

# Executive Master of Business Administration (EMBA)

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## COURSES

### **EMBA 5101. LEADERSHIP LABORATORY MODULE 2. 1 Hour.**

1.0 Hours This module focuses on the importance of teams for leadership and management effectiveness and focuses on the process of combining talented individuals into a high-performance cohort. Students will learn the skills and techniques that enable high-performance teams and what is required to be both an effective team member and leader.

### **EMBA 5105. LEADERSHIP LABORATORY MODULE 4. 1 Hour.**

1.0 Hours. This module explores the impact of ethics on managerial decisions, creating ethical environments for employees, establishing expected norms of behavior, and topical issues such as Corporate Social Responsibility and the consequences of unethical behavior.

### **EMBA 5106. LEADERSHIP LABORATORY MODULE 5. 1 Hour.**

1.0 Hours. This module 'brings it all together' and summarizes, enhances, and builds upon the models and competencies explored throughout the Leadership Laboratory series with a particular focus on students' future direction and ongoing development.

### **EMBA 5111. LEADERSHIP LABORATORY MODULE 3. 1 Hour.**

1.0 Hours. This course module focuses on various human capital competencies that firms and individuals can use to enhance organizational capabilities and achieve strategic objectives. The course details how the acquisition, deployment, assessment, and retention of an organization's workforce impacts productivity and firm performance in various contexts. Diversity, Inclusion, and the multi-cultural workforce issues are explored in this module.

### **EMBA 5123. NEGOTIATIONS. 1 Hour.**

Effective Leadership requires strong communication and negotiation skills. The course will cover techniques and tools for effective negotiating.

### **EMBA 5192. CAPSTONE: SPECIAL TOPICS IN INTERNATIONAL BUSINESS. 1 Hour.**

The course combines class discussion of lessons learned from the international project experience with case-based analysis. Discussion merges diverse functional business perspectives with student presentations on concepts covered in the EMBA program.

### **EMBA 5199. STRATEGIC SALES MANAGEMENT AND PROFESSIONAL SELLING. 1 Hour.**

This course will focus on two key areas: building and managing a superior sales organization and understanding the professional selling process with an emphasis on B2B sales. Topics to be covered include strategic decisions such as sales force structure and deployment, key account and sales territory management, and sales leadership and evaluation of sales organization effectiveness. The second component of the course will cover key selling steps (e.g., prospecting, customer needs development and discovery, objection handling) as well as hands-on skills/techniques for building strong customer relationships in the consultative selling process.

### **EMBA 5202. PRICING STRATEGIES AND TACTICS. 2 Hours.**

Often, managers treat pricing as a tactical problem. By pricing to cover costs, they undermine profit. By pricing for competitive advantage, they undermine value. In fact, pricing products and services is a strategic challenge that requires insight, analysis, and perspective. This course will introduce senior managers and executives responsible for pricing decisions and approvals to the theory and techniques needed to understand strategic pricing. The course will focus on how to use price to achieve strategic objectives, including successfully introducing new products to the market, responding to significant price competition, and achieving prices that reflect the true value of your products.

### **EMBA 5206. DIGITAL TRANSFORMATION OF THE ENTERPRISE. 2 Hours.**

In the modern economy, digital and technological literacy are of key importance for any top executive. Modern executives and business leaders must be able to leverage technology to reimagine their businesses and unlock value through data-driven decision making. In this course, students will be exposed to transformative technological areas that are changing business and are key for leaders to understand and master: AI/ML, IoTs, Cybersecurity, Blockchain, and Cloud Computing with a particular emphasis on analytics (AI, ML, Visualization, NLP).

### **EMBA 5211. COMPETING IN A GLOBAL ENVIRONMENT. 2 Hours.**

With an ever-growing number of industries becoming global in scope, managers are being increasingly challenged to manage strategies within a global perspective. This course provides participants with the skills, knowledge and sensitivity required to successfully manage organizations and organizational units within a multinational environment.

### **EMBA 5212. LEADERSHIP LABORATORY MODULE 1. 2 Hours.**

2.0 Hours. The module explores key characteristics of high-performing leaders and organizations and weaves these into a single integrated model that students can apply to improve their individual and organizational effectiveness. This course introduces students to a leadership and organizational effectiveness framework and assesses individual competencies using a comprehensive leadership 360 analysis.

**EMBA 5225. FOUNDATIONS OF QUANTITATIVE ANALYSIS. 2 Hours.**

This course is designed to introduce foundational statistical building blocks used in applied managerial reasoning and decision making. Coverage will include (1) the computation, interpretation, and visualization of descriptive statistics (e.g., quantities reported as key performance indicators and/or metrics on dashboards), (2) tests of statistical differences (e.g., period over period, segment vs. segment, comparisons, etc.), (3) tests for statistical association (e.g., correlations, associations among categorical variables), and (4) an introduction to predictive modeling using multiple regression. In addition to gaining working knowledge of foundational statistics, an intended outcome is to equip organizational leaders to evaluate analysis results prepared by others, a critical skill for modern data-rich business contexts with expanding applications of business analytic techniques.

**EMBA 5299. SPECIAL TOPICS IN EXECUTIVE BUSINESS EDUCATION. 2 Hours.**

New topics or independent study options to be offered as needed.

**EMBA 5303. STRATEGIC COST MANAGEMENT. 3 Hours.**

Tools for cost management to meet strategic as well as tactical organizational goals are examined. Emphasis is on leveraging accounting information for decision making, strategic management, and for the control of processes and organizations.

**EMBA 5304. MAKING STRATEGIC DECISIONS WITH FINANCIAL DATA. 3 Hours.**

A review of the elements of accounting measurement principles and practical analytical skills needed to manage the resources of a firm. This includes exposure to the fundamentals of financial statement analysis with a focus on profitability, liquidity, solvency and risk management. Reporting incentives and disclosure requirements are explored within this framework.

**EMBA 5307. DESIGNING GLOBAL SUPPLY CHAINS FOR COMPETITIVE ADVANTAGE. 3 Hours.**

The course focuses on coordination and integration of global logistics, purchasing, operations and market channel strategies. Issues on global supply chains include: forecasting demand and technology and market growth; likelihood of regulation or political instability; activities to do in-house as opposed to outsourcing; global facility location; and managing a geographically dispersed supply chain including relations with vendors.

**EMBA 5308. MARKETING AND CUSTOMER VALUE CREATION. 3 Hours.**

This course focuses on marketing strategies and tactics to create customer value and build long term relationships to meet organizational goals. Students are exposed to tools that enable managers to understand the ever-changing marketplace and then build an effective marketing strategy to meet corporate goals. Not all customers are profitable or even desirable. Customer management strategies to build marginal buyers into valued customers are also covered.

**EMBA 5309. FINANCIAL MANAGEMENT FOR EXECUTIVES. 3 Hours.**

This course provides an overview of strategic financial management for executives. The first module begins by introducing the tools needed for financial analysis at the executive level. We examine the strategic concept of opportunity cost by analyzing how to use bond yields to model the net present value of business projects. The second module adds advanced financial modeling skills for corporate financial analysis, applied to decisions on capital structure, payout policy, and M&A opportunities. The third module concludes by expanding the executive's perspective to incorporate international financial management and corporate real estate.

**EMBA 5310. COMPETITIVE STRATEGY, INTRAPRENEURIAL AND ENTREPRENEURIAL. 3 Hours.**

This course broadens student perspectives on strategy and competitive advantage. Strategic vision is developed for mature businesses and entrepreneurial startups. Conceptual tools associated with industry dynamics and the assessment of core competencies are presented. Students learn how to evaluate key competitors to formulate and implement winning strategies.

**EMBA 5311. STRATEGIC MARKETING MANAGEMENT. 3 Hours.**

The course focuses on how to develop and deliver products and services with meaningful customer value. Students learn to evaluate market potential, price products optimally, and evolve marketing strategies to capitalize on business shifts.

**EMBA 5313. EXPERIENCING THE GLOBAL ENVIRONMENT: INTERNATIONAL PROJECT. 3 Hours.**

A key factor in understanding how a business may operate in the global marketplace is to understand the culture, business practices, laws and regulations, and logistical challenges that exist in another country. This is particularly true for one as important to the world economy (let alone the U.S.) as China has become. The class will travel to China and participate in a two-week immersion into the cultural and economic aspects of how business is conducted there. Through our extensive network, that has been developed through the graduates of our China EMBA program, we are able to provide an experience like no other program of its kind can offer.

**EMBA 5399. SPECIAL TOPICS IN EXECUTIVE BUSINESS EDUCATION. 3 Hours.**

New topics or independent study options to be offered as needed.

**EMBA 5413. INTERNATIONAL BUSINESS EXPERIENCE. 4 Hours.**

A key factor in understanding how a business may operate in the global marketplace is to understand the culture, business practices, laws and regulations, and logistical challenges that exist in another country. The class will travel internationally and participate in a two-week immersion into the cultural and economic aspects of how business is conducted in an international country.

**EMBA 5415. EXPERIENCING THE INTERNATIONAL ENVIRONMENT: SPECIAL PROJECT. 4 Hours.**

Key factors in how business operates in the global marketplace means understanding the culture, business practices, laws, and logistical challenges that exist in another country. The class travels to an international destination and participate in a two-week immersion into the cultural and economic aspects of how business is conducted there. This course is an alternative to EMBA 5413 with destinations and itineraries specially designed.

**EMBA 5417. EXPERIENCING THE BUSINESS ENVIRONMENT: INDUSTRY PROJECT. 4 Hours.**

Understanding the challenges of management by experiencing the dynamics of industry and company culture, business practices, laws and regulations, and logistical challenges that confront today's business enterprises. This course is an alternative to EMBA 5413, with domestic destinations and itineraries specially designed.

**EMBA 5499. SPECIAL TOPICS IN EXECUTIVE BUSINESS EDUCATION. 4 Hours.**

New topics or independent study options to be offered as needed.