

# CORE COURSE DESCRIPTIONS

## ACCOUNTING

Principles of Financial Accounting	Principles of 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. In addition to traditional introductory topics, other topics may include mergers and acquisitions accounting, free cash flow and financial statement analysis.
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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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Leading Through Change:  
Diversity and Inclusion as  
Business Assets

This course will delve into the histories and emerging theories of business and the definitions and practices engaged in “diversity”, “equity”, “inclusion, access (DEIA), “otherness”, and “difference”. The course is divided into three sections - 1) Definitions, 2) Business Applications, 3) Trends and Innovations. Together we will explore the following questions and more:

- DEI: what do they mean today and historically (in business, globally, and in practice and application)?
- What is the emerging significance of DEIA?
- What and who “counts” as “diverse” or “different” and why does it matter?
- How are diversity, inclusion, equity, difference, and bias linked?
- What are companies’/businesses’ definitions and how have they shifted or not?
- What are the salient DEI business applications?
- How do we engage DEI transformative methodologies in leadership and in organizational cultures?
- What does being the most “diverse” mean in the world, why is this important, and what might we learn?
- How might competing notions of “diversity” and “inclusion” exist simultaneously and how might “diversity” be imagined in different global and national business contexts?
- How do we leverage different and emerging generations?
- What types of innovations might be furthered by leveraging DEI for sustainability and business development?

The course will focus on business and related applications and draw on cross-sector and interdisciplinary research. Students will engage a variety of texts from different intellectual traditions that have given consideration to the DEI frameworks, the conceptual questions posed above, the contrasting and emerging definitions of “diversity”, inclusion, and bias, and the practical implications of policy implementation.

## 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).
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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.

**INTERDISCIPLINARY**

Global Study Tour	As part of the Executive MBA Program, students participate in a for-credit Global Study Tour. 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.
Capstone	The Capstone project is an integrative team-based exercise that gives you the opportunity to demonstrate an understanding of the core concepts taught throughout the program, and apply them to the case of a real-life strategic opportunity, all while potentially changing your life significantly in the process.

**MANAGEMENT**

Strategic Communication	Successful strategic communicators focus on achieving intended outcomes, establishing mutual engagement, and expressing clear messages that have impact on individuals and groups. This online course is designed for students to become aware of how they work and communicate in group settings, make informed decisions about how to structure and deliver business messages, and increase communication effectiveness. During this course, you will deliver individual and group presentations. The course will be highly interactive and the learning experiential.
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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**SUSTAINABILITY****Sustainability for Competitive Advantage**

In this course, students will develop an understanding of how leading companies in many sectors are embedding sustainability in their core business strategy and using it to drive innovation; operational efficiency; employee, supplier and customer loyalty; competitive advantage and value to society. They will 1) become familiar with the key environmental and social issues affecting business today, 2) explore the innovations developed by corporate leaders in pursuit of sustainability, 3) become familiar with the latest consumer insight research on sustainability and 4) begin to develop some of the skills required for leading in this new social and political environment (e.g. multi-stakeholder management). This course is multi-disciplinary, and seeks to integrate across the functions of the firm to arrive at an effective firm-wide leadership sensibility.