

## *Executive MBA*

# CURRICULUM

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The Executive MBA courses are designed to provide you with the fundamentals of business and help you develop the managerial thinking skills you will need to become a competitive advantage for your organization. Some topics courses may change year to year.

### **Managerial Economics**

This course provides an economics-oriented framework for analyzing managerial and organizational problems and to understand how a firm's internal economic design affects organizational outcomes. Further, the course will develop your ability to expand and enrich your knowledge of organizations, markets, and management from the evidence acquired throughout your careers. You should expect to leave the course not with a set of "cookbook" solutions, but an effective, powerful way of thinking about business problems and their solutions through the lens of applied economics.

### **Strategy Formulation & Implementation**

This course focuses on the competitive strategy of the firm, examining issues central to its long- and short-term competitive position. Students are placed in the role of key decision makers and asked to address questions related to the creation or reinforcement of competitive advantage. The initial focus is on industry analysis and competitive advantage as it derives from the firm's strategic investments. Later we also look at how strategy is developed and implemented in real life scenarios. We continue by addressing the development of firm-specific capabilities, including the role of knowledge that contributes to a firm's competitive advantage.

### **Organizational Behavior**

As a leader, you have to work through people issues— whether they are interpersonal challenges, or issues with groups and larger scale networks. This class is organized around six critical roles within leadership. In each session we'll introduce one or two of these roles and explore strategies to build up the skills associated with them.

### **Marketing Management**

The course is designed to introduce you to the fundamental concepts of marketing that are relevant not just to marketers but to all business managers. After taking the course, you should be well prepared to formulate and communicate rigorous and practical solutions to commonly faced marketing problems across industries.

### **Accounting for Decision Making**

This course helps you acquire basic accounting knowledge that is useful in the day-to-day practice of general management and other careers in business. This course outlines accounting fundamentals and then extends this knowledge by examining how accounting information and financial information can be used to make executive-level decisions for planning, performance evaluation, and valuation.

### **Data Analysis for Managers**

Managers in all disciplines of business can use data to enhance decisions and, thus, elevate organizational performance. The analysis of data relies on core principles and techniques across disciplines and professions. Managers that know the fundamentals of data analysis have a competitive edge: they capitalize on opportunities to transform information into intelligence that drives real-world performance. The purpose of the course is to develop your ability to enhance your critical thinking process with data.

### **Global Environment of Business**

We endeavor to provide a personalized, integrated, and experiential approach toward learning about the global business environment in order to develop competencies in you as business leaders. This involves facilitating rich learning experiences in managing in a diverse global context, thinking creatively, making sound decisions under uncertainty, and integrating knowledge across functional areas.



### **Entrepreneurship and Financing New Business Ventures**

The objective of this course is to provide students the opportunity to develop an understanding of the role and challenges associated with being an entrepreneur and starting or buying a business. The course content will be useful to managers and students with a wide variety of career goals and objectives. These include starting a business, investing in a startup business, working with venture capitalists, or working in or with business development and corporate finance in established businesses. In addition, the material is highly relevant for managers in organizations considering spinning out existing business units or working in/with Corporate Venture Capital.

### **Financial Management**

The objective of this course is to use important topics in corporate finance (e.g., capital budgeting) to illustrate the fundamentals of financial economics. We start with a discussion of the time value of money and the discounting procedures for calculating present values. In doing so, we set the stage for the basic valuation of stocks and bonds. Our understanding of valuation is further refined when we next analyze the role of risk in the determination of discount rates.

### **Operations Management**

This course provides a solid foundation and deeper understanding of how the operations function contributes to ensuring effective and efficient flow of materials and information within and between organizations. We will take a broad managerial perspective emphasizing the strategic impact of the operations decisions and the interfaces between operations and the other functional areas of the organization. In addition, we will look at the operations function in both service and manufacturing context and investigate how it provides sustainable competitive advantage along the dimensions of cost, quality, delivery, flexibility and innovation.

### **Creative Leadership**

Creative leaders maximize their team's potential to innovate, sell, invest and perform other mission critical tasks. Creative leaders find opportunity in volatility and uncertainty, leveraging chaos to advantage. Creative leaders invent smart answers to new problems—and smarter answers to old problems—making a better tomorrow for us all. In this course, you'll develop your own personal plan for achieving your creative leadership goals—and you'll support your colleagues as they do the same. All coursework is based on scientific research done with US Special Operations teams, from Green Berets to Navy Seals to Airborne medics, helping you unlock your unique style for changing the world.

### **Negotiations**

Negotiation is the art and science of securing agreements between two or more interdependent parties. The purpose of this course is to understand the theory and processes of negotiation as it is practiced in a variety of settings. The course is designed to be relevant to a broad spectrum of negotiation problems that are faced by managers and professionals. It is also designed to complement the technical and diagnostic skills learned in other courses. A basic premise of the course is that while a manager needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed in order for these solutions to be accepted and implemented. Successful completion of this course will enable you to recognize, understand, and analyze essential concepts in negotiations.

### **Leading Through Digital Disruption**

Technology plays an active and important role in the life and career of a leader. Leaders need to know when and how to leverage, apply, invest and enable the development of organizational knowledge in this area. The challenge facing leaders today is knowing how to select and prioritize initiatives to invest their limited time and resources. This course will help students understand the potential of these new/emerging/existing but not well known technologies.

### **Supply Chain Management Strategic Foundations**

This course highlights the physical and information flows that occur within contemporary supply chains, with particular emphasis on logistics processes. This in-depth introduction of supply chain management will focus on the environment, structure and management of supply chain systems, focusing on the increased role of finance, technology, globalization, strategic interfirm relationships, and diversity & inclusion. We will primarily rely on case studies, business examples, and discussions of industry trends to facilitate dialogue on focal topics.

