

# EMBA - EXECUTIVE MBA PROGRAM

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## **EMBA610 Introduction to Financial Accounting (2 Credits)**

Overview of financial accounting, periodic financial statements and the financial reporting process. Importance of financial statements as information source for creditors and investors and as a means by which managers can communicate information about their firms.

**Restriction:** Must be in Executive MBA program.

## **EMBA611 Managerial Accounting (2 Credits)**

Use of accounting data in corporate planning and control. Cost-volume-profit analysis, budgeting, pricing decisions and cost data, transfer pricing, activity-based management, performance measures, and standard costing.

**Restriction:** Must be in Executive MBA program.

## **EMBA616 Accounting for Senior Management (3 Credits)**

This course is designed to give senior managers an overview of basic financial and managerial accounting principles and tools with emphasis on those principles and tools they can use to support various managerial decision-making tasks.

**Restriction:** Must be in Executive MBA program.

## **EMBA617 Accounting for Decision Making (4 Credits)**

An overview of financial accounting including the emphasis on periodic financial statements, the financial reporting process, the importance of financial statements as (i) an information source for creditors and investors and (ii) a means by which managers can communicate information about their firms. Overview of managerial accounting in corporate planning and control. Specific facets include cost-volume-profit analysis, budgeting, pricing decisions and cost data, transfer pricing, activity-based management, performance measures, and standard costing.

**Restriction:** Must be in Executive MBA program.

## **EMBA620 Strategic Information Systems (2 Credits)**

Use of information technology to achieve competitive advantage, efficient operations, and effective decision making. Analysis of functions of information technology and its impact on competitive strategy and organizational operations.

**Restriction:** Must be in Executive MBA program.

## **EMBA621 Digital Transformation in Business (3 Credits)**

Introduces students to the strategic role of digital transformation within businesses, and provides an overview for how major information technologies may be used to inform and transform the firm's strategic, operational, and tactical decisions. Topics discussed in the course include the strategic use of digital technologies to generate sustainable competitive value; the contributions of new forms of technology infrastructure; the evaluation of new technology investments and the resulting ROI; acquiring, managing and governing technological capabilities within the firm; understanding the role of enterprise systems and social technologies within the firm; and the management of disruptive technologies within and outside the firm.

**Restriction:** Must be in Executive MBA program.

## **EMBA630 Data Models and Decisions (3 Credits)**

To develop probabilistic and statistical concepts, methods and models through examples motivated by real-life data from business and to stress the role that statistics play in the managerial decision making process.

**Restriction:** Must be in Executive MBA program.

## **EMBA637 Corporate Finance (4 Credits)**

Presents key concepts in corporate finance as well as tools used in making corporate financial decisions. Topics include valuation of corporate securities, capital investment decision making, capital market theory, operation and efficiency of financial markets, corporate financing decisions, and risk management.

**Restriction:** Must be in Executive MBA program.

## **EMBA640 Financial Management (3 Credits)**

Analysis of major corporate financial decisions using a market-oriented framework. Topics include capital budgeting, security portfolio theory, operation and efficiency of financial markets, options pricing, financing decisions, capital structure, payout policy and international finance.

**Restriction:** Must be in Executive MBA program.

## **EMBA647 Economics and Public Policy (4 Credits)**

Introduction to the economic concepts essential to business decision-making. Concepts covered include supply, demand, cost pricing, competition, monopoly, non-competitive markets, game theory, vertical integration, regulation, national income accounting, fiscal policy, monetary policy, balance of payments accounting, exchange rates and international economics. Primary attention is given to cases.

**Restriction:** Must be in Executive MBA program.

## **EMBA650 Marketing Management (2 Credits)**

Analysis of marketing problems and evaluation of specific marketing efforts regarding the organization's products and services, pricing activities, channel selection, and promotion strategies in both domestic and international markets.

**Restriction:** Must be in Executive MBA program.

## **EMBA654 Organizational Change (1-3 Credits)**

This course is designed to assist you in developing the skills necessary to successfully manage change in a turbulent environment. As part of the course design, an overview of organizational change management strategies aimed at improving the organization's ability to cope with change will be covered. In addition, the course provides students with the models for understanding the dynamics of organizational change. Change management skills are among the most important skills that any professional can possess.

**Restriction:** Must be in Executive MBA program.

## **EMBA656 Leadership and Human Capital (3 Credits)**

The overall objective of this course is to sensitize participants to the fact that managers face many dilemmas (such as the need to maintain control, yet be flexible enough to effectively change as the competitive environment requires); and therefore, managers need to have skills that will enable them to effectively manage and lead, and thus to become leader-managers. How managing versus leading-skills differ will be emphasized in this course. To raise participants' sensitivity to managerial dilemmas and the skills needed to effectively manage these, there will be extensive use of case discussions and video-clips about challenges faced by companies and their managers, and extensive opportunities for self-reflective and experiential exercises. The development of action-plans for implementing a desirable change in participants' current job-situation will also help participants to hone the skills needed to be effective change-agents, hence leaders, in their organization.

**Restriction:** Must be in Executive MBA program.

## **EMBA662 Leadership and Teamwork (2 Credits)**

Course examines concepts of team-building and leadership which are critical to managerial success. Topics include leadership, decision-making, communication and conflict, work motivation, building effective teams, and organizational change and culture.

**Restriction:** Must be in Executive MBA program.

**EMBA663 Managing Human Capital (2 Credits)**

Course examines core human resource management principles and emphasizes skills for maximizing an organization's human capital. Topics include recruitment, selection, performance feedback and incentives, termination of poor performers, and managing organizational change through human resource systems and policies.

**Restriction:** Must be in Executive MBA program.

**EMBA664 IT Transformation of Organizations, Industries and Markets (2 Credits)**

Information technology enables the transformation of organizations, industries and markets. The purpose of this course is to understand the forces within organizations and industries that combine with the technology to create these transformations. The course focuses on general models of transformation as well as case studies of specific organizations and industries. Teams of students will select an industry and prepare a report on how technology is now or will transform it, and examine the implications for how businesses will function in the future.

**Restriction:** Must be in Executive MBA program.

**EMBA674 Marketing Simulation (2 Credits)**

This is a capstone marketing course that is taught primarily through the simulation MARKSTRAT. As we go through the simulation we will discuss marketing strategies designed to manage products in selected market segments. Topics covered include competitor analysis, buyer analysis, market segments, and product strengths and weaknesses; product related issues are identified and marketing strategies developed, assessed and implemented. The material is then complemented with the MARKSTRAT simulation. The prerequisite for this course is Marketing Management or Marketing Strategy.

**Prerequisite:** Must have completed Marketing Management or Marketing Strategy coursework.

**Restriction:** Must be in Executive MBA program.

**EMBA678 Ethical Leadership (1-3 Credits)**

This course will explore the following topics; Recognize the scope of managerial agency and the economic, legal and ethical responsibilities to various stakeholders, Conduct elementary ethical analyses of managerial situations using the principal schools of ethical reasoning, Identify the economic and ethical properties of a market mechanism, and the means for addressing the limitations of a market, and Recognize ethical leadership as the exercise of managerial agency in changing existing values and practices.

**Restriction:** Must be in Executive MBA program.

**Repeatable to:** 3 credits if content differs.

**EMBA681 Managerial Economics and Public Policy (2 Credits)**

Basic microeconomic principles used by firms, including supply and demand, elasticities, costs, productivity, pricing, marketing structure and competitive implications of alternative market structures. Market failures and government intervention. Public policy processes affecting business operations.

**Restriction:** Must be in Executive MBA program.

**EMBA683 The Global Economic Environment (2 Credits)**

Relationship between national and international economic environments. Determinants of output, interest rates, prices and exchange rates. Analysis of effect of economic policies (fiscal, monetary, trade, tax) on the firm and the economy.

**Restriction:** Must be in Executive MBA program.

**EMBA688 Strategic Management (1 Credit)**

This course aims to give you the tools, frameworks, and ideas necessary to develop business units and corporate strategies for your organizations that fit, both in the short run and long run. As noted above, this requires that we appreciate how best to analyze and identify profit opportunities and threats in different industries and competitive environments; how best to analyze and identify your organization's valuable assets, resources and capabilities and how they might be protected, leveraged, and extended in the market; how to organize your firm to be best prepared to adapt its strategy over time as the market environment changes; how to use organic growth as well as mergers, acquisitions, joint ventures, alliances, and divestitures to ensure that your organization around its strategy to maximize the probability of successful strategy implementation.

**Restriction:** Must be in Executive MBA program.

**Repeatable to:** 3 credits if content differs.

**EMBA690 Strategic Management (2 Credits)**

Integrative strategic management focusing on strategy formulation and implementation in domestic and global settings. Industry and competitor analysis, industry and firm value chain, leadership, goal setting, organizational structure and culture. Case study approach to top management and organizational problems.

**Restriction:** Must be in Executive MBA program.

**EMBA693 Supply Chain (2 Credits)**

The age of the real-time supply chain has finally arrived. Companies can now connect instantaneously with suppliers, distributors, manufacturers, customers, and alliance partners around the world. On-line access to up-to-the minute information enables companies to improve communication and project management across the entire supply chain, promote collaboration across departments, and enhance customer service and financial operations. The results are stunning; for example, a recent survey reports dramatic increases in revenues and customer retention and decreases in operating costs and product cycle times. As competition heats up from every direction, the ability to design and manage your supply chain with precision and speed becomes a business imperative. This course offers a practical blueprint for building, implementing, and sustaining supply chains in today's rapidly changing environment.

**Restriction:** Must be in Executive MBA program.

**EMBA694 Operations Management (2 Credits)**

A firm has the opportunity to create competitive advantage through proficient management of its operations. To do so, the firm must first recognize and establish the strategic role of its operations within the organization. Then, at the more detailed operational level, the firm must execute effectively and efficiently. This course examines the strategic role that the operations function can play, and offers specific tools and techniques that the firm can use for strategy execution. We cover concepts of operations management applied to both manufacturing and services, including operations strategy, analysis of process flows and bottlenecks, waiting line models, total quality management, six sigma, and revenue management.

**Restriction:** Must be in Executive MBA program.

**EMBA711 Financial Planning and Control Systems (2 Credits)**

The role accounting plays in planning and controlling issues within organizations. It takes a high-level view of planning and control and will encourage you to take a very broad view of the topic.

**Restriction:** Must be in Executive MBA program.

**EMBA724 International Financial Management (3 Credits)**

The role of financial management in the multinational firm. The financing and managing of foreign investments, assets, currencies, imports and exports. National and international financial institutions and markets.

**Prerequisite:** EMBA640.

**Restriction:** Must be in Executive MBA program.

**EMBA757 Marketing Strategy (3 Credits)**

A capstone marketing course. Marketing strategies designed to manage products in selected market segments. Topics covered include competitor analysis, buyer analysis, market segments, and product strengths and weaknesses; product related issues are identified and marketing strategies developed, assessed and implemented.

**Restriction:** Must be in Executive MBA program.

**EMBA758 Special Topics (2-3 Credits)**

Selected advanced topics in the various fields of graduate study in business.

**Restriction:** Must be in Executive MBA program.

**Repeatable to:** 12 credits if content differs.

**EMBA759 Independent Study (1-6 Credits)**

Independent study for Masters students in Business.

**Restriction:** Must be in Executive MBA program.

**Repeatable to:** 12 credits if content differs.

**EMBA778 Special Topics (2-3 Credits)**

Selected advanced topics in the various fields of graduate study in business.

**EMBA788 Executive Skills Mastery (1-2 Credits)**

This course is designed to focus on the development of the specific set of skills that executives need to successfully perform in today's organizational environment. Students complete assessments which help to target their specific skill level and in the aggregate give instructors clear ideas on the needs of the cohort. The assessments also augment executive coaching, when provided. This is typically registered as a one credit course except when a particular program's curriculum allocates enough contact hours to all course topics to be covered at a more advanced level.

**Repeatable to:** 12 credits if content differs.

**Formerly:** BMGT788A.

**EMBA789 Leadership Mastery (1-2 Credits)**

This course addresses organizational challenges from the CEO or C-level perspective. At this level, the ability to engage ambiguity and chaos effectively is essential. Creating strategy while using a systems approach and understanding how each functional area interacts with the other (with both the short-term and long-term in mind) are of very high importance. The course covers topics that consume the days of senior level leaders in organizations. This is typically registered as a one credit course except when a particular program's curriculum allocates enough contact hours to all course topics to be covered at a more advanced level.

**Repeatable to:** 12 credits if content differs.

**Formerly:** BMGT788B.

**EMBA798 Action Learning Project (1-2 Credits)**

This course is designed to give the student the opportunity to work on a real-time, salient business challenge or issue for the sponsoring organization. This is often the student's employer. Students are encouraged to design projects which extend beyond a single functional area and require them to examine the interaction of multiple functional areas from a systems perspective. Students work in teams for the projects. This allows them to learn from one another, as well as to learn how to work more effectively in teams - especially in a largely virtual environment. This is typically a two credit course when projects are initiated and completed entirely within a single term. It may be a one credit course when projects extend over more than one term.

**Repeatable to:** 9 credits if content differs.