

# EXECUTIVE MBA (EMBA)

## Courses and Descriptions

### EMBA 9001 Top Management Perspective 3 Credits

This team-taught course will serve as the initial course of the EMBA program. The course will take place over three weekends. Top managers will also attend and provide their perspectives to students and faculty in attendance. This course will explore the “art” of case study analysis. Students will focus on identifying, analyzing, and resolving issues from a top management perspective. This course will consider various issues confronted by top managers and heavily emphasizes contemporary cases that illustrate a wide range of management issues. By having the course team-taught by a faculty member and an Executive-in-Residence, both the academic and applied aspects of business will be represented in the classroom. This sets the tone for the approach and philosophy of the entire program - a blending of business theory with real world application. Another of the course’s purposes is to allow the students to get to know one another, become acquainted with the faculty who will be teaching in the program, and receive an overview of the material that will be covered.

### EMBA 9220 Financial Accounting 3 Credits

This course provides a managerially-oriented focus on the aspects of financial accounting most relevant to business decision makers. Students will develop the ability to read, analyze, and interpret financial information for decisions regarding operating, investing, and financing activities as well as serving as a foundation for more advanced analysis in areas such as credit and equity decisions.

### EMBA 9231 Economic Analysis and Decision Making 3 Credits

This course focuses on using economic methods for making managerial decisions affecting the value of the firm. Topics include demand analysis, production and costs, employment decisions, project evaluation, profit-volume analysis and pricing strategies under a variety of settings. The course emphasizes integration between economics, accounting, and finance.

### EMBA 9240 Corporate Finance 3 Credits

This course introduces modern corporate finance principles that today’s managers should know. Its purpose is to give students a thorough introduction to the theory and practice of financial management. The course reviews the principles executives need to acquire to manage for value creation. Topics covered include valuation of securities, capital budgeting, cost of capital, capital structure, and value-creating decisions in a global environment.

### EMBA 9250 Statistical Analysis for Bus 3 Credits

This course introduces students to basic concepts and methodologies in probability theory and statistics. Emphasis is on real-world application of reasoning techniques used for interpreting data for decision criteria of managerial decision making. Topics include probability, variables, estimation, hypothesis, regression, and sampling. Concepts of learning are facilitated through real-world practices.

### EMBA 9251 Supply Chain and Operations Management 3 Credits

This course focuses on the issues, concepts, skills, and techniques related to the management of operations of organizations. Students are introduced to various techniques of operations research and management science as they are applied to decision making in the management of operations. Topics include productivity, supply chain management, manufacturing strategies, and competitiveness.

### EMBA 9260 Strategic Marketing 3 Credits

The focus of this course is to provide students with the analytical skills required to understand and assess complex marketing situations in order to develop and implement appropriate marketing strategies. Identifying individual case factors and understanding the relationship between developments of strategies is emphasized. Students will apply the material using real-world cases faced by organizations.

### EMBA 9270 Management/Team Skills 3 Credits

This course is based on the assumption that management and team skills can be learned. To learn skills requires active involvement in the classroom exercises and many learning opportunities come from group activities. To develop these skills, students will need to set personal goals and experiment with new behavior. This course will involve a variety of in-class exercises including self-assessments, interpersonal activities, and a team project.

### EMBA 9271 Leadership 3 Credits

This course has been designed to provide students with an understanding of leadership from both a scholarly and a practitioner perspective. The purpose is to help students understand what it means to be a leader in general and in the current business environment specifically. Students will be encouraged to consider their own leadership aspirations, to observe others in leadership roles, and to test their own leadership acumen.

### EMBA 9301 Corporate Governance Legal Ethical Issues 3 Credits

This course provides an overview of corporate governance. The governance structure specifies the distribution of rights and responsibilities among different participants in the corporation, such as the board of directors, managers, shareholders, and other stakeholders. In this course, students will discuss the importance of corporate governance and the roles of various stakeholders in the governance structure. Conflicts of interest that arise between the stakeholders and approaches to mitigate those conflicts will be a central focus of the course. Because corporate governance plays an integral role in creating a culture in which ethical behavior is the norm, this course will also focus on identifying, analyzing, and resolving ethical dilemmas in business. The course will consider ethical issues confronted by managers and heavily emphasizes contemporary cases that illustrate a wide range of ethical issues.

### EMBA 9302 Corporate Performance Evaluation 3 Credits

This course emphasizes to executives that shareholder value creation should be an enduring focus of concern because value is the foundation of survival and prosperity for the enterprise. The course introduces multiple perspectives in evaluating the performance of the firm. Among them are management control systems, financial statement analysis, cash flow analysis, and the balanced score card (BSC) including Economic Value Added. The nature of these approaches to evaluation draws from the disciplines of accounting and finance. Structuring the course as a team-taught course in which instructors from both of these disciplines will be present helps to ensure that students will receive a comprehensive and integrated understanding of the course topics. Students will experience using real-world cases in evaluation.

**EMBA 9303 Intl Bus Seminar W/ Travel Exp 3 Credits**

The purpose of this course is to examine the intricacies of conducting business internationally. With each offering, the course will focus on parts of the world where emerging economies are becoming influential players in international business. Examples of these emerging economies include China, South America, Argentina and Chile in particular, and Eastern Europe or Southeast Asia. The influence of external forces resulting from the socio-cultural, economic, technological and political aspects of the macro-environment will be examined. The competitive environment will be examined from the perspective of both multinational and domestic corporations. Finally, consideration will be given to the corporate level strategies and the functional operation of these corporations as they compete for market share, financial investment and human resources.

**EMBA 9309 Special Topics 3 Credits**

The study of a timely topic that represents a dimension of business administration not covered in a regular course. Such a topic may be offered by any department of business administration. The nature of the course will be described in the appendix of the registration materials for the semester when the course will be offered.

**EMBA 9310 Information Technology and Management 3 Credits**

This course enables current and future senior executives to gain a strategic perspective of information technology resources within the organization. The focus is on opportunities and challenges associated with managing technological resources as well as how the effective management of information technology can improve competitive positioning and operational performance. Course format will be a combination of lectures, guest speakers, case studies, and hands-on exercises. Experiential learning opportunities will allow students to work with real-world case studies using relevant technologies.

**EMBA 9362 Product Development and Commercialization 3 Credits**

The purpose of this course is to provide an in-depth overview of the Product Development and Commercialization (PD&C) process. This will be done through the analysis of cases that describe actual PD&C as well as innovation problems faced by a variety of organizations (e.g. consumer, health care service). Topics covered include innovation funding, opportunity analysis, common PD&C challenges and issues, and the interface among various disciplines to achieve best-in-class PD&C strategies.

**EMBA 9880 Strategic Management: a Capstone Course 3 Credits**

The capstone course focuses on the elements required to make effective strategic decisions in organizations with reference to the impact these decisions have on all stakeholders. The purpose of this course is to provide students with an understanding of the strategy process through an analysis of how a firm develops a mission, vision, and establishes a sense of purpose while simultaneously monitoring the external environment for emerging opportunities and threats. Topics focus on real-world cases, the evolution of strategic management processes, and strategies for a global world.

**EMBA 9900 Leadership Edge 0 Credits**

This course is structured as pass/fail. It provides students at, or aspiring to, executive positions within their organization's career, leadership and management development with a real-time, practical approach to leadership. This differentiator and developmental component is referred to as "The Leadership Edge." Students will reflect on self-assessments completed as part of the program. They are then able to leverage the Leadership Edge experience by pursuing different methods of developing career, leadership, and management competencies to fill identified gaps. Opportunities for development are met through group sessions and student participation in individual (private) coaching or group seminars to discuss personal career and organizational situations. The choice of which avenue is taken (individual or group) is made on an integrated group basis.

**EMBA 9906 Special Topics in Bus Adm 3 Credits**

The study of a timely topic that represents a dimension of business administration not covered in a regular course. Such a topic may be offered by any department of business administration. The nature of the course will be described in the appendix of the registration materials for the semester when the course will be offered.

**EMBA 9907 Special Topics in Bus Adm 3 Credits**

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**EMBA 9908 Special Topics in Bus Adm 3 Credits**

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**EMBA 9909 Special Topics in Bus Admi 3 Credits**

The study of a timely topic that represents a dimension of business administration not covered in a regular course. Such a topic may be offered by any department of business administration. The nature of the course will be described in the appendix of the registration materials for the semester when the course will be offered.