

# EXECUTIVE MBA (MBAE)

## Executive MBA (MBAE)

### MBAE 6001 (1.5) Ethics I

Focuses upon individual leadership and personal ethics. Students will reflect on how personal values shape their approach to leadership and business decision-making. Students will develop individual decision-making frameworks for use in their careers as they earn increasing responsibility and decision-making authority. Topics covered will include values-driven leadership, stakeholder theory, normative ethics and moral psychology.

**Requisites:** Restricted to Executive MBA (EMBA) students.

### MBAE 6002 (1.5) Ethics II

Focuses on the overlap between organizational leadership and business ethics. Students consider the interconnectedness of law, ethics, values, public policy, regulation, and organization leadership/culture, with opportunity to reflect on how organizational and societal values shape our organizational decision-making processes and actions. Topics covered will include Environmental, Social, Governance (ESG) issues, corporate governance, public policy (lobbying, collective action, regulation, etc.), and community relations/corporate social responsibility (CSR).

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

### MBAE 6010 (1.5) The Economics of Pricing, Price Forecasting, and the Macroeconomy

Examines Price Setting, Price Forecasting and Macroeconomics. Learn to identify consumer price-sensitivity, optimal pricing, and variability driven by consumer attributes. Predict direction of prices in competitive markets. Identify timeframe to profitably act upon this information and the impact of market structure and the level of slack in a market. Develop understanding of the economy as a system. Learn predictive tool for forecasting evolution of GDP, exchange rates, interest rates given policy changes or economic shocks.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

### MBAE 6021 (1.5) Financial Accounting I

This course introduces the basic concepts and practices of the financial reporting system used by companies to convey the results of their operations to stakeholders. Students will develop fluency in accounting terminology and better understand how the intersection of business activities and accounting principles affect corporate financial statements. By the end of the course, students will have the ability to read and interpret real-world financial statements.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

### MBAE 6022 (1.5) Financial Accounting II

This course builds on the foundations from Financial Accounting I to explore the complexity of accounting due to the discretion and judgment involved in choosing among alternative methods of accounting. Students will also explore how controls are utilized to mitigate potential risks from misstatements caused by errors, omissions, or fraud. By the end of the course, students will understand how management and accounting decisions affect financial reporting.

**Requisites:** Restricted to Executive MBA (EMBA) students.

### MBAE 6050 (3) Executive Level Strategy

The fundamental question of strategy is how firms can attain and sustain competitive advantage. In this course, we will analyze in depth the sources of competitive success among firms and develop skills and knowledge necessary to be an effective strategy analyst. You will enhance your strategic thinking skills by learning the concepts and tools of strategic analysis and by applying them to actual competitive situations in case studies and team work.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

### MBAE 6051 (3) Operations Management

Addresses the interface between a firm's operations and its over-arching strategy, exploring the design and qualities of a reinforcing operating model, considerations in selecting performance measures, building organizational capabilities, and managing uncertainty. Develops an understanding of processes at the system level, generating insights into the factors that limit a system's productivity as well as the alignment of processes with the organization's goals/strategy.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

### MBAE 6065 (3) Business Finance

This class presents foundational concepts of corporate finance and investments; describes equity and debt markets; practices discounting cash flows; measures risks and returns using the capital asset pricing model (CAPM) and demonstrates the benefit of diversification. Explores how certain biases and behaviors of market participants may lead to inefficiencies in the market. Students gain understanding of modern financial institutions (e.g., venture capital) and modern financial instruments (e.g., ETFs) and their roles in the modern economy.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

### MBAE 6081 (1.5) Data and Uncertainty

Explores fundamental techniques for analyzing data found in the business environment, concentrating on practical, hands-on experience using and communicating your findings in a concise manner. Course focuses on inference and regression analysis. We will rely on software to calculate the numerical results, but the interpretation will come from you and your team or partners. These tools prepare you for your work specifically in economics, finance, and marketing, specifically, and in all business aspects, generally.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

### MBAE 6091 (1.5) Strategic Marketing I

Marketing is the critical business function of creating value for customers. In this course, you will apply foundational strategic frameworks to develop marketing strategies to achieve organization objectives. Through situation analyses and understanding of consumer behavior and consumer segmentation, organizations position brands to maximize return on marketing investments.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

### MBAE 6092 (1.5) Strategic Marketing II

In this course we will focus on designing, evaluating, and refining the value proposition (4 P's of product, price, place and promotion) for consumer segments. Our emphasis will include consumer and trade promotion tactics, digital marketing tools, distribution metrics, and pricing strategies to reach, persuade, and satisfy the organization's customers.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

**MBAE 6100 (3) Entrepreneurship**

Examines initial decisions that set a foundation for growth, pros/cons of alternative growth strategies, organizational scaling tactics, and keys to realizing value. Focusing on adolescent firms which have moved beyond the start-up stage but have yet to evolve into mature businesses and internal intrapreneurship efforts of established firms, will explore key choices founders and managers face as they scale their businesses, growth-related stumbling blocks and alternative strategies that may be used to overcome these obstacles.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

**MBAE 6205 (1.5) Risk Management**

Corporations face a multitude of risks beyond their control that nevertheless affect the bottom line. There are risks that are financial in nature, risks associated with operational decisions, and reputational risks. With the introduction of new technologies, companies also need strong cyber resilience to combat security risks. This course will provide a framework for identifying risks faced by organizations and developing risk mitigation plans to manage the uncertainty presented by external forces.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

**MBAE 6211 (1.5) Applied Financial Management I**

This applied course provides the toolkit for decision-makers to answer the two fundamental questions in financial strategy: How should a project be financed? How much funding is required? The tools include financial statement forecasting, working capital management, optimal capital structure, and the determination of cash retention and payout ratios, among others. These topics are analyzed through case studies involving high-growth environments, share repurchase recapitalizations, financial distress, and intangible assets, among others.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

**MBAE 6212 (1.5) Applied Financial Management II**

This applied course provides the toolkit for decision-makers to answer the most fundamental question in business: Is this a good project? The financial valuation techniques include discounted cash flow methods and relative valuations using peers multiples. These topics are analyzed through case studies involving initial public offerings, capital budgeting for large investment projects, mergers and acquisitions, and restructurings, among others.

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**Grading Basis:** Letter Grade

**MBAE 6420 (3) Digital Strategy**

This course combines theories and frameworks with practical approaches to provide students with the skills required to help companies identify business opportunities, find appropriate information related technologies, and lead digital transformation efforts to success. Thus, it is not a technical course; rather, it addresses the question: why and how these new technologies should be leveraged to innovate, shape and support new as well existing business strategies in today's global competitive landscape.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

**MBAE 6470 (3) Creating Value Through Innovation**

Innovation is a critical growth driver for many organizations. In this course, you will learn how to use innovations to generate value, both for your business and for the customers you serve. This ability to unlock growth and power through innovation will serve managers in all functional areas well, and it applies to all organizations from entrepreneurial ventures to large multinational corporations. Draws on both your creative capacity, and your logical and analytical skills.

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**Grading Basis:** Letter Grade

**MBAE 6480 (1.5) M&A and Corporate Development**

Focuses on some of the key aspects of M&A deal-making and implementation; will adopt an integrative approach that emphasizes strategic management issues in corporate development. Through a combination of case studies and readings covering concepts and frameworks, course participants will be exposed to a range of M&A issues that can be grouped into four main pillars: 1) M&A within Corporate Strategy; 2) Advisory Inputs; 3) Corporate Development Tools; and 4) Deal Implementation.

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**Grading Basis:** Letter Grade

**MBAE 6530 (1.5) Negotiations**

Negotiation is subtle skill. The goal of this course is to make you a better negotiator. Students will explore the major concepts and theories of the psychology of negotiation, and apply their knowledge of these topics through directed practice and case analysis. Successful students will be committed to actively participating in the simulations, and be willing learn from the feedback as well as the behavior of others in the course.

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**Grading Basis:** Letter Grade

**MBAE 6560 (1.5) Executive Leadership**

The purpose of this course is to build MBA students' understanding of leadership theories, concepts, processes, and behavior while also helping students identify, develop, and build their own leadership capabilities. The class will enable students to prepare themselves to become leaders of organizations and to embark on paths of personal leadership development.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

**MBAE 6565 (1.5) Inclusive Leadership**

Focuses on how to lead in an inclusive way. Ethical missteps can ruin companies and careers; learning inclusive leadership skills is an imperative to successful management. Leaders who understand the nature of unconscious bias and the meaning of inclusion are best able to lead today's diverse workforce. Examines what it means to lead in a more inclusive way by understanding what inclusion means and how to create it in teams and organizations.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

**MBAE 6581 (1.5) Aligning People with Business Strategy I**

Focuses on providing a foundational understanding of key human capital management concepts allowing leaders to better appreciate the full potential of the function, set the right expectations, understand the inherent risks, and establish proper accountability. Explores how to align innovative human capital solutions with business strategy resulting in the long-term prosperity of organizations.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

**MBAE 6582 (1.5) Aligning People with Business Strategy II**

Focuses on enhancing understanding of key human capital strategy concepts specifically applied to enhance organizational performance resulting in competitive differentiation.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade

**MBAE 6806 (1.5) Global Business Experience**

This course provides an opportunity for students to apply the business knowledge learned throughout the Executive MBA program, culminating in an international trip to engage with experts in our host countries.

Provides first-hand, on-the-spot experience of how business is conducted (e.g., strategy, finance, organization, culture, and management) in the host countries. The trip presents a unique opportunity for face-to-face contact and exchange of experience between executives from the U.S. and their counterparts in the destination countries.

**Requisites:** Restricted to Executive MBA (EMBA) students.

**Grading Basis:** Letter Grade