

EMBA XXIII Course Descriptions

Term 1

Organizational Behavior

Consideration of the behavioral and organizational components and processes leading to sustained high performance along with analysis, diagnosis, and execution of successful organizational change. Topics include: socialization, team development, leadership and motivation. Provides a strong foundation for Organizational Design and Development.

Organizational Design and Development

Concerns the group and organizational level issues of power and control as they are enabled through the organization's structure. Issues covered include the conditions under which a hierarchical versus a flat structure are optimal; how to determine an appropriate span of control for managers; roles and responsibilities of officers and other key leaders; the role of an organization's structure in aiding strategy; deciding the firm's boundaries and outsourcing objectives, and assessing the alignment of an organization's mission, objectives, structures and job designs, including performance metrics.

Accounting and Finance Basics

Addresses the accumulation, presentation and analysis of an enterprise's financial data for creditors, investors, and other interested parties external to the firm. Students will learn basic concepts, standards, and practices such as how to analyze financial statements, SEC filings and sources of money.

Marketing Concepts

Develops an understanding of marketing fundamentals and helps students learn how to develop and evaluate brand strategies over the product life-cycle. Topics include: understanding customers, market analysis, segmentation, targeting, positioning, marketing mix elements, marketing planning, and evaluation of marketing programs.

Business Economics

Concerns basic economic principles and the implications of economic theory as a managerial decision-making framework. Draws upon economic analysis of such concepts as cost, demand, profit, marginal utility and marginal cost, competition, market structure, pricing strategy, market protection and business cycle forecasts. Concepts are related to operational and strategic business decisions.

Ethics, Law, Governance & Social Responsibility

Concerns social responsibility and ethics as they pertain to business and corporate leadership, as well as legal and governance issues within and across industries and nations. Explores the definition of good corporate citizenship and tackles the issues of creating an appropriate corporate culture as it pertains to individual and group behavior throughout a technologically-based organization.

Managerial & Cost Accounting

Examines the use of accounting information specifically designed to aid internal planning and control. Students will learn how to use this accounting data to evaluate business performance and make strategic decisions. Topics covered include budgeting and variance analysis.

Term 2

Financial Management I

Provides a greater understanding and appreciation for the basic financial theories and tools that allow managers to answer the question: Will this decision create value in my firm? The topics include a review of net present value and its application, capital budgeting, and cost of capital.

Leadership Development Program

Addresses the human, group and organizational-level behaviors found within the context of today's contemporary organizational structures. Participants will be better prepared to explain, predict, and manage human behavior. Introduces leadership and motivation issues by having students gain insight into their own leadership capabilities.

The Macro Economy & Financial Institutions

This course examines the global macroeconomic environment, with specific attention to understanding the agencies, financial institutions and global economic regulatory bodies that executives must be aware of as they make decisions regarding sources and uses of capital.

Corporate Strategy

Provides an understanding of a firm's operative environment and how to sustain competitive advantage. Participants will gain an understanding of how to balance the opportunities and risks associated with dynamic and uncertain changes in industry attractiveness and competitive positioning.

Using Data to Structure & Solve Problems

Provides an introduction to the principles underlying data analytics for identifying patterns and trends, drawing conclusions and making decisions. Topics include the concepts of probability, uncertainty and variance, and why they are important for executives to understand.

Operations Strategy

Concerns the management of operations and internal business functions in the context of both manufacturing and service organizations. Course objectives include understanding the elements of an ongoing operation and how it can be configured to support an organization's strategic goals, recognizing and managing inherent trade-offs associated with production and operations, understanding the role of operations in innovation, and the role of technology in operations.

Impact Project Kickoff

Participants are challenged to tackle a large, complex problem and propose solutions that can have an impact at a global level. Topics are integrative and ambitious, and are agreed upon by students and involved faculty at the end of year one. Knowledge gained through first year coursework will be leveraged, as well as the learning opportunities provided during the international residency, to address the problem.

Strategic Use of IT

Focuses on managing the IT function to enable corporate objectives. Students will explore how, given any specific business strategy, information systems should support it. In addition, the course considers what new capabilities IT enables, as well as how to manage the firm's adoption of new technology.

Managing the Enterprise in Global Political, Financial & Economic Environment

Allows for students to understand the nature of global business from two perspectives: an awareness of global markets and their potential, state policy and international trade, the role of history and politics is built.

Leading Issues in Finance & Accounting

Addresses policy making accounting issues that are important to upper level managers. Topics include: the impact of inflation on financial statements and decision making; foreign currency translation and the international accounting environment; the impact of state and federal taxes on financial and managerial decision making; the market cycle; interest rate cycle; active and passive bond management; and off balance sheet financing.

Financial Management II

This course builds on the fundamentals learned in Financial Management I. As such, it uses these tools to analyze corporate financial decisions. Topics include market efficiency; capital structure decisions, dividend and stock repurchase policy, firms' use of options and convertible securities, the raising of funds and issues of corporate control and governance. These decisions are illustrated through a series of examples and cases.

Negotiations

Designed to aid in developing fundamental expertise in managing negotiations that occur in a broad array of business settings. Examines strategies and tactics used across levels of analysis, and include settings such as negotiations with potential employers, coworkers, bosses, suppliers, joint ventures; and international cross-border negotiations.

Term 4

Decision Making Under Uncertainty

Concerns the challenge of making strategic, tactical, and day to day decisions in an environment consisting of uncertainties, using information that is often incomplete and data that is based on random samples. Addresses how to structure problems recognizing the nature and consequences of the decision. Examples include performance measurement, real options evaluations, and the use of probabilistic models to evaluate risky decisions.

Developing & Managing the Innovation Function

Surveys different contexts and approaches to innovation and innovation management, ranging from the start-up business to the large established organization. Addresses the issues faced by managers who wish to turn opportunity into viable organizations and lines of business that create value.

Strategic Leadership

Concerns the topics of organizational leadership and organizational improvement and the processes and techniques associated with planned organizational change and growth. Focuses on the recognition that senior leaders admit that people are their most important asset; yet frequently do not attend to the people issues. It also concentrates on individual professional development to increase ability to influence strategic decisions within the organization.

The Business Ecosystem

Addresses the problem that, in most industries, any single firm cannot bring goods and services to market on its own, but must ensure the development and delivery of complementary goods/services and a variety of partners. Concerns the evolving new models of innovation and value creation in global networks of business relationships.

Monitoring & Exploiting Technological Change

Investigates the business dimensions of major technological advances, focusing on four levels of analysis: emerging technologies, industries, companies and nations.

Impact Project

Throughout the second year students will continue their work on their Impact project in a team setting. Periodic reports will be given to an advisory council who will provide coaching and feedback. At the end of the second year, final presentations will be made to the Impact advisory council.