

CORE COURSE DESCRIPTIONS

ACCOUNTING

Principles of Financial Accounting	Principles of Financial Accounting focuses on the development, analysis and use of accounting reports. It provides an understanding of what these reports contain, what assumptions and concepts accountants use to prepare them and why they use those assumptions and concepts. It stresses the ability to apply accounting concepts to real world cases, which by their very nature are complex and ambiguous.
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BUSINESS ETHICS/LAW

Professional Responsibility	Professional Responsibility encourages students to think critically about the broader context and consequences of the decisions they make as managers. It first develops the argument that ethical considerations are important in the decision-making process and then develops analytical reasoning skills that enable students to identify and weigh competing ethical concerns in that process. The course also examines the importance of understanding the interdependence of markets, ethics and law in a democratic, free market society.
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FINANCE/QUANTITATIVE SKILLS

Foundations of Finance	Principles of Finance teaches students to make optimal investment and financing decisions. Specific topics include time value of money and net present value (NPV) rule, shortcomings of the popular internal rate of return (IRR) rule, real options, making cash-flow forecasts based on accounting data, the tradeoff between risk and return, portfolio theory and Capital Asset Pricing Model (CAPM), estimating a project's or firm's cost of capital, capital structure (i.e., the choice between debt and equity), and the effect of a firm's financing decisions on its investment decisions (using the "WACC" method).
Statistics & Data Analysis	Statistics and Data Analysis surveys probability concepts and statistical methodology necessary for decision making in a business environment. The course, which stresses application, covers: data collection and analysis; probability and probability distributions; statistical inference, including estimation and sample size determination; and regression and correlation analysis. The course is data based, with great emphasis on statistical inference, including applications to total quality management, polling, employee attitude surveys, market research, operations and finance.

ECONOMICS

Firms & Markets	Firms and Markets presents the major tools and concepts of economic analysis and their application to both the making of business decisions and the formulation of policies. The course also covers determinants of product demand, decision making with different industry structures, network economics, cost-benefit analysis and government policies that affect firms and markets.
The Global Economy	Global Economy studies two related topics. The first is trade and direct investment, in which students learn to understand the structural economic factors that affect business decisions and the complications caused by government policies and trends in world development. The second topic is international macroeconomics and finance. Students learn to understand the linkages among national economies through exchange rates, the balance of payments and the fundamental forces that determine the growth of nations, and the effects of policy making in a global environment.

INTERNATIONAL RESIDENCY

Global Study Tour course (first year required, second year optional)	As part of the Executive MBA Program, students participate in up to two for-credit Global Study Tours. Recent study tours have taken students to a number of economically diverse regions. This intensive, rigorous program enables students to interact with industry, financial institution, and government leaders from around the world. Participants conduct study group work regarding the countries involved, generate post-trip projects, and actively participate in meetings during the program. In recent years, Executive MBA classes have traveled to Turkey, the United Arab Emirates, Russia, India, China, Korea, Argentina, Brazil, and Chile. With each destination, students gain valuable insight into today's global business environment.
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MANAGEMENT

Communication for Teams and Leaders	Communication for Teams and Leaders helps students to engage in productive team relationships and develop the ability to lead through strategic communication. Course activities are designed to help students to become aware of how they personally work in group settings; to develop specific strategies to foster peak team performance; and to enhance their communication and collaborative problem solving skills.
Leadership in Organizations	Leadership in Organizations focuses on the design of organizations and on how managers can make organizations more effective by maximizing the performance of their members. Part of the course focuses on organizational-level problems such as how an organization should be designed, what strategy it should follow and how the conflict and politics endemic to organizational life can be managed. Another part of the course focuses on individual and group-level problems such as how to evaluate and reward employees, design jobs that motivate people and supervise employees. The course teaches students how to analyze individual performance issues in the context of complex organizations and how to manage change processes.
Strategy	Strategy studies two related issues. The first is how to gain advantage against competitors in the complex and dynamic global marketplace. Core business strategy themes include how to analyze the business environment, assess resources and capabilities and choose competitive strategies. The second issue is how to create corporate value through configuring and coordinating multi-business activities. Core corporate strategy themes include analyzing scale and scope, evaluating corporate competencies, managing the multi-business corporation and choosing corporate strategies.

MARKETING

Marketing	Marketing provides a working knowledge of the marketing of goods and services. Areas of study include capturing value, identifying and segmenting target audiences, consumer behavior, product positioning for competitive advantage, distribution, advertising, promotion, pricing, new product development and marketing research. Study groups prepare and present a marketing plan for a product or service of their choosing.
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OTHER

Leveraging Your EMBA for Career Advancement	Leveraging Your EMBA for Career Advancement will explore this question: how do I put my EMBA investment into action to position myself for opportunity, maintain career momentum, and advance my career in the process. It will provide the tools to transform the learning experience to an actionable set of skills and strategies which address career management planning and techniques that can be executed “real time” outside the classroom after each session. The course will coach participants through a hands-on approach, providing tactical training in leadership, communication, and situational diagnosis by examining everyday business scenarios with the potential for career opportunity and managing the risk professional encounters throughout their career. This class was built with the EMBA student in mind and enhanced with the reflections and experiences (The Good, The Bad and The Ugly) of the instructors and guests who participate in this highly interactive course. Their stories of career decisions, transitions and advancement provide a learning experience which not only helps you avoid the potential pitfalls in a person’s career, but helps build awareness of the need for an overall career strategy supported by your current EMBA experience.
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