja Kali, Ph.D.</p>  <p data-bbox="188 926 529 955">http://comp.uark.edu/~kali/</p> <p data-bbox="188 966 808 995">http://waltoncollege.uark.edu/directory.asp?id=kali</p> <p data-bbox="188 1005 883 1077">Associate Professor, ConocoPhillips Chair in International Economics & Business</p>	<p data-bbox="963 281 1417 310">Economics of Supply Chain and Retail</p> <p data-bbox="935 348 1438 873">Economics is the “force” or the physics of business. It is both a way of thinking and a set of tools for understanding the world of business. This course will integrate both of these views of economics to help entrepreneurs and managers make sense of the dynamic economic landscape viewed from the point of view of firms, consumers, and the government. This course will introduce students to core concepts in microeconomics, macroeconomics, and industrial organization, and show them how to apply these ideas to a host of current real-world business problems.</p> <p data-bbox="935 919 1395 982">Questions such as the following will be tackled in the course:</p> <p data-bbox="935 1024 1438 1730">When do markets work, and when do they fail? What can firms and the government do about market failure? How does the production and cost structure of a firm influence its competitive advantage? How does the competitive environment of an industry affect firm strategies, such as pricing and product differentiation? Why is competition and regulation in the digital economy different from in the bricks and mortar world? Should a firm integrate or outsource for inputs? Why do some countries grow and others stagnate? What is the role of monetary and fiscal policy? How does the international trade and financial environment affect firms?</p>

Dr. Richardson, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=vjricha>

**Professor and S. Robson Walton Chair in Accounting,
Accounting Department Chair**

Financial Accounting: Searching For Value in the Supply Chain

The course is designed to help consider where and how value enhancement occurs in the supply chain. We do that in three ways:

- 1) We will review some basics in accounting as well as how it interacts with finance and strategy.
- 2) We will review some potential metrics to measure value and review an academic article that explicitly investigates value in the supply chain. We will reinforce that knowledge using a game simulation to show an application of how accounting, finance and strategy interact around supply chain implementations to create value.
- 3) We will introduce some more advanced accounting concepts and how they are used to help govern the firm.

Dr. John Aloysius, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=aloysius>

Associate Professor

Information, Technology, and Decision Making

Increasingly today's businesses find that in order to improve business processes and efficiency, they need to have tools and methods to analyze available data and to use it to inform and to drive decision making.

This course provides an introduction to quantitative techniques that are useful to analyze data for decision making, using spreadsheet-based tools that can be used by business owners and by professional managers. Cases used will also give exposure to using the techniques to make better decisions. The course will also discuss practical issues such as technological limitations, data availability, data privacy, and behavioral issues that have to be considered when using a data-driven approach to business.

Dr. Christian Hofer, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=chofer>

Associate Professor

Supply Chain Management

"Logistics is that part of the supply chain process that plans, implements, and controls the efficient and effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements. Supply chain management is the systemic, strategic coordination of the traditional business functions and the tactics across these business functions within a particular company and across businesses within the supply chain for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole. Activities we will examine include inventory control, forecasting, and other topics. Managing logistics costs within the supply chain is difficult because they are sometimes difficult to measure and they involve tradeoffs. For example, ordering in larger quantities may reduce transportation costs but it may also increase inventory holding costs. Is the decrease in transportation costs worth the increase in inventory holding costs? This course aims to equip managers to answer questions similar to this one. This course will provide the student with mathematical modeling techniques, measures of logistics performance, logistics cost models, and decision making strategies. Throughout the course, operational and strategic management issues will be addressed. We will use modeling to identify the salient arguments for and against a particular logistics decision or supply chain strategy. You will learn how to justify outcomes of supply chain processes and decisions, explaining assumptions and reasons."

Dr. John Delery, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=jdelery>

Leading High Performance Organizations

This course will address managing in a global environment, including human resource issues, motivation, performance evaluation, quality concepts, transformational leadership, and selection/recruitment/development of employees.

In-depth:

As the course title suggests, this course will focus on how to best lead high performance work organizations. The course content is quite broad and includes topics from organizational behavior, human resource management, economics, and business strategy. Students will be exposed to the leading thought and practice in leveraging human capital to achieve organizational objectives. One of the major developments in this area has been the concept of a “high performance work system.” This concept will provide the backdrop for the course. More and more academics and practicing professionals have been using the term “high performance work systems” to describe a complex system of practices that many organizations use to manage work and employees. While it is certainly a tautological term in that these work systems by definition result in high performance, there is growing evidence that they do help organizations achieve strategic objectives. We will use this framework to explore (1) how a firm’s strategy influences the management of human capital, (2) how systems of human capital management practices achieve synergistic outcomes, (3) the components of such systems, and (4) how to best utilize such systems given constraints that confront the firm.

Dr. Manuel Sanchez, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=jmsanche>

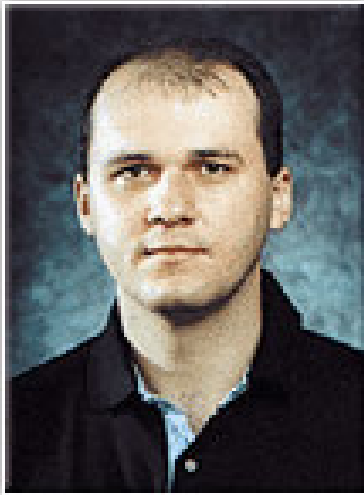
Associate Professor

Accounting Decisions and Control

Accounting information is at the heart of financial analysis. Indeed, preparers of accounting information (e.g., chief financial officers,) claim that net income or “earnings” is the single most important measure considered by users of accounting information (e.g., financial analysts, investors, creditors). One objective of this class is to examine the role and relevancy of accounting information (i.e., earnings) in the evaluation of profitability, liquidity, and riskiness of publicly traded companies. A second objective of the class is to discuss and demonstrate the role of accounting information in the formation of stock prices. These first two interrelated objectives will be informed by extant accounting and financial economics theory.

Accounting information and the analysis thereto does occur in a vacuum. The generation and analysis is impacted by the judgments made by preparers and users of accounting information. Hence, an additional objective of the class is to examine the role that managerial judgment and incentives (economic or otherwise) play in the preparation and use of accounting information. Finally, we will examine the consequences accrued to the firm and managers as a result of aggressive accounting practices.

Dr. Tomas Jandik, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=tjandik>

Associate Professor

Corporate Financial Management

Investors and firm managers want to make money. They want to know how to correctly value assets, and, even more importantly, how to get “the most of the value” from any given asset. After completing this course, the participants will have full understanding of how financial values are created.

More specifically, the goal of this course will be to gain the knowledge of financial decision making – for both financial and non-financial managers. The course participants will learn tools necessary for the proper analysis of financial projects by focusing on the two main factors influencing values of all assets - the cash flows the asset generates, as well as the risk of the cash flows. Ultimately, the course will concentrate on providing theoretical and practical framework for understanding how investors, and more importantly, company managers, can influence both cash flows and risk of investment to enhance shareholder value.

The main topics included in this course are: (i) valuation of various securities (stocks, bonds, options); (ii) capital budgeting and cost of capital decisions – both in the U.S. and around the world; (iii) decisions influencing problems of raising capital and issuing securities; (iv) dividend and profit distribution decisions; (v) valuation of various managerial options.

The course will pay special attention to the unique problems of financial analysis in the risky environment of emerging markets.

Dr. Jeff Murray, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=jmurray>

Professor

**R.A. & Vivian Young Chair, Marketing Department
Chair**

Managing Ideas, Products and Services

The purpose of this course is to provide an overview of marketing, consumer behavior, and marketing research as they relate to the management of ideas, products, and services. The course is based on two fundamental themes. The first theme involves learning tools or paradigms useful for marketing management. Three paradigms or perspectives will be examined. The first paradigm seeks as answer to the question, what is the consumer thinking? This perspective focuses on cognitive issues such as attention, comprehension, memory, and attitude formation. The second paradigm explores the relationship between marketplace contexts and behavior. Finally, the third paradigm examines the cultural context in which this thinking and behaving takes place. The second theme involves applying these tools in the context of extended cases or brand stories. These themes help students develop the skills, and understanding, necessary to better manage the value-chain from a marketing perspective.

Dr. Vikas Anand, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=vikas>

**Associate Professor
MBA Director**

Strategic Management

Strategic Management is a course that provides you with guidance on how to integrate your functional knowledge and use it to ensure the long-term success of your firm. The primary objectives of this course will be as follows:

- To provide you with an overview of the basic concepts involved in strategic management.*
- To introduce you to methods of developing, analyzing and implementing business and corporate strategies.*
- To use the theory and tools that you have learnt and apply it to the actions currently being taken in the business world.*

Dr. Rebecca Miles, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=riles>

Instructor

Innovation and Creativity

Successful businesses—and successful business people—use creativity and innovation to create and maintain a competitive advantage. In this course, you will be exposed to perspectives from economics, organizational theory, general management, and strategy to understand the fundamental nature of innovation and creativity and how to create and nurture both in an organizational setting. The course provides a framework for developing, assessing and implementing innovations in start-ups and established businesses. The focus is on creative decision making, managing for innovation, strategic analysis of innovations, and implementation of innovations. Aimed at entrepreneurs, brand managers, and managers in industries where innovation is a key strategic capability, the course is conducted as a seminar and tailored to the interests of the students enrolled.

Dr. Charles J. F. Leflar, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=cleflar>

Clinical Professor

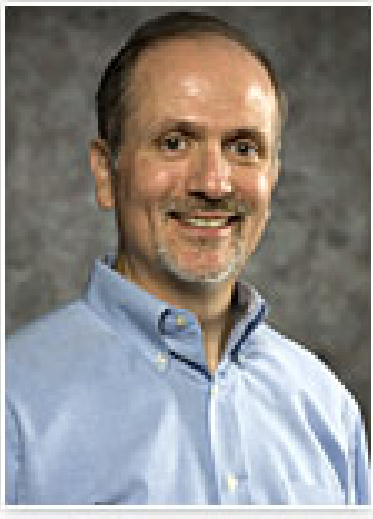
BKD Lectureship in Accounting

Capstone Business Strategy Course

Using Michael Porter's 'Five Forces Model' as underlying theory, this course will provide a practical hands-on application of business strategy and planning. As a capstone course, knowledge from all prior program courses will be incorporated and used in a team format in a simulated competitive business environment. The course will cover business strategy topics which will then be utilized by groups of students who will compete in a technically challenging business simulation. During the multiple rounds of the simulation, students will be required to successfully apply course knowledge to a dynamic business environment, analyze their results and adapt to changing competitive pressures. Upon completion of the simulation, in depth analysis will be done to identify the strategies of competitors with the intent of identifying successful (and unsuccessful) strategic and tactical business initiatives.

This will be a highly interactive course where data analysis, creative problem solving, accounting, business theory and other disciplines will all interact in ways which will unify the knowledge gained in various prerequisite courses.

Dr. Allan Ellstrand, Ph.D.



<http://waltoncollege.uark.edu/directory.asp?id=aellstra>

**Professor
Charles C. Fitchner Chair**

International Management/ Globalization and Business

The purpose of this course is to provide students with guidance on understanding and responding to the forces unleashed by increasing globalization of the world. While much of the class considers these issues from the perspective of the multinational corporation (MNC), we will also consider the implications of globalization on small businesses and entrepreneurs. The course is designed to heighten student awareness of the rapid globalization of business activity worldwide while focusing on the basic economic, cultural, ethical and operational challenges that firms face when managing across borders in today's dynamic business environment. A great deal of attention will be focused on understanding the real-world issues facing global businesses today with the intent of helping students to develop the skills to cope with these global challenges. The course will examine the strategic role that Panama plays as a leader in global trade and logistics and consider the role that Panama will play in the future. The class will be conducted using a combination of lecture, class discussion, key readings, hands-on class exercises and case study discussions designed to encourage students to confront the challenges facing businesses in today's global environment.