

EMBA - Executive MBA

Courses numbered 500 to 799 = *undergraduate/graduate*. (Individual courses may be limited to undergraduate students only.) Courses numbered 800 to 999 = *graduate*.

EMBA 800. Business Analytics for Strategic Decision Making (2).

Focuses on critical evaluation of the nature of business problems and opportunities in ways that allow data-driven decision making. This includes problem discovery and framing, data exploration using descriptive techniques, and inferential analysis using parametric (e.g., t-tests, correlation, regression) and nonparametric techniques. It also emphasizes appropriate communication of data. Prerequisite(s): admission to EMBA program.

EMBA 801. Leading in a Complex World (2).

Examines leadership styles, power, authority, motivations, communications and their impact on human behavior. Includes organizational learning, team building, participative management, transformational leadership, managing diversity, conflict management, network organizations, organizational change and re-engineering. Prerequisite(s): admission to EMBA program.

EMBA 802. Strategic Marketing (2).

Focuses on strategic marketing analysis, planning, integration and implementation. Designed to prepare middle, senior and executive-level leaders to make effective marketing decisions and is taught using the case-study method. Introduces key principles and processes for developing effective integrated marketing programs aligned with organizational strategy. Prerequisite(s): admission to EMBA program.

EMBA 803. Economics of Managerial Decisions (2).

Focuses on the elements of economics that are most useful for middle- and upper-level managers. Covers the basic concept of a market (demand and supply), the internal operations of the firm (production, cost structures, internal organization and pricing policies), and the micro environment of the firm (competitive market structures and government regulation). Prerequisite(s): admission to EMBA program.

EMBA 804. Operations and Supply Chain Management (2).

Provides a fundamental understanding of manufacturing and service operations and their role in the organization, along with other functions like sales, finance, etc. Overviews a range of topics including operations strategy, capacity planning, quality management, lean, inventory management, and forecasting. Emphasizes the conceptual frameworks and modeling tools used to implement improvements in business processes. Also highlights the use of analytics in operations and supply chain management. Prerequisite(s): admission to EMBA program.

EMBA 805. Global Business and Competitiveness (3).

Focuses on applications of economic analysis to international business decisions, international and macroeconomic components, understanding the implications of macro policies and developments for the firm's business environment, expansions into foreign markets, foreign investment and the relevance of global changes in technology and labor productivity, and foreign exchange, balance of payments and trade policy issues. Prerequisite(s): admission to EMBA program.

EMBA 806. Financial Reporting and Analysis (2).

Studies the fundamental concepts of financial accounting and reporting by business entities in accordance with generally accepted accounting principles. Approaches the material from the perspective of the financial statement user rather than the financial statement preparer. Therefore, emphasis is placed on the use and interpretation of information contained in business financial statements by managers, investors and creditors. Prerequisite(s): admission to EMBA program.

EMBA 807. Corporate Finance (2).

Covers the foundations of finance with an emphasis on applications that are vital for corporate managers. Overview of basic financial analysis. Considers the major financial decisions made by corporate managers. Essential in most of these decisions is the process of valuation, which is an important course emphasis. Topics include criteria for making investment decisions, valuation of financial assets, relationships between risk and return, risk management and capital structure choice. Course goals are to examine the role of finance in supporting the functional areas of a firm and to foster an understanding of how financial decisions themselves can create value. Prerequisite(s): admission to EMBA program.

EMBA 808. Accounting for Planning and Control (2).

Introduces students to modern tools and techniques designed to generate performance measures used for decision making, management and control purposes. Accounting information is used for a variety of managerial decisions such as product pricing and profitability analysis. Illustrates how performance measures are integrated into management control systems so as to align the objectives of (division) managers with those of the shareholders. Key building blocks of such systems are cost allocations, transfer pricing and compensation schemes. Illustrates the strengths and weaknesses of commonly-used performance metrics such as the balanced scorecard. Prerequisite(s): admission to EMBA program.

EMBA 809. Digital Transformation (1.5).

Explores how to successfully incorporate information technology into organizations to support business model innovation, business process innovation, and management decision making. Course goals are to equip managers with the understanding of how information technology can be used for value creation and sustainable competitive advantage. Prerequisite(s): admission to EMBA program.

EMBA 811. Competitive Strategy (2).

Integrates the other courses in the program by addressing the strategic management of an organization. Focuses on the factors surrounding achieving and sustaining competitive advantage in the business unit and extending competitive advantage across business units. Strategy is discussed in terms of how to create maximum value for customers and to capture as much of that value as possible for growing and sustaining the organization. Prerequisite(s): admission to EMBA program.

EMBA 812. Business Law and Ethics (1.5).

Stimulates critical thinking about the application of law and ethics in business. Provides an overview of the legal system and dispute resolution procedures. Covers specific legal topics of particular importance to business leaders including contracts, torts, constitutional law, product liability, intellectual property, employment law, business entities and business regulation. Introduces students to ethical decision-making processes, the major philosophical traditions in ethical theory, as well as principles of corporate governance, corporate responsibility, and sustainability. Focuses on stimulating analytical thinking and class discussion about how to apply ethical principles to practical business situations. Prerequisite(s): admission to EMBA program.

EMBA 890. Executive Seminar in Special Topics (0.75-3).

An umbrella course created to explore a variety of subtopics differentiated by letter (e.g., 890A, 890B). Not all subtopics are offered each semester – see the course schedule for availability. Students enroll in the lettered courses with specific topics in the titles rather than in this root course. Prerequisite(s): admission to EMBA program.

EMBA 890AA. Strengths-Based Executive Coaching (1).

Centers on one-on-one coaching between Executive MBA students and executive coaches. Monthly coaching sessions between students and coaches focuses on students' application of their unique talents and

strengths to current management and leadership challenges. During each session, students are given a series of suggested actions based on their unique talents to practice and apply to address work, school and personal responsibilities. Prerequisite(s): enrollment in the EMBA program and program director consent.

EMBA 890AB. Mental Wellness as a Business Strategy (1).

It is important for individuals in leadership positions to normalize mental health and model healthy self-care habits. This course encourages leaders of all organizations to create communities of support for mental wellness and discusses how these strategies can improve overall firm performance. Prerequisite(s): acceptance into the EMBA program .

EMBA 890AC. Strategic Real Estate (1).

Provides an overview of the fundamentals of real estate and the real estate decisions that business executives face. Prerequisite(s): EMBA 807 and acceptance into the EBMA Program.

EMBA 890AD. Applied Usage of AI in Business (1).

Offers a strategic overview of artificial intelligence (AI) in business, focusing on the applied usage of large language models like ChatGPT, Bard and Google Gemini. It is designed for executives and covers AI basics, applications, problem-solving and creativity across a wide spectrum of business domains. The course emphasizes the practical and applied usage of AI while also addressing ethical implications and its impact on human labor. Additional topics include the role of AI in competitive advantage, talent acquisition, and the formulation of evolving policies and regulations. While comprehensive, this course provides a starting point to explore and discuss applications of AI in business. It includes lectures, case studies and a group project to understand current trends and future directions of AI. Prerequisite(s): acceptance into the EMBA program.

EMBA 890C. Negotiations (1).

Covers topics related to negotiations.

EMBA 890K. Innovation Management (1).

This special topics course addresses innovation management in organizations.

EMBA 890M. New Product Development (1).

This special topics course addresses entrepreneurship. It begins by providing a broad strategic overview of entrepreneurship and then specifically addresses the nuts and bolts of new product development and technology entrepreneurship.

EMBA 890N. Human Resource Management (1).

Explains the value generated by HRM practices, decisions and processes. Elaborates on the influence of the legal, social and labor environment on HRM decisions. Describes the impact of HRM policies and practices on individual and organizational performance.

EMBA 890P. Program Management (1).

Provides an overview of topics on program management. Establishes fundamental guidelines for defining the process of program management and designing time-constrained projects. Covers core methodology for managing complex projects on time.

EMBA 890X. Integrated Planning and Control (1).

Covers topics related to efficient and effective planning and control techniques across multiple projects. Establishes fundamental guidelines for defining the process of planning and controlling projects. Covers core methodology for outlining project scope and requirements, creating a work break down structure, and managing the schedule and costs.

EMBA 890Y. Program Risk Management (1).

Establishes fundamental guidelines for defining management risk in programs. Covers core methodology for assessing risk and implementing risk mitigation strategies across multiple projects.

EMBA 890Z. Program Performance Management (1).

Covers topics related to how firms can effectively manage performance in programs. Program performance management is a standard practice in organizations. The concept is presented and promoted through business processes, methodologies, metrics and technologies used by an organization to measure, monitor and manage program performance.