

## EMBA (EMBA)

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### **EMBA 6120 Strategic Info Systems (2 Credit Hours)**

### **EMBA 6130 Management Control (1 Credit Hour)**

### **EMBA 6140 Microeconomics (2-3 Credit Hours)**

Examines the key aspects of markets and economic behavior as they relate to managerial decision making. The basics of market supply and demand are developed with emphasis on applications to business decision making. The determinants and role of market structure are examined in relation to business competition, market concentration, and economic efficiency.

### **EMBA 6150 Financial Accounting (2 Credit Hours)**

Familiarizes students with key financial accounting concepts, methods and terminology and introduces the tools of financial statement analysis. The financial reporting roles of management, auditors and regulators are studied, and students learn how accounting policy choices can influence reported performance and financial position. Students develop knowledge and skills that allow them to read, interpret and analyze financial statements at a basic level and to discuss business issues in accounting terms.

### **EMBA 6160 Managing People (2-3 Credit Hours)**

As organizations globalize, maintaining an effective workforce internationally and working in global teams can be particularly challenging. This course will consider the critical issues necessary for effectively managing people both at home and abroad and help students understand how to effectively manage in a multicultural setting. We will discuss the critical role that culture plays in shaping the success or failure of an international organization. In addition, we will discuss how the subtle nuances of culture can lead to conflict, especially in multi-cultural teams. We will also explore critical skills for global management: problem-solving and conflict management in multicultural settings and the leadership and management of geographically dispersed teams. Finally, we will discuss the role of HR during mergers & acquisitions.

### **EMBA 6210 Managerial Accounting (2 Credit Hours)**

Applies the accounting models that support managerial decision-making in an advanced environment. Topics include cost behavior, cost-volume profit analysis, variable costing, differential (incremental) analysis, capital budgeting (with emphasis on the sources of accounting data), and interdivisional transfer pricing. Models are applied to service and merchandising as well as manufacturing environments.

### **EMBA 6220 Decision Models (2 Credit Hours)**

Examines the art of solving problems under uncertainty. Course topics include descriptive statistics, probability, sampling distributions, confidence intervals, hypothesis testing and simple and multiple regressions. Methods are applied to management problems drawn from marketing, finance, economics, organizational behavior, and operations management.

### **EMBA 6230 Marketing Management (2 Credit Hours)**

Analyzes the market-driven corporation with respect to the marketing mix (product, promotion, price and distribution strategy) as it applies to consumer and industrial goods and services in the private and public sectors. Emphasis is placed on the application of the marketing mix through real-world projects.

### **EMBA 6240 Operations Management (2 Credit Hours)**

### **EMBA 6260 Financial Management I (2-3 Credit Hours)**

This course provides a rigorous introduction to the field of financial economics. The first section of the course develops an analytical understanding of the time value of money concept, and applies it through basic techniques for the valuation of stocks, bonds, and investment projects. Various capital budgeting rules are also discussed in this section. The second section focuses on capital markets including the statistical concepts of covariance and diversification and the capital asset pricing model. The third section introduces capital structure policy and discusses the impact of the different financing choices on risk and required return on firm's equity. This section also introduces the notion of weighted average cost of capital.

### **EMBA 6270 Financial Management II (2-3 Credit Hours)**

This course builds directly on the material covered in Financial Management I. The course focuses on the key policy decisions made in corporate finance and discusses their impact on firm and shareholder value. The course will include an in-depth analysis of firms' financing choices and capital structure and their role in capital budgeting decisions. The course also introduces the different discounted cash flow valuation techniques for the valuation of corporate cash flows. The last third of the course focuses on options, option pricing, and applications of option pricing in corporate finance including warrant and convertible bond valuation.

**EMBA 6280 Business Analytics (2 Credit Hours)**

**EMBA 6290 Exec Decision Making (2-2.5 Credit Hours)**

**EMBA 6300 Consumer Behavior (2 Credit Hours)**

**EMBA 6310 Strategy Formulation (2-2.5 Credit Hours)**

Increases understanding of the functions and responsibilities of general management. It examines the problems that affect the character and success of an entire enterprise, whether an entrepreneurial venture or a multinational conglomerate.

**EMBA 6410 Strategy Implementation (1-3 Credit Hours)**

**EMBA 6420 Leadership & Ethics (2-3 Credit Hours)**

**EMBA 6460 Legal Environ/Business (2 Credit Hours)**

Introduces the basic concepts of contracts, labor laws, discrimination, torts, partnership, corporations, securities, and bankruptcy and gives students an understanding of the relationships between parties in a typical business setting. Tax consequences relative to various entities used in business transactions are also examined.

**EMBA 6470 Investments (2 Credit Hours)**

**EMBA 7070 Strategic Cost Mgmt (1-3 Credit Hours)**

**EMBA 7090 Managing The Global Entr (2-4 Credit Hours)**

Focuses on the structure and processes of management, particularly those of a global organization, and simulates upper-level management activities of the global enterprise. Course objectives include developing an integrated understanding of strategic and operational decision-making in a global enterprise from a general management perspective.

**EMBA 7100 Seminar:Business Strateg (2 Credit Hours)**

**EMBA 7110 Macroeconomics (2 Credit Hours)**

Introduces the theory of national income determination in relation to full employment, price stability, international trade, and economic growth. The emphasis is on macroeconomic issues for managerial decisions. Topics include the determination of interest rates, inflation, wage levels, real output growth, exchange rates, international trade patterns and how these variables impact business decision making.

**EMBA 7120 Managerial Perspective (1-2 Credit Hours)**

Provides a framework for analyzing and identifying key management issues and developing plans for action. Study focuses on identifying what managers do, what distinguishes effective management, how managers make decisions, and what makes a company excellent.

**EMBA 7130 Eco Env Global Business (2-3 Credit Hours)**

**EMBA 7140 Interpersonal & Group Effectiv (1-2 Credit Hours)**

**EMBA 7150 Special Topics Mgmt (2 Credit Hours)**

**EMBA 7160 Economics for Managers (2 Credit Hours)**

**EMBA 7240 Total Quality Management (2 Credit Hours)**

**EMBA 7260 Supply Chain Management (2.5-3 Credit Hours)**

**EMBA 7300 Corp Financial Policy (1.5-2.5 Credit Hours)**

**EMBA 7310 Marketing Strategy (2 Credit Hours)**

**EMBA 7320 Negotiations (2-3 Credit Hours)**

Explores the behavioral processes and phenomena which are inherent in virtually all types of negotiations. Emphasis is on systematic preparation of a negotiating strategy. In-class negotiation exercises and extensive debriefings are used by participants to test and evaluate their strategies and tactics.

**EMBA 7340 Executive Course (0 Credit Hours)**

**EMBA 7350 Project Finance (2-3 Credit Hours)**

**EMBA 7360 Financing Business (2 Credit Hours)**

**EMBA 7370 Cases In Finance (2 Credit Hours)**

Through case analysis, this course explores ways to value different types of business enterprises. The course emphasizes discounted cash flow methods of valuation, though other methods, such as the method of multiples, the venture capital method, and real options are also introduced. Students develop and practice valuation skills, such as financial forecasting, cash flow measurement, discount rate estimation and continuing value calculation. In addition, students work with a variety of corporate situations, such as LBO's, IPO's, spin-offs, and mergers, in which valuation plays a key role.

**EMBA 7380 Intl Business Management (1-3 Credit Hours)****EMBA 7390 Financial Statement Analysis (2 Credit Hours)**

Explores the principles and techniques for understanding and interpreting financial statements, including statement comparability, income measurement and disclosure, cash flow analysis, ratio analysis and the disaggregation of ratios, quality of earnings, account analysis, and footnote disclosures. The financial relationships of the accounting model are applied to published financial statements. Cases are used extensively.

**EMBA 7410 Change Management (2 Credit Hours)**

Examines the key aspects of leading a successful organizational change. The course analyzes both successful and unsuccessful change management efforts, allowing students to practically apply readings and discussions to individual organizational experiences. The course will build a framework for leading a successful organizational change.

**EMBA 7420 New Venture Creations (2-4 Credit Hours)****EMBA 7430 Global Strategy (2-3 Credit Hours)**

Designed to integrate and summarize all core EMBA course work, this course is based on a global management simulation in which teams of students compete against each other for business success within the global market arena while utilizing "real-world" decision making, strategy formulation, problem-solving, and competitive challenges. Teams must analyze the economic conditions of the simulated global environment, insure smooth production, and understand their products relative to their customers, use accounting data to evaluate results and make decisions, finance operations, determine research and development targets, market products, manage employees and the team and respond to the global competition.

**EMBA 7450 Management Communications (2-3 Credit Hours)**

Focuses on the different ways managers communicate within organizations and on the different ways companies communicate with both internal and external constituencies, including employees, shareholders, regulators, the public, etc. The practical emphasis is on student exercises and includes informal individual briefings, formal group presentations, and media events during crisis situations. The course also uses video and print media extensively to illustrate good and poor communication efforts on the part of existing corporations over the past several years, including examples from the oil and chemical industries, the mining industry, the tobacco industry, the accounting/consulting industry, and the wine/beer industry. Additional focus is on cross-cultural communication issues between the U.S., Asia, and Latin America through the use of international cases and various national ad campaigns. Students are encouraged to draw on their experiences and materials from their own backgrounds and companies.

**EMBA 7460 Entrepreneurship Mgmt. (2 Credit Hours)**

Conveys skills and modes of analysis that will be used directly in initiating or acquiring, managing, and harvesting a new venture. Concepts are also applicable to venturing within an existing corporation. Students will be expected to apply tools and theories learned in functional area core courses and additional knowledge gained from this class to the analysis of cases, a venture feasibility analysis process, and the formulation of a business plan.

**EMBA 7470 Cases In Marketing (2 Credit Hours)****EMBA 7480 Global Marketing (2 Credit Hours)****EMBA 7490 Project Management (2 Credit Hours)****EMBA 7510 Portfolio Theory (1.5-2 Credit Hours)**

This course examines the foundations of investment theory and practice. It begins by elaborating the concepts of risk and risk aversion, wealth allocation between risky and riskfree assets, and optimally risky portfolios. The course proceeds to develop various asset-pricing models, paying special attention to the CAPM and APT. The course will also examine the concept of market efficiency and review the empirical evidence for and against efficiency. The second half of the course examines theories and strategies for managing investment portfolios. This includes surveying how securities are actually traded and cleared. It then examines theories of active portfolio management ranging from the Peter Lynch approach to more formal models such as the Treynor-Black model. Issues of asset allocation, extended (e.g. global and real asset) diversification, and investment company organization and policy formation are studied. The course concludes with a study of portfolio performance measurement.

**EMBA 7520 Leadership and Ethics (2 Credit Hours)**

This course focuses on leadership and ethics in business and society. Leadership will be analyzed in terms of personal characteristics of great leaders (what are the qualities that great leaders possess and how do we develop those qualities?) and also functional perspectives (what are the most important tasks of leaders in business?). Ethics will be examined in practical ways. Students will consider various philosophical perspectives on business ethics, but the course's main focus will be peer group conversations about ethical issues. Students will analyze ethical dilemmas and participate in role playing exercises to provoke discussion and cultivate their common sense about ethical challenges. Students will also consider how organizations can prevent misconduct and respond to an ethical crisis. Throughout the course, cultural differences in leadership and ethics will be emphasized.

**EMBA 7540 Topics In Managng People (2 Credit Hours)****EMBA 7550 Performance Management (2 Credit Hours)**

One of the cornerstones of human resource practice in any organization, performance management shifts the common focus on an annual evaluation of employee performance to an ongoing process that includes establishing an organizational climate for success, setting and aligning goals, coaching and developing employees, formally evaluating performance, and linking performance to recognition and rewards. This course will expose students to current thinking, strategies, and evidence-based best practices in these areas of performance management by incorporating perspectives of leading practitioners, consultants, and researchers in the field. The course will be conducted in an interactive and participative manner. Learning will be facilitated through lecture and discussion, case studies, interactive exercises, and student presentations.

**EMBA 7560 Pricing Strategy (2 Credit Hours)****EMBA 7570 Global Business Envirnmnt (2-3 Credit Hours)****EMBA 7580 Topics In Adv Leadership (2 Credit Hours)****EMBA 7590 Corporate Strategy (2 Credit Hours)**

This course is designed to provide experienced executives with practice-oriented, nuanced, in-depth knowledge of the various aspects of the corporate strategy of the firm. "Corporate strategy" means managing the firm's scope – in other words, managing a corporation as a portfolio of businesses: What business units should the company have in order to maximize the shareholders' value? How should it acquire new lines of business? How should it divest the units it no longer wants? What should be the extent of the units' autonomy? In this class, students will improve their understanding of what makes a portfolio of businesses under a single corporate umbrella more or less valuable. Students will also develop and hone the decision-making tools for properly structuring and executing acquisitions and alliances under different business situations.

**EMBA 7610 Options (2 Credit Hours)**

This course will develop state-of-the-art quantitative tools for evaluating large, complex investment projects that cannot be evaluated in a satisfactory manner with standard discounted cash flow techniques. Issues covered include risk-adjusted probability measures and an introduction to modeling project cash flows as financial options. The course will also address financing and distribution policies and restructuring strategies with a special focus on the energy industry. The second half of the course will include valuing capital projects using discrete time and continuous time option pricing models. Special attention will be paid to actual and strategic real option problems in energy finance such as off-shore exploration and power plant management. (2 credit hours)

**EMBA 7620 Corp Risk Management (2 Credit Hours)**

Corporations face a variety of risks including interest rate risk, commodity price risk, foreign exchange rate risk, counter party default risk and political risk in addition to the usual business risks of their chosen fields of operation. This course analyzes the corporate decision to hedge (or not to hedge) focusing on how these decisions maximize shareholder value. The course explores ways in which firms manage their exposure to product market and financial risk and provides a balanced treatment of commodity price, interest rate, and currency risks. Topics include swaps, financial futures, FRAs, options and other recent innovations in the derivatives markets. The issue of counter party default risk and risk management approaches such as VAR (value-at risk) are also studied.

**EMBA 7630 International Finance (1-3 Credit Hours)****EMBA 7640 Service Mktg Global Econ (2 Credit Hours)****EMBA 7650 International Marketing (2-3 Credit Hours)****EMBA 7660 Managing Innovation (2 Credit Hours)**

This course provides experienced executives with practice-oriented, powerful analytical frameworks for better managing their company's innovation process and increasing its success rate of bringing innovations to market. "Managing innovation" means creating effective internal processes to sense innovation trends, to invest in the "right" portfolio of innovation projects, and to better understand the factors causing innovations to succeed or fail in the market. How can companies sense future innovations and shape these innovation opportunities to their advantage? Which projects should we invest in to create a portfolio that balances our company's needs for both short-term profits and long-term growth? What implications do disruptive technologies have for our company and its industry? How likely is an innovation to restructure the basis of competition in our industry and threaten our current competitive advantage?

**EMBA 7690 Int'L Business Law (2 Credit Hours)****EMBA 7920 Independent Study (2-3 Credit Hours)****EMBA 7960 Global Business Project (0-1 Credit Hours)**