

RECENT ELECTIVE COURSES

Elective Name	Course Description
Analytics and Machine Learning for Managers	<p>There are a variety of statistical methods, old and new, that are used nowadays to analyze datasets, which can range in size from the small to the enormous. This course gives an introduction to, an overview of, and a comparison between these various methods and the attendant terminology and the different kinds of questions they can help answer. Methods that will be discussed include Regression, the Lasso, Discriminant Analysis, Logistic Regression, Regression, and Classification Trees, etc. This course is not meant for the people doing the analysis but will be geared more towards helping managers understand the material and aid them in having meaningful conversations with the analytics groups in their firms. However, due to its very nature, there will be a mathematical aspect to the course (i.e. there will be formulae), though the aim is to try to understand the intuition behind them.</p>
Artificial Intelligence, Automation, and the Platform Revolution: Global Perspectives	<p>The rapid evolution of artificial intelligence (AI), machine learning, and robotics technologies, coupled with the emergence of platform-based digital business models, are transforming companies across industries and nations as we enter a new automation age. This course introduces students to this digital future of work, helping executives grasp the immediate and long-term implications of digital platforms and AI within both Fortune 500 companies and emerging industries. Students will also learn how to capitalize their potential to change business, make effective business decisions about digital change while separating the hype from what might generate genuine value, address key societal and policy issues ranging from employee reskilling, and change management to algorithmic bias and platform governance.</p>
Business Drivers	<p>This course covers business drivers of a wide range of industries. Having a perspective about how various industries make money is critical whether you analyze a company for investment, advise its managers, manage its operations, market its products, or choose its capital structure. This course will involve case presentations of various industries and will require active class participation. The course will provide a framework to analyze financial and strategic performance and to identify business drivers. More details about the course are available at http://www.dangode.com/drivers/</p>
Collaboration, Conflict, and Negotiation	<p>This course explores the management of conflicts that arise from differences in interests such as goals, priorities or competition for limited resources. It focuses on negotiation as a primary process for settling disputes between individuals and within and between organizations. The course examines and interrelates the key variables in a negotiation, including stakes, power, interdependence, trust, coalitions, communication, time, personal negotiation style and the consistency of a settlement with the firm's business strategy. Simulations are used extensively throughout.</p>
Crisis Management	<p>Effective crisis management is a competitive advantage and a critical attribute of leadership. It isn't the nature of the underlying crisis that determines whether a company emerges with its operations, reputation, and financial condition intact, but rather the nature of the response. This elective focuses on the business decisions, management processes, and leadership skills necessary to anticipate, plan for, manage through, communicate about, and recover from crises.</p> <p>A key focus of the course is organizational behavior, especially the ways companies in distress and the stakeholders who matter to those companies predictably behave when things go wrong. Another important focus is leadership: how those who lead organizations can maintain the confidence and trust of internal and external stakeholders. The third is strategy: how to navigate a crisis in such a way as to protect long-term business interests and deliver on critical business strategies. The course examines examples of effective and ineffective crisis management, from BP, HP, Home Depot, Netflix, Toyota, and many others.</p> <p>Topics covered include:</p> <ul style="list-style-type: none"> • Defining crises and mobilizing resources in a crisis • Predictable corporate mis-steps in a crisis • How to be forgiven when people have been hurt • Maintaining public support in an era of mistrust • Corporate governance and corporate responsibility • Vulnerability analysis, strategic crisis planning, and crisis prevention • Avoiding mistake chains • Communicating bad news to investors, employees, customers, and regulators • Case studies in effective and ineffective crisis management

Corporate Finance

This course helps students develop an analytical framework for understanding how organizations make investment and financing decisions. Students also learn the theory and practice of various valuation techniques. There is an emphasis on understanding the theory and its applications to the real world as well as appreciating the limitations of the tools in practical settings. Specific topics include capital budgeting, investment decision rules, discounted cash flow valuation, real options, cost of capital, capital structure, dividend policy, and valuation methods, such as WACC and APV.

Data Driven Decision Making

In every aspect of our daily lives, from the way we work, shop, communicate, or socialize; we are both consuming and creating vast amounts of information. These daily activities create a trail of digitized data that is being stored, mined, and analyzed by firms hoping to create valuable business intelligence. The objective of this course is to train you with conceptual and practical tools needed to translate data into actionable strategies. Extracting useful insights from the vast amount of information involves a combination of analytical skills and intuition. It is both an art and science. The pedagogic philosophy embraced in the class is learning-by-doing. Each concept has a software implementation with emphasis on applications and interpretation of the results for decision making. Our ultimate goal is to develop a broad analytical intuition to analyze and comprehend large databases, and translate conceptual understandings into specific operational plans

Decision Models and Analytics

This course introduces the basic principles and techniques of applied mathematical modeling for managerial decision making. Students learn to use some of the more important analytic methods (e.g., spreadsheet modeling, optimization, Monte Carlo simulation) to recognize their assumptions and limitations and to employ them in decision making. Students learn to: develop mathematical models that can be used to improve decision making within an organization; sharpen their ability to structure problems and to perform logical analyses; translate descriptions of decision problems into formal models and investigate those models in an organized fashion; identify settings in which models can be used effectively; and apply modeling concepts in practical situations. Students also strengthen their computer skills, focusing on how to use the computer to support decision making. The emphasis is on model formulation and interpretation of results, not on mathematical theory. This course is aimed at students with little prior exposure to modeling and quantitative analysis, but it is appropriate for all students who wish to strengthen their quantitative skills. The emphasis is on models that are widely used in diverse industries and functional areas, including finance, operations, and marketing.

Entrepreneurial Finance

This course identifies and follows the wealth creation cycle that begins with company startups passes through successive stages of various kinds of private equity financing and ends with the harvesting of the created wealth through a sale or merger or initial public offering. Emphasis is placed on how entrepreneurial firms adapt financing and financial contracts to the information asymmetry problems the high degree of uncertainty and the conflicts of interest associated with startups.

Financial Statement Analysis

This course is designed to prepare you to interpret and analyze financial statements effectively. It explores in greater depth financial reporting topics introduced in the core course, Principles of Accounting, and examines additional topics not covered in that course. The viewpoint is that of the user of financial statements. However, we develop sufficient understanding of the concepts and recording procedures to enable you to interpret various disclosures in an informed manner. We discuss each financial reporting issue in terms of its effect on assessments of a firm's profitability and risk. We then apply the analytical tools and concepts in competitor analysis, credit decisions, bankruptcy prediction, and forecasting. This course is designed primarily for students who expect to be active users of financial statements as part of their professional responsibilities.

Global Strategy

This course provides an understanding of the cultural, political, competitive, technological, legal, and ethical environment in which multinational firms operate. It surveys a range of tools and techniques of environmental analysis for use in assessing foreign and global conditions, opportunities, and threats. It also focuses on multinational corporate strategy, organization, and management. Students examine the building of strategic capabilities, collaborating across boundaries, developing coordination and control, and managing activities and tasks, as well as challenges of worldwide functional management, geographic subsidiary management, and top-level headquarters management.

Leadership Training for High Potentials

A student's ability to analyze behavior in collective settings, and willingness to skillfully ACT within them, help answer a number of questions: Why do some talented EMBA's succeed, while others, equally talented, flounder? Why do some people in leadership positions prove effective, while others do not? Why do some high potential people become leaders and others do not? This course tackles these questions. This course is based on the premise that, regardless of your position within an organization, leadership opportunities and challenges present themselves every day and that it is to your advantage to recognize and make the most of these opportunities. Leadership is a behavior (verb), NOT a position (noun). You have to ACT in order to learn and grow, and this class and your time as an EMBA student is the opportunity to do that – leaders are not made by passive observation! It is also based on the premise that effective leadership requires an in-depth understanding of both yourself and how organizations work, and an in-depth understanding of how to work with and through other people. By the end, I expect that you will be more conscious of others, yourself, and the impact of your own (in)actions.

Managerial Decision Making

This course attempts to help you become a better decision maker when asked about their ability to make decisions, previous students expressed concerns, and several said they lacked self confidence in making decisions. Others indicated that the process of making decisions may be painful especially if one must make an important decision. This may stem from the deliberation process one goes through that may be stressful. Others added that at times they second guess their decisions and some acknowledged that they suffer from regret when a decision they have made led to an undesired outcome. A few mentioned that having gone through such a process made them indecisive and unclear about how to go about making decisions. The above concerns are described regarding personal as well as business decisions. Making decisions at work may be easier when one can solicit the help from colleagues but at the same time the consequences may loom even larger when making decisions at work. This course takes a systematic approach to improve your decision-making skills. Requirements include several exercises knowledge of statistics is required, but the course is not about quantitative calculation of alternatives but about the processes underlying the making of decisions.

Managing Change

Contemporary business environments contain challenges that demand an increasing pace, volume, and complexity of organizational changes. Most organizations, whether they are entrepreneurial start-ups or long-established Fortune 500 firms, find that they must change or lose competitive advantage. Additionally, senior executives are increasingly responsible for leading large-scale change efforts. This course is geared toward deepening students' understanding of the challenges, techniques, and opportunities associated with initiating and implementing major changes in an organization. The objective is to prepare managers and leaders, or their consultants and advisers, to meet the challenges of organizational change successfully. We work through a series of cases and class exercises focused on diagnosing change issues effectively, the perspective of recipients of change, the role of leadership in different change situations, and finally, key elements of sustaining change. The course is applicable across a wide range of industries and career choices.

Managing Growing Companies

This course seeks to provide an understanding of the knowledge and skills that are required to manage and grow small to mid-sized firms. Students study the typical problems and opportunities that confront such organizations and use a variety of disciplines including management, strategy and entrepreneurial finance in order to formulate courses of action based on incomplete information.

Private Equity

This course examines the private equity marketplace. Private equity is a significant source of capital for both new ventures and established firms. Private equity is the investment of capital in private companies to fund growth or in public companies to take them private.

Private equity is segregated into several segments of which the principal focus of this class is on the leveraged buyout markets. Since its origins after World War II, the size of the private equity market has grown substantially and has become institutionalized. For example, annual capital commitments to private equity funds have grown from \$8 billion in 1991 to more than \$500 billion in 2007. After the financial crisis that began in late 2007, private equity commitments and deal volumes declined substantially but by 2017 commitments had risen to a level exceeding the 2007 peak to over \$700 billion. At year-end 2019, there was about \$2.5 trillion of private equity "dry powder" available for sponsors to call for private investments. At the pace of 2019 investment, this "dry powder" represents 2.6 years of investment. In 2019, private equity "exits" totaled about \$400 billion. Currently there are about 7,000 active PE Firms. Almost all LP investors are maintaining or increasing their allocation to private equity. LPs have been cash flow positive in private equity for nine years running (i.e. distributions from exits exceed new investments.)

The objective of this course is to provide an overview of the private equity market from the differing perspectives of private equity investors (limited partners), private equity fund sponsors (general partners) and the managers of portfolio companies by focusing on the nature of the market and the strategies employed. The "private equity cycle" will be explored and developed in the course. The private equity cycle includes:

1. Private equity fundraising and structure;
2. Investment origination, valuation, value creation and investment management;
3. Exit strategies.

Power and Politics

This course considers the way political processes and power structures influence decisions and choices made within and by organizations. It analyzes the sources, distribution and use of influence in relation to resource allocation, organizational change and performance, management succession, procedural justice, policy formulation, and social movements within organizations. It develops skills in diagnosing and using power and politics in organizational settings. A basic assumption underlying the course is that managers need well-developed skills in acquiring and exercising power to be effective. The course is designed to: 1. Improve students' capacity to diagnose organizational issues in terms of their political dimensions, and 2. Enhance their effectiveness in their jobs and careers as a result of that improved capacity.

Social Media and Mobile Technology

This course is designed to provide business leaders with a framework for a company to evaluate social media and enhance their integrated marketing campaigns. You will be provided with the tools to understand the current mobile technology landscape. This course covers important issues that leaders must have a POV on, including: data privacy, marketing technology, mobile video, and top mobile advertising companies. This course strikes a balanced approach of covering the pressing issues of today and timeless foundational marketing principles.

This is a fast-paced course that is designed for you to learn the basic concepts, terms, and principles that apply to the social media industry. To become familiar with key strategic issues across the sector, you will analyze the activities of the leading social media companies and applications through articles, case studies, and lectures. By the conclusion of the course, as a senior executive you will have gained an understanding of the opportunities and challenges your organization must consider as it manages its social media and mobile technology platforms.

The Strategist

Business success requires being different. To succeed, a business needs to stand out from the competition. This is what business strategy courses teach, and they are right. But finding a way to be different is harder than just knowing that it is important to be different. This is the fundamental challenge facing the business strategist. It is the challenge of looking at an existing organization and coming up with ways to make its position in the marketplace more distinctive. Or, it is the challenge of looking at the potential of a new business and creating a distinct position for it. The strategist is equally important in the worlds of existing enterprise and of entrepreneurship. The challenge of being different is considerable. Much of the time, everyone has access to more or less the same knowledge base. This is likely even more the case today, in a globally interconnected world, relative to the past. In this environment, the key to being different becomes one's ability to think differently. Of course, one has to think both differently and better, and come up with not just a different but a superior business proposition. Out-thinking others in this way is the job of the business strategist.

In this course, we will develop a four-way framework to help us think differently and better and become better business strategists. The four components of the framework (4 Cs) are: Strategy from Contrast; Strategy from Combination; Strategy from Constraint; and Strategy from Context. We will examine many examples of great business strategies of each of these four types, and we will also use this framework to help us generate entirely new strategies.

Valuation

This course covers a broad range of issues in corporate financial management. We analyze the core financial decisions made by firms, the investment decision, and the financing decision, and examine their impact on the value of the firm in the financial market. Topics that will be covered are financial planning and forecasting; project analysis and evaluation; resource allocation within firms; valuing flexibility in investment projects; capital structure policy and cost of capital; payout policy; corporate restructurings; and firm valuation. A large emphasis will be placed on the application of the concepts and tools developed in the course to financial decisions made by firms through case analysis and real-world examples.

By the end of the course, participants should feel comfortable performing a sound analysis of a variety of corporate decisions and should have developed a thorough understanding of how analyzing strategic and financial decisions from the perspective of value creation can improve managerial decision-making.