

Executive MBA Program Plan of Study 2010-2012

ENTERPRISE MANAGEMENT MODULE I

Orientation

Designed to familiarize new students with the structure, operations and administrative details of the EMBA program, this three full-day program will acclimate students to graduate study at the LeBow College of Business.

The Foundations of Business Performance *Credits: 3*

This course focuses on the many interdependencies among various functional areas of the enterprise, as well as executive decision processes within these areas. It emphasizes team building and shared learning. The focal point is on the need to integrate strategic and operational concepts, issues and decisions in moving a technological enterprise from start-up to success. A management simulation is used as a vehicle for focusing on the knowledge required for effective evaluation and leadership of the business enterprise as well as efficient teamwork. The purpose of this course is to introduce broad business topics and to show how they relate to the functions of the entire organization.

Leadership & Professional Development *Credits: 3*

This course helps students develop knowledge and skills to enhance their professional development and to become effective leaders. Students will understand trends in contemporary organizations, enhance their self-awareness, and refine their interpersonal skills, and apply these skills to improve their work effectiveness.

Measuring and Maximizing Financial Performance *Credits: 3*

This course introduces students to the content, methodology, and application of computer-based accounting systems that support the decision-making process at all organizational levels. It presents an accelerated treatment of the principles of financial valuation and the tools and techniques that facilitate financial decision-making in the areas of financing, investment, working capital, and operating decisions. Topics include: interpreting financial statements; assessing an organization's financial environment; calculating risks and returns on investment, discounted cash flows, bond & stock values, derivatives and the cost of capital; and understanding the key elements of international finance.

Principles of Macro/Micro Economics *Credits: 3*

Students learn the principles of micro- and macro-economics. Special attention will be given to understanding consumer behavior, the theory of the firm and various market structures. Students will finish the class with a basic understanding of how markets work; why free, competitive markets are often desirable; and why some markets are not competitive and what can and should be done in these situations. The course also studies the growth and fluctuation of aggregate economic activity, including national income accounting and the determination of output, employment and price levels.

FUNCTIONAL CORE MODULE II

Marketing Strategy and Planning *Credits: 3*

Students will apply the tools and concepts of their general marketing course to understand the needs of current and future customers as well as learn strategies for product development, promotion, pricing, and place as they relate to an organization's marketing goals. With an emphasis on the application of strategic planning, students will learn how to achieve competitive advantage.

Business Statistics *Credits: 3*

Students learn to apply quantitative decision-making models to significant problem situations in business and government. The course emphasizes statistical inference techniques, including hypothesis testing, simple and multiple linear regression and correlation, analysis of variance models, and non-parametric methods, using widespread statistical software applications.

Managerial Accounting Credits: 3

This course discusses management accounting as part of the firm's information system, drawing on cost accounting and budgeting systems for planning and controlling business operations. Topics include different methods of cost calculation, e.g. job-order, process, direct, step-down, activity-based, cost-volume-profit and standard costing.

Managerial Economics for Business Credits: 3

Students will learn demand and cost analysis, pricing policies, capital budgeting, and selected topics of economic analysis as they relate to business policies. Students will gain insight into how economic trends and measures relate to business policies. Students will also learn how to identify, measure, and compare the costs and consequences of the use of products and services. An understanding of how economic trends and measures relate to an organization's operations leads to more effective decision making.

Operations Management Credits: 3

This course studies the input-output transformation process in organizations, including analysis of administrative functions and planning, and control of processes such as setting work standards, scheduling tasks and personnel, managing materials, and quality control.

Corporate Financial Management Credits: 3

This course provides an in-depth treatment of long-term financing decisions, including valuation, cost of capital, financial leverage, dividend policy, and capital structure determination. Topics include: forecasting a firm's financial statements and working capital position to determine long-term financing needs; determining the value of a firm using discounted cash flow and price multiple methods; analyzing the lease-vs.-buy decision for capital equipment; and understanding how global issues affect a multinational firm's financial decisions.

Mergers, Acquisitions, and Corporate Governance Credits: 3

This course examines advanced topics in corporate finance with an emphasis on mergers, acquisitions, valuation and corporate governance. Mergers, acquisitions, and corporate governance are ideal vehicles to explore advanced topics since they impact (and are impacted) by virtually every aspect of finance. Naturally, valuation is at the center of an analysis of mergers. In addition, mergers, corporate governance (and this course) utilize and integrate material from many other business disciplines including economics, law, accounting, statistics, strategy, marketing and human behavior. The course format consists of assigned readings, cases, and additional exercises. You will be asked to value companies and defend your analysis, participate heavily in class discussions, and complete a merger simulation where you will be bargaining with other managerial teams. The simulation requires you to defend, implement and experience the outcome of your valuation in practice while adhering to sound governance principles. Because of limited class time and to allow time for guest speakers, extra modules presenting various topics of the course will be completed independently outside of class.

International Business Management Credits: 3

Students will learn to understand how political, social and economic environments affect U.S. business firms, consumers, and policy makers; describe international trade, investment, and financial links between the U.S. and rest of the world; Analyze possible economic consequences of the changing environment on international business and discuss the optimal strategy to individual multinational firms facing a variety of expected and unexpected changes in international business environment.

TECHNOLOGY MANAGEMENT/ STRATEGIC LEADERSHIP MODULE III

Managing Technological Innovation Credits: 3

This course examines how industries are transformed by new technologies, how managerial action can shape technologies, and how managerial competencies can affect the innovation performance of their firms. Students will explore such issues as the implications of types of innovations and firm profit, techniques for managing innovation, and the importance of knowledge and firm capability to competitive advantage.

Strategic Information Technology Management Credits: 3

This course provides students with an understanding of current information technology. It emphasizes the state and

application of current technology in addressing business problems and opportunities now and in the future, and addresses the changing role of IT management within the organizational structure.

Leading High Performance Organizations *Credits: 3*

In this course, students examine major concepts, theories, and processes relevant to the management of business and other organizations. Topics include: leadership, decision-making, performance appraisal and rewards, power and conflict, and the social structure of organizations and their networks of relationships. Students will learn to: differentiate and integrate complex concepts of team and teamwork; understand the organizational context in which teams operate; understand how individual, group, and organizational mindsets affect team performance.

Strategic Management *Credits: 3*

This course provides an integrative study of the functions and responsibilities of top management and the strategies that affect the character and success of the total enterprise. The instructor uses case studies and assigned readings to develop the viewpoint of top management charged with responsibility for the enterprise as a whole.

LEADERSHIP CAPSTONE MODULE IV

Leadership Retreat (approx. 12 days) *Credits: 3*

The capstone experience encompasses domestic and international experiences, enabling students to participate in policy discussions and strategic leadership opportunities in varied settings.

- Lectures and panel discussions on public policy, international business climate, multinational management topics provide a grounding on doing business in the destination country
- Best practice case studies enable students to analyze the current operating styles of the top corporations in the area and learn from their success
- Corporate visits expose students to international trends and cultures and offer them firsthand experience with the intricacies of conducting international business
- Students will meet, learn from and network with international business experts

Executive Leadership & Coaching Series (program enhancement)

Workshops: Interwoven in the 20-month program are 6-8 practical one-day workshops on leadership and executive decision making topics geared specifically to Executive MBA students. Leadership workshops cover topics such as: leading high-performing teams, managing diversity in the workplace, negotiation and conflict resolution, dealing with difficult people and time management. Executive workshops include topics such as: thinking and planning as a leader, guiding your company's future, using strategy at every level. Although the workshops are not for credit, attendance is a graduation requirement.

Executive Coaching: EMBA students work with an executive coach on developing and implementing a personal leadership development plan. Students have three individual milestone sessions with the executive coach along with access to coaching throughout a 20-month period. In addition to the knowledge acquired in academic coursework, the executive coaching provides a setting for individualized discussions, focused action, feedback, and disciplined follow-up.