

Course Curriculum

Course #	Course Title and Description	Credits
EMBA 5225	<b>FOUNDATIONS OF QUANTITATIVE ANALYSIS. 6 Sessions.</b> This course is designed to introduce foundational statistical building blocks used in applied managerial reasoning and decision making. Coverage will include (1) the computation, interpretation, and visualization of descriptive statistics (e.g., quantities reported as key performance indicators and/or metrics on dashboards), (2) tests of statistical differences (e.g., period over period, segment vs. segment, comparisons, etc.), (3) tests for statistical association (e.g., correlations, associations among categorical variables), and (4) an introduction to predictive modeling using multiple regression. In addition to gaining working knowledge of foundational statistics, an intended outcome is to equip organizational leaders to evaluate analysis results prepared by others – a critical skill for modern data-rich business contexts with expanding applications of business analytic techniques.	2
EMBA 5212	<b>Leadership Laboratory Module 1. 6 Sessions.</b> The module explores key characteristics of high-performing leaders and organizations and weaves these into a single integrated model that students can apply to improve their individual and organizational effectiveness. This course introduces students to a leadership and organizational effectiveness framework and assesses individual competencies using a comprehensive leadership 360 analysis. focuses on developing talented individuals into a high-performance cohort. Students will learn the skills and techniques required to be both an effective team member and leader.	2
EMBA 5101	<b>Leadership Laboratory Module 2. 3 Sessions.</b> This module focuses on the importance of teams for leadership and management effectiveness and focuses on the process of combining talented individuals into a high-performance cohort. Students will learn the skills and techniques that enable high-performance teams and what is required to be both an effective team member and leader. individual and organizational effectiveness.	1
EMBA 5304	<b>MAKING STRATEGIC DECISIONS WITH FINANCIAL DATA. 8 Sessions.</b> A review of the fundamentals of accounting measurement principles and practical analytical skills needed to manage the resources of a firm. Exposure to the fundamentals of financial statement analysis with a focus on profitability, liquidity, solvency and risk management. Reporting incentives and disclosure requirements are explored within this framework.	3
EMBA 5308	<b>MARKETING AND CUSTOMER VALUE CREATION. 8 Sessions.</b> This course focuses on marketing strategies and tactics to create customer value and build long term relationships to meet organizational goals. Students are exposed to tools that enable managers to understand the ever-changing marketplace and then build an effective marketing strategy to meet corporate goals. Not all customers are profitable or even desirable. Customer management strategies to build marginal buyers into valued customers are also covered.	3
EMBA 5309	<b>FINANCIAL MANAGEMENT FOR EXECUTIVES. 8 Sessions.</b> This course provides an overview of strategic financial management for executives. The first module begins by introducing the tools needed for financial analysis at the executive level. We examine the strategic concept of opportunity cost by analyzing how to use bond yields to model the net present value of business projects. The second module adds advanced financial modeling skills for corporate financial analysis, applied to decisions on capital structure, payout policy, and M&A opportunities. The third module concludes by expanding the executive's perspective to incorporate international financial management and corporate real estate.	3
EMBA 5303	<b>STRATEGIC COST MANAGEMENT. 8 Sessions.</b> Tools for cost management to meet strategic as well as tactical organizational goals are examined. Emphasis is on leveraging accounting information for decision making, strategic management, and for the control of processes and organizations.	3
EMBA 5307	<b>DESIGNING GLOBAL SUPPLY CHAINS FOR COMPETITIVE ADVANTAGE. 8 Sessions.</b> This course focuses on coordination and integration of global logistics, purchasing, operations and market channel strategies. Issues in managing global supply chains include: forecasting demand and technology and market growth; likelihood of regulation or political instability; which activities to do in-house as opposed to outsourcing; global facility location; and managing a geographically dispersed supply chain including the relationships with vendors.	3

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EMBA 5206	<b>DIGITAL TRANSFORMATION OF THE ENTERPRISE. 6 Sessions.</b> In the modern economy, digital and technological literacy are of key importance for any top executive. Modern executives and business leaders must be able to leverage technology to reimagine their businesses and unlock value through data-driven decision making. In this course, students will be exposed to transformative technological areas that are changing business and are key for leaders to understand and master: AI/ML, IoTs, Cybersecurity, Blockchain, and Cloud Computing with a particular emphasis on analytics (AI, ML, Visualization, NLP).	2
EMBA 5202	<b>EMBA 5102. PRICING STRATEGIES AND TACTICS. 6 Sessions.</b> Often, managers treat pricing as a tactical problem. By pricing to cover costs, they undermine profit. By pricing for competitive advantage, they undermine value. In fact, pricing products and services is a strategic challenge that requires insight, analysis, and perspective. This course will introduce senior managers and executives responsible for pricing decisions and approvals to the theory and techniques needed to understand strategic pricing. The course will focus on how to use price to achieve strategic objectives, including successfully introducing new products to the market, responding to significant price competition, and achieving prices that reflect the true value of your products.	2
EMBA 5199	<b>STRATEGIC SALES MANAGEMENT AND PROFESSIONAL SELLING. 3 Sessions.</b> This course will focus on two key areas: building and managing a superior sales organization and understanding the professional selling process with an emphasis on B2B sales. Topics to be covered include strategic decisions such as sales force structure and deployment, key account and sales territory management, and sales leadership and evaluation of sales organization effectiveness. The second component of the course will cover key selling steps (e.g., prospecting, customer needs development and discovery, objection handling) as well as hands-on skills/techniques for building strong customer relationships in the consultative selling process.	1
EMBA 5111	<b>Leadership Laboratory Module 3. 3 Sessions.</b> This course module focuses on various human capital competencies that firms and individuals can use to enhance organizational capabilities and achieve strategic objectives. The course details how the acquisition, deployment, assessment, and retention of an organization's workforce impacts productivity and firm performance in various contexts. Diversity, Inclusion, and the multi-cultural workforce issues are explored in this module. objectives. The course details how the acquisition, deployment, assessment, and retention of an organization's workforce impacts productivity and firm performance in various contexts.	1
EMBA 5123	<b>NEGOTIATIONS. 3 Sessions.</b> Effective Leadership requires strong communication and negotiation skills. The course will cover techniques and tools for effective negotiating.	1
EMBA 5105	<b>Leadership Laboratory Module 4. 3 Sessions.</b> This module explores the impact of ethics on managerial decisions, creating ethical environments for employees, establishing expected norms of behavior, and topical issues such as Corporate Social Responsibility and the consequences of unethical behavior.	1
EMBA 5413	<b>EXPERIENCING THE GLOBAL ENVIRONMENT: INTERNATIONAL PROJECT.</b> A key factor in understanding how a business may operate in the global marketplace is to understand the culture, business practices, laws and regulations, and logistical challenges that exist in another country. The class will travel to a key foreign market and participate in a 10-day immersion into the cultural and economic aspects of how business is conducted there.	4
EMBA 5310	<b>COMPETITIVE STRATEGY, INTRAPRENEURIAL AND ENTREPRENEURIAL. 8 Sessions.</b> This course broadens student perspectives on strategy and competitive advantage. Strategic vision is developed for mature businesses and entrepreneurial startups. Conceptual tools associated with industry dynamics and the assessment of core competencies are presented. Students learn how to evaluate key competitors to formulate and implement winning strategies.	3
EMBA 5106	<b>Leadership Laboratory Module 5. 1 Session.</b> This module 'brings it all together' and summarizes, enhances, and builds upon the models and competencies explored throughout the Leadership Laboratory series with a particular focus on students' future direction and ongoing development.	1