

Executive MBA (EMBA)

EMBA 6790 Problem Solving Communication 3 Credits

The principal purpose of this course is to help you develop the problem-solving, project management, and communications skills that you will need for successful participation in the EMBA program and for your future leadership careers. We will introduce and apply a set of analytical, problem-solving, and communications concepts and tools that you will subsequently use throughout the EMBA program. Working with faculty and classmates, you will:

* Learn widely applicable analytical models to help frame, understand, and interpret the nature of business problems. * Apply proven methods to diagnose problems, analyze the relevant information, and recommend solutions. * Practice the communication of key findings and recommendations in ways that are most likely to lead to constructive action. * Connect with your new EMBA cohort and create norms for connection and collaboration that will enhance your experience in the program's hybrid format.

We will explore critical questions, such as - what are the best ways to define and disaggregate a complex business problem; how do you develop a coherent project plan; how do you undertake insightful research and analysis; how do you draft a compelling presentation of your findings and recommendation; and how do you communicate most persuasively, both in-person and in a hybrid or virtual format?

Throughout the course, we will mix theoretical concepts with project-based learning, open-ended research, and analytical problem-solving. A key feature of the course will be a "live case study", focused on the electric vehicles industry, which you will undertake in small teams – the first of several such team projects throughout the EMBA program. This will enable us to focus attention on the importance of effective teamwork and collaborative problem-solving. You will complete this project by working with teammates to develop and deliver a final presentation, which will leverage what you have learned about effective communications.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6800 Opening Residency 2.5-3.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6801 Decision Analytics 3 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Exec Masters in Business Admin, Exec Masters in Business Admin, Exec Masters in Business Admin or Exec Masters in Business Admin.

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6802 Marketing 3 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a major in Exec Masters in Business Admin, Exec Masters in Business Admin, Exec Masters in Business Admin or Exec Masters in Business Admin.

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6803 Firm Analysis and Strategy 3 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6804 Org Behavior Leadership 3 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6805 Accounting for Executives 3 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6806 Strategy 2.25 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6807 Finance 3 Credits*Level:* Graduate, Undergraduate*Grading:* Main Campus (UGrad, Grad)*Course registration restrictions:*

Enrollment is limited to Graduate level students.

EMBA 6808 Global Operations 3 Credits*Level:* Graduate, Undergraduate*Grading:* Main Campus (UGrad, Grad)*Course registration restrictions:*

Enrollment is limited to Graduate level students.

EMBA 6809 Strategic Managerial Accounting 2.25 Credits*Level:* Graduate, Undergraduate*Grading:* Main Campus (UGrad, Grad)*Course registration restrictions:*

Enrollment is limited to Graduate level students.

EMBA 6810 New Business Ventures 3 Credits

This course helps students develop competency in developing and launching new products, innovations, services or ventures. This course is designed to teach key elements applicable to launching an innovation on an existing product or service at a company, launching a new/disruptive product or service at a company, or launching an independent small business or startup as an entrepreneurial venture. The course focuses on the developing skills and knowledge of the individual innovator – helping train, teach and prepare them to identify, develop and launch innovations in the most common settings for innovation: inside established organizations. Additionally these skills developed as an innovator within existing organizations serve as the fundamental foundation for entrepreneurial success with more than 81% of successful startup founders having identified their startup or new venture idea at their previous employer.

Level: Graduate*Grading:* Main Campus (UGrad, Grad)*Course registration restrictions:*

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6815 Bus/Govt/Global Econ 1.5 Credits*Level:* Graduate*Grading:* Main Campus (UGrad, Grad)*Course registration restrictions:*

Enrollment is limited to Graduate level students.

EMBA 6816 Business and Public Policy 1.5 Credits*Level:* Graduate*Grading:* Main Campus (UGrad, Grad)*Course registration restrictions:*

Enrollment is limited to Graduate level students.

EMBA 6817 Strategic Advocacy for Bus 1.5 Credits

This course provides a comprehensive perspective on the inner workings of policymaking in Washington and other key global capitals as businesses seek to operate successfully in an era beset by rising populist nationalism, sharp swings of the political pendulum and unpredictable policy decisions. Focused on practical and experiential elements and designed to help build an executive's advocacy skills, the course will focus on four key dynamics integral to policymaking regardless of the specific locale: policy, politics, process and people. Understanding politics and policymaking is now a necessary skill for every CEO. Developing this understanding and the advocacy skills that accompany it are increasingly vital tools of modern management. Business leaders must hone their ability to negotiate with government leaders and regulators and develop and apply campaign-like strategies. Political knowledge and policymaking acumen are no less essential than finance, accounting, technology, talent development, organizational design and other more traditional forms of management expertise. This course will combine classroom discussion, practical tools and experiential elements. While considerable focus will be on the United States, key global capitals and international developments will also be explored. Our locus in Washington, DC will allow us to take advantage of the School's and University's vast network of high-level relationships at the intersection of policy and politics, meeting experienced practitioners at their places of business to learn first-hand how business leaders can succeed in today's challenging environment.

Level: Graduate, Undergraduate*Grading:* Main Campus (UGrad, Grad)*Course registration restrictions:*

Enrollment is limited to students with a program in Exec Masters in Business Admin, Exec Masters in Business Admin, Exec Masters in Business Admin or Exec Masters in Business Admin.

Enrollment is limited to Graduate level students.

EMBA 6820 Ethical Leadership 1.5 Credits*Level:* Graduate*Grading:* Main Campus (UGrad, Grad)*Course registration restrictions:*

Enrollment is limited to Graduate level students.

EMBA 6825 Structure of Global Industries 3 Credits

The core discipline and intellectual framework for this course is international economics enriched by global strategy. The first objective of the course is to develop skills of critical thinking and business decision making. This entails learning how to analyze problems with the use of theory and evidence, synthesize findings into recommendations, and communicate persuasively and effectively. The second objective is to learn the foundations of international business and economics that are necessary for managerial success, and to incorporate ethical considerations into business decisions. A third objective is to learn how to function effectively in teams and make persuasive professional presentations. A feature of the course is a global industries project that is conducted by teams and focused on business decisions in the creation of a global firm.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6830 Strategic Mgmt of Cost Profit 1.75 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6831 Corp GovernanceFirm Structure 1.5 Credits

Governance is about providing advice and exercising control as much as it is about efficient and effective leadership. In this course, we will study how governance structures function and how well they achieve their desired outcomes. As this course is short and quick, we focus mainly on the United States and compare governance models for public firms and non-profits. The primary institutions discussed will be the board, stakeholders (broadly speaking), and management. We will review theories underlying modern governance practice, drawing from empirical insights provided by research across diverse academic fields. We'll also discuss numerous specific situations where boards and management teams faced governance challenges. By the end of the course, you'll understand the markers of good governance and how to improve it when it's not.

Level: Graduate

Prerequisites: EMBA '6805 or (ACCT 6500 and ACCT 6505)

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

EMBA 6832 Creating Financial Resilience 1.5 Credits

Organizations around the world confront a myriad of risks. These risks extend beyond conventional concerns such as exchange rates, interest rates, and operational risks to increasingly novel risks like climate change, environmental shifts, artificial intelligence, and Fintech innovations. Organizations need a robust risk management framework to navigate this evolving and complex risk landscape. This course will equip you with practical tools to manage risk and create financial resilience. You will explore the role of big data and machine learning in risk assessment and learn strategies for developing an integrated risk management framework. Through the lens of CEO/CFO, consultant or private equity firm, the course will delve into risk management and governance strategies to bolster resilience and drive value creation.

Level: Graduate

Prerequisites: EMBA 6807 or FINC 6500

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6833 Investment Analysis 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: FINC 553, FINC 6553

Course registration restrictions:

Enrollment is limited to students with a program in Exec Masters in Business Admin, Exec Masters in Business Admin, Exec Masters in Business Admin or Exec Masters in Business Admin.

Enrollment is limited to Graduate level students.

EMBA 6834 Entrep Finan Venture Capital 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: FINC 576, FINC 6576

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6835 Corporate Valuation 1.75 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6836 International Finance 1.75 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6837 Mergers Acquisitions 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6845 Consumer Behavior 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: MARK 570, MARK 6570

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6846 Building and Managing Brands 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6847 Foreign Market Development 1.75 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6848 Global Marketing 1.5 Credits

This course will teach you to: (1) present ways in which global marketers cope with varying conditions: marketing practices; local, national and international politics; and challenges arising from political, economic, cultural and ethical variants (2) analyze the potential future direction of global marketing practices both globally and in terms of particularly important market regions (3) examine best strategic practices of leading global marketers and discern patterns of commonality and difference (4) examine the dynamic effects of technological advancements in communications (digital, social, and mobile media) and e-commerce on the practice of global marketing

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6850 Leading Organizational Change 1.5 Credits

To be an effective leader, you need to develop your capacity to be a highly capable change agent. This course will provide you ways to conceptualize, develop, and implement a wide variety of strategic, design, and programmatic changes in organizations. You will increase your capacity to diagnose situations that call for change, develop strategies for effective change programs, foster political support for changes, and effectively chart a path of change implementation.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6851 Design ThinkingService Cnsltng 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: MGMT 572, MGMT 6585

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6852 Growing Entrepreneurl Businesses 1.5 Credits

This course introduces you to core concepts in business acceleration and how these translate to growth in entrepreneurial ventures. We explore how firms grow their business, and the internal challenges they face during growth. The course integrates learning from across multiple disciplines of strategy, marketing, finance and human resources to solve daily challenges of growth. This course is designed to help rethink the tenets of entrepreneurial growth. The course will be centered around case discussions, with short assignments to be written on different cases. The genesis of this course was through interactions and case studies of growth businesses that went on to be acquired or listed. Case studies were developed by the instructor through interactions with these businesses, providing a clearer picture of growth dynamics.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: MGMT 575, MGMT 6575

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6853 Understanding Social Innovation 1.5 Credits

Innovation is important to the advancement of society around the world. Social innovation is even more important as it represents new social practices that aim to meet social needs in a better way than the existing solutions, resulting from - for example - working conditions, education, community development, or health. These ideas are created with the goal of extending and strengthening civil society. New and innovative socially oriented products and services can increase the standard of living and provide people with opportunities to improve their lives. Breakthroughs in medicine and technology have significantly improved living standards around the world. Social innovation has also led to significant improvements in the way businesses operate and has closed the gaps between different markets.

Social innovation has become a cornerstone in solving some of the world's most complex social problems. The key to solving these problems is supporting and sustaining systems change. One way this can be accomplished is through a multi-sector approach that incorporates innovation into the entire lifecycle of the business, organization, policy or the like. Too often innovation is limited to creating something new as opposed to modifications or adjustments to what is already in existence. Leveraging research and development expertise, coupled with evidence-based research and best practice, social innovation can be a powerful tool in solving some of the world's most pressing problems.

The course will engage students in understanding the core principles of social innovation and their role as an individual and a member of the larger community. This class will provide students with a time of reflection and personal assessment around one's ability to develop, implement and evaluate innovation. The course will leverage case studies, guest speakers and other multimedia to introduce skills and tools related to problem identification, needs assessment, risk management and cultural competency. Students will discuss current events and strategies related to community and economic development as well as social finance.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6854 Leading Teams Performance Impact 1.5 Credits

Effective leadership requires self-awareness and the ability to understand, motivate, and influence others. Regardless of your industry, role, or technical expertise, as you advance in your career, you will likely find that your time is increasingly focused on leading and harnessing the efforts of others rather than relying on your own technical skills. This course focuses on developing social intelligence by increasing self-awareness and growth as a leader, understanding interpersonal differences, and influencing others. Social intelligence is crucial for influencing, persuading, motivating, and leading people and change. Social intelligence levels can predict career performance and have a potent effect on the performance and well-being of others around you.

This course draws from behavioral science research and professional practice to provide a focused experience in leadership development. The course is designed to address four broad objectives for course participants. The first involves self-assessment of critical traits, skills, and behaviors typical of successful leaders. Second, we use simulations and feedback experiences to build the foundation for students to articulate an effective strategic plan for individual leadership development. Third, we examine the critical role of leaders in developing the talents of subordinates and managing their performance through readings and case studies. Fourth, we use interactive class exercises to practice skills and reflect on ourselves, our leadership styles, and how we might adjust or develop in the future.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

Students in the International Executive MBA department may **not** enroll.

EMBA 6855 Leadership Communication 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: MGMT 5505, MGMT 555

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6856 Negotiations 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: MGMT 6535, MGMT 670

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6858 Design Thinking and Innovation 1.5 Credits

All organizations, whether they are in the private, public, or social sectors, are judged against the standards of “more, better, faster.” Those organizations that thrive, not just survive, recognize that to do it “more, better, faster” requires imagination and creativity. Whether it is entrepreneurs developing winning business ideas—or marketers developing new product ideas to satisfy changing consumer needs and tastes—or nonprofits serving the diverse needs of the communities they serve—or people continually “reinventing” themselves to stay gainfully employed—it requires imagination and creativity.

In this course, our approach to imagination and creativity will be guided by the principles of Design Thinking. As part of the Design Thinking process, we will identify common “blocks” to imagination and creativity. In addition, we will upgrade your imagination skills, identify strategies and techniques to enhance your creativity, and develop the “mindset” and “skill set” for innovation. To achieve these objectives will not only require hard work and discipline, but also a renewed appreciation of foolishness and play.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6859 Power and Influence 1.75 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6860 Power and Politics 1.5 Credits

Power and Politics. For many, those words create fear, anxiety, and sometimes, disgust. Yet, in the reality of all organizations, power and politics are “hardwired” into the dynamics of everyday life. When resources are scarce—and when there are conflicting priorities, goals, and agendas—and where uncertainty and ambiguity are part of the social fabric of organizational life—then power and politics are in play. To lead effectively, you need to master the “practical skills” of power and influence. Further, to get things done effectively, your actions must be guided by emotional intelligence and political savvy. Thus, one objective of this course is to increase your understanding of power and politics—as well as exploring strategies and tactics of influence and the savvy with which they are used. But the use of power and influence is just one critical aspect of leadership. For, to truly make a difference, the use of power and influence must be guided by a “moral purpose.” Thus, a second objective of this course is to stimulate inquiry into the moral dimensions of power and influence.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: MGMT 562, MGMT 6552

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6861 Adaptive Leadership 1.75 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6862 Effective Decision Making 1.75 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to students with a program in Exec Masters in Business Admin, Exec Masters in Business Admin, Exec Masters in Business Admin or Exec Masters in Business Admin.

Enrollment is limited to Graduate level students.

EMBA 6863 Emotional Intelligence 1.5 Credits

This course uses interactive sessions and practical exercises to help participants gain the required competencies and behaviors to lead their teams in an emotionally mature and authentic manner. Students will learn concepts and skills related to emotional intelligence, mindfulness and system psychodynamics at the workplace as well as how to apply tools and techniques to emerge as emotionally more intelligent leaders.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6864 Future of Society Business 1.5 Credits

Business school students learn a lot about how to run a company; how to be better managers. These are largely micro factors about which managers have a reasonable amount of control. Macro factors may have just as much impact, in some cases even more on their business. And they are often, in fact almost always, out of managers' direct control. But awareness of these macro factors and of the impact they can have on the industry, company and the country managers are working in need to be factored into business planning and into influencing government policy. Thesis: The post-WWII era has ended. The so-called American Century, reliance on the fossil fuel economy, developed world population growth, immigration acceptance, steady (vs. massively disruptive) technology innovation and other factors appear to have receded to a new world, yet to be fully defined. Technologists refer to this new world as the Fourth Industrial Revolution. And while the opportunities and challenges of the 21st Century include tech disruption they are much broader than just tech. These other issues facing the world (not the least of which are demographic and climate changes, life sciences innovations and economic growth and global trade) will alter global society and global business during this century and beyond. This new world will offer different risks and opportunities in the business world, will reshape society and global balances of power and will push governments to take and develop new policy solutions to looming challenges. This course will explore five macro areas of disruption and the possible outcomes/implications primarily focusing on three questions: 1.) How might these disruptive forces affect the business world, society and governments over the next 30-40 years (the term of most student's careers)? 2.) Over what time frame are these disruptions likely to develop? 3.) And finally, what can business and government leaders do to manage the risks and prepare for and take advantage of the opportunities? Students will be urged to concentrate their assignments and their insights from the readings and the class room lectures and discussion on the industries and the countries that are most relevant to them.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

EMBA 6865 The Life of Work 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6866 Office of Global Chief Exec 1.75 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6867 Crisis Management 1.5 Credits

When we hear "crisis management," we think of scandals, business disruptions and tragedies, such as the seemingly-endless Wells Fargo misbehavior, the ongoing emissions-cheating scandal at Volkswagen, or disasters at Bangladeshi garment factories. Leaders need to be prepared for those acute incidents, certainly, but also for serial challenges, for chronic issues, and for smaller (but still significant) threats to brand reputation, business continuity, employee morale, and shareholder value. Crisis management is not just for an organization's PR people. It's likely that no matter where you choose to work, in your future career you will – at one point or perhaps often – have to help effectively manage a crisis at work. We will discuss a range of acute crises like those above, the challenge from persistent serial threats at firms like United Airlines, Walmart, and GM, and chronic issues such as those affecting banks and other financial-services firms. Unlike most crisis-management courses and seminars, we take a 360° view, looking at impact and mitigation on all stakeholders, not just the public and media. We will talk about cases from healthcare, packaged goods, food, durable manufactures, energy and natural resources, governments, services, and information. The focus will be on practical learning from cases – what works best. Crises are almost never predictable nor preventable, but they can be successfully managed and their impact mitigated with well-developed plans, clearly assigned roles and responsibilities, and humane response. Denial is not an option!

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: BADM 729

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

EMBA 6868 AI, Analytics Future of Work 1.5 Credits

The future of work will depend upon technology and people – and especially on how they interact with each other. CEOs and CHROs everywhere are now asking fundamental questions: how can we make effective use of technology, and especially artificial intelligence, to enhance business performance without depersonalizing work? Is there a happy medium between algorithms and human insights? Can we ensure that the reality of work in the future is more compelling, even more noble, than the one we inherited? People are asking these questions at a time when late 20th Century orthodoxies about enterprise management are being challenged. Conventional norms like profile-oriented recruiting, financial incentives, annual performance reviews and feedback are not standing up well to scrutiny – and thoughtful firms are building potentially better alternatives, often underpinned by data and modeling algorithms. The talent management arena is going through a period of unprecedented experimentation, aimed at developing new models for organizing work. This Intensive Learning Experience (ILE) for MSB students will examine how the scientific, analytical process is being used to develop and apply modern, forward-looking ideas to the value chain for talent. It will help the future CEO, CHRO and enterprise manager to become fluent about the new world of work, and to wrestle with the challenges and opportunities that it will present.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: BADM 751

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

EMBA 6869 Public-Private Partnership 1.5 Credits

In the 21st Century and the Digital Economy, integration between the public and private sectors continues to deepen. Public sector topics and challenges now require a “whole of society” or “whole of economy” approach to correctly assessing the situation, recommending strategies & tactics for meaningful advancement, and implementing concrete solutions to address challenges. The 4th Industrial Revolution has compelled all organizations (public, private, and non-profits/NGO) to rethink how technology, the virtual evaporation of borders due to the internet, and the workforce of the future affect their mission.

These realities are compounded at an unprecedented scale when considered for public policy challenges. Leaders of NGOs, non-profit organizations, government programs are increasingly incorporating commercial approaches, skillsets, and indeed “MBA-type” practitioners to successfully manage their mission; as well, MBA students are seeking ways to apply their education and training to public policy challenges so that they can contribute to the collective good.

This course aims to answer these fundamental questions: How can we manage public sector projects with commercial approaches? Put another way, How can we apply our “MBA skills” and commercial techniques to tackle topics of public interest?

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA-GD program.

Enrollment is limited to Graduate level students.

EMBA 6870 Regression Analysis 2 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6871 Real Options 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6872 Big Data Management 1.75 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6873 Developing New Business Models 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: BADM 6028, BADM 728

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6874 Sustainable Business Models 1.5 Credits

Companies are increasingly facing several new and urgent challenges affecting their operations and business models. The rising cost and scarcity of some raw materials is requiring firms to invest in operational efficiency and recapturing value post-use. Geographical disparities in water, climate and energy risks are inducing firms to proactively redesign their supply chains and operations. The global nature of supply chains, including presence in countries with weak regulation and institutions, requires firms to undertake a new approach to supplier management, and safeguard its reputation and access to resources. On the other hand, these challenges also represent opportunities for product differentiation, innovation, and eco-entrepreneurship. Responding to environmental considerations may provide firms with ways to do well while doing good. This course takes a holistic view of the interaction of operations and business models with the natural environment. There are many reasons why an organization would care about the interaction of their business with the environment. These include purely business-focused motivations such as potential cost reductions, liability or risk concerns, and ethical ones such as personal or institutional desire for stewardship. In this course, we will mostly utilize a business-oriented perspective by focusing on voluntary or economically-motivated sustainability considerations and initiatives. The course will cover various tools and frameworks that can aid managerial decision making in this context, and will introduce a broad range of environmental issues. We will focus mostly on the environmental dimension of sustainability, but also discuss the social dimension when relevant. Current issues such as global warming, e-waste, and social responsibility will be discussed in the context of a number of cases.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: OPAN 6571, OPIM 571

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6875 Global Logistics 1.75 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6876 Applied Data Visualization 1.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6877 Bus of Sustainable EnergyTech 1.5 Credits

Companies are actively seeking out innovative ways to generate economic value from sustainable energy sources and technologies. Several startups and established companies are adopting innovative business models to elevate their profits while also increasing the adoption of new technologies, such as rooftop solar panels and electric vehicles. Motivated by the ambitious goal of meeting their energy need entirely from renewable sources, such as wind and solar energy, large corporations are sourcing unprecedented levels of renewable energy. With a vision to increase reliable energy access in the developing world, several startups are implementing innovative solutions, including smart grids. This course analyzes these exciting developments in sustainable energy and technology. The primary objective of the course is to equip students with the tools and frameworks to assess economic and environmental viability of innovative business models for sustainable energy and technology. The course focuses on the current challenges and the opportunities associated with the transformation to a sustainable energy future.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: OPAN 6572, OPIM 572

Course registration restrictions:

Enrollment is limited to Graduate level students.

Enrollment limited to students in a Master of Business Admin. degree.

EMBA 6878 Global Supply Chain Management 1.5 Credits

In his book "Door to door," Edward Humes writes that coffee beans can travel a distance greater than the Earth's circumference before they are used to make a cup of coffee. Ponder this fact next time you are enjoying a cup. Think about the decisions that thousands of managers working for hundreds of companies had to make to facilitate the physical, informational, and financial flows associated with the coffee trade. In this course, we shall learn Supply Chain Management---the best practices for orchestrating the physical, informational, and financial flows to enable the creation of goods and services from the moment of raw materials procurement to the final delivery to customers.

If simple products, like coffee, have such long supply chains, what about complex products, like phones and airplanes? Should supply chains for iPhones or Boeing 787 airplanes be managed the same way as supply chains for coffee? What do the supply chains of Google and Facebook? What about supply chains for life-saving vaccines, microchips, and lithium batteries? You should take this course to find out.

The significance of supply chains cannot be overstated; they are the driving force behind economic value creation, connecting people and industries on a global scale. They are remarkable when they work well. But the COVID-19 pandemic has brought supply chain fragility to everyone's attention. What are the best practices for managing supply chain risk? What are the tools that can help? You should take this course to find out.

Powerful forces, looming threats, and new exciting technologies shape modern supply chains. Global warming and terrorism, wars and geopolitical rivalries, AI and other forms of automation are changing the world. How will supply chains look in the future? Will they be less global? Will they be more transparent? Will there be more or fewer disruptions to the three flows? Will coffee beans stop circumnavigating the globe? Only the future will tell, but you should take this course to acquire the right frameworks to think about these questions.

Supply chains are akin to the Matrix; understanding how they function and being able to control them bestows newfound power upon managers, investors, and regulators alike. Whether you aspire to excel in your managerial role, make informed investment decisions, or shape policies that influence supply chain dynamics, this course will provide you with invaluable knowledge and skills.

Level: Graduate

Prerequisites: EMBA 6808 or OPAN 6505

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6880 Global Strategy 1.5 Credits

In 1990, there were fewer than 37,000 business organizations with operations in more than one country. By 2020, there were over 118,000, with a ten-fold increase in the number of foreign subsidiaries across the globe.

All firms, whether they are directly involved in foreign markets or not, are exposed to international competitive forces that can have serious consequences for both survival and performance. For multinational corporations (MNCs) in particular, one source of competitive advantage comes from the ability to optimize operations on a global scale. By emphasizing national differences in factor markets, an MNC may be more successful at minimizing costs and maximizing revenues than a purely domestic firm. In addition, multinational firms can tap into foreign knowledge to create new products that can be used throughout their worldwide operations. Along with these opportunities, however, comes a much more complex organization to manage. Differences in legal systems, in values and management policies, and in the structure of industry and competitive behaviors across nations must be incorporated into any international business plan. In addition, political and financial risk may seriously affect the value or expected return of a company's foreign assets. To successfully manage an international corporation requires an understanding of complex economic, political and governmental issues and an appreciation for the fact that there are differences in how these issues may affect a firm across various nations.

This course seeks to provide you with the skills, knowledge and sensitivity required to understand and evaluate global business opportunities and challenges by exploring the unique competitive, political and social environments in which international business takes place. We will explore how firms respond to the strategic demands of the global business environment and how firms compete in the global business environment. We will consider when and why crossing national borders creates value for firms and where and how firms should locate their foreign activities, including differences and benefits across several foreign entry modes. The overarching goal of this course is to enable you to develop and fine-tune skills in analyzing the strategic choices of firms within both global and local pressures in industries across different countries in the international business environment.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Mutual exclusion: STRT 591, STRT 6545

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6881 Organizational Design Strategy 1.5 Credits

It has been observed that the effectiveness of a firm's strategy is often influenced by the limitations of the organization that is empowered to carry it out. However well-designed a company strategy is, such a strategy will fail if it is not well-aligned with the organization and its people. This course will provide a set of frameworks that will enable the appropriate design of an organization that is aligned with and fits well with a given strategy. Direction will be provided for creating structures and accountability systems that influence how people do their work, where they focus their attention and how their activities can be aligned to contribute to overall strategic goals.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6882 Strt Foresight Scenario Plan 1.5 Credits

In a rapidly evolving world filled with uncertainty, the capacity to foresee and adeptly navigate future challenges and opportunities is essential for both individuals and organizations. Strategic foresight is a forward-thinking and innovative discipline that equips participants with a proactive mindset, enabling them to assess emerging trends and make informed decisions that provide a sustainable competitive edge. Organizations that embrace strategic foresight are more likely to make informed, future-oriented decisions. According to McKinsey & Company, companies engaging in foresight-driven decision-making experience an average of 6.5% higher profitability and 8% greater revenue growth than their competitors. Without the foresight to anticipate and prepare for future scenarios, individuals and organizations risk being caught off guard by unexpected disruptions, which can mean the difference between success and failure. This dynamic elective on strategic foresight is crafted to furnish participants with the skills, frameworks, and tools necessary to become proficient future-oriented thinkers and strategists. Through a combination of theoretical concepts, practical exercises, and case studies, participants will enhance their understanding of potential future paths.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 6884 Law for Executives 1.5 Credits

This course provides students with a practical understanding of how legal frameworks shape strategic decision-making in modern organizations. Rather than focusing on legal doctrine, the course examines how executives can recognize legal risks, leverage legal tools, and work effectively with counsel to support organizational strategy and responsible leadership. Students will explore the legal environment of business, corporate structures and contracting, employment law and organizational leadership, intellectual property and innovation, global business considerations, data governance and technology risk, and mergers and acquisitions. Across these topics, the course emphasizes how law intersects with key executive responsibilities, including managing risk, negotiating strategic transactions, protecting innovation, navigating regulatory environments, and leading organizations through complex and evolving business challenges. By the end of the course, students will be better equipped to integrate legal insight into strategic decision-making and to use legal resources effectively as part of executive leadership.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

EMBA 6885 Global Security Threats 1.5 Credits

This course will provide students with an understanding of the most pressing issues in contemporary international security. The course will begin with a general overview of contemporary security issues and then will focus on specific issues, including terrorism, security cooperation, and war. In the discussion of terrorism, students will examine the causes of terrorism as well as the possible range of responses, including national responses as well as international responses.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6886 Development Impact Evaluation 1.5 Credits

Economic development is a process of trial and error, innovation and experimentation, success and failure. The hope is that by understanding what kinds of innovations and policies work to improve the lives of the deprived and vulnerable, and how they work, we might be better placed to accelerate the process of development more generally. But how can policy makers and development practitioners be sure they're "making a difference?" To that end, this course will provide an overview of empirical methods and analytical techniques for assessing the impact and effectiveness of development innovations at both the product and policy levels.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6887 AI Governance Risk Mgmt 1.5 Credits

AI Governance and Risk Management teaches executives best practices for artificial intelligence governance and risk management, emphasizing practical takeaways that executives can implement for their own organizations. This course teaches both the intellectual foundation for AI as well as practical do's and don'ts from newsworthy (and notorious) AI adopters.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

EMBA 6890 Current Topics 1 Credit

Level: Graduate

Grading: Pass/Fail Default

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA program.

Enrollment is limited to Graduate level students.

EMBA 6899 Elective Placeholder 1.5-7.5 Credits

This course is a placeholder only, to be replaced by an elective chosen by the student prior to the start of the module.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA-GD program.

EMBA 7499 Global Residency Prep 0.5-1 Credits

Level: Graduate, Undergraduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 7500 Global Business Experience 2.5-3.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 7510 Business PolicyGlobal Affairs 3 Credits

This is an integrative course that examines how businesses operate at the intersection of markets, governments, and international institutions. The course provides analytical tools to understand regulatory challenges, the political forces shaping global commerce, and the strategic decisions firms make in response. The course is organized around three core themes: (1) Markets and Governments – Understanding when markets fail, the rationale for government intervention, and the impact of regulation on business strategy. (2) International Political Economy – Examining the institutions and political forces that shape global business. (3) Nonmarket Strategy – Analyzing how businesses engage with policymakers, stakeholders, and political institutions to manage risks and advance their interests.

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment limited to students in the MBA-EMBA-GD program.

EMBA 7600 Global Capstone Residency 3-5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.

EMBA 7949 Tutorial: EMBA 0.5-3.5 Credits

Level: Graduate

Grading: Main Campus (UGrad, Grad)

Course registration restrictions:

Enrollment is limited to Graduate level students.