

EXECUTIVE MBA Course Descriptions

June 2011

Executive Leadership I, Executive Leadership II (2 quarters)

Leadership is about effectively achieving results through others. Technical business knowledge, emotional intelligence competencies, and the ability to execute are all required to achieve this objective. This course examines these elements within the context of developing your own and your organization's 'leadership intelligence.' Explore ethical, legal, social, and public policy challenges frequently encountered by executives and business leaders in the workplace.

Business & Economic Context (1 quarter)

This introductory economics course is designed to provide a survey of essential economics concepts and frameworks for executives. Economics provides a clear lens to intelligently evaluate and understand the world around us and disciplines such as finance, strategy, international business and marketing incorporate economic principles as a common foundation. Many business decisions require knowledge of economic principles in order to properly understand what is going on and evaluate the impact of a given decision. This course will provide a survey of these economic principles, with an emphasis on teaching core principles via case studies and examples.

Financial Accounting, Accounting & Financial Reporting (2 quarters)

This is a study of the fundamental concepts of financial accounting and reporting by business entities in accordance with generally accepted accounting principles. The course approaches the material from the perspective of the financial statement user rather than the financial statement preparer. Therefore, emphasis is placed on the use and interpretation of information contained in business financial statements by managers, investors, and creditors.

Finance I (1 quarter)

This course introduces the tools and techniques for financial analysis and planning. Topics include the tax implications of financial decisions, financial ratio analysis, operating and financial break-even analysis, operating and financial leverage, time value of money, and interest rates in the financial markets.

Financial Decision Making, Finance II (2 quarters)

This course applies the tools of financial analysis to financial decisions. Topics include the valuation of financial assets, capital budgeting, cost of capital, Performance financial statements, business valuations and mergers, return on equity analysis, EPS and stock prices, and cash flow statement analysis.

Strategic Marketing (1 quarter)

Focused on creating customers, this course will build decision tools, mental models and a holistic framework for finding the right market, the right price, the right communication and the right partners for your product or service. Through market research and competitive intelligence, students will learn to provide customer value, customer information, customer solutions and organizational profitability. Students will acquire a detailed understanding of strategic business and decision-support models that help executives navigate and lead an enterprise towards sustainable competitive advantage and differentiation. Strategic Marketing in a Dynamic Environment explores the science of marketing and allows students to develop and internalize business acumen as relates to translating the voice of the customer to strategy and orchestrating stakeholders in a way that add value.

Sustainability (1 quarter)

Social entrepreneurship centers on creating effective responses to social needs and finding innovative solutions to social problems. Sustainable development focuses on: *“Meeting the needs of people today without compromising the ability of future generations to meet their own needs.”* A business has a responsibility to be a thoughtful institution which rises above the bottom line to consider its actions on all, from shareholders to society at large and its business activities must make social sense just as its social activities must make business sense. This course integrates fundamental business practices and the satisfaction of customer needs in ways that provide for societal well-being.

Power and Influence (1 quarter)

This class focuses on an often-overlooked leadership skill – the ability to use power and influence effectively, and to negotiate the relationships critical to being a successful leader. Class time focuses on not only understanding the basics of this critical leadership skill, but also on honing skills through case studies and exercises. Particular attention is given to ethical issues connected with power and negotiation. This course will challenge you to define for yourself what will constitute the effective exercise of power and influence in your life.

Statistical Decision Analysis (1 quarter)

This course introduces students to statistical analysis and provides the initial theoretical concepts, skills, and tools necessary to obtain a managerial view of how statistical methods are used to analyze data and facilitate business decision-making. Students will familiarize themselves with all of the statistical techniques and models presented in the course and will demonstrate knowledge in applying the appropriate techniques and models to various data sets and interpreting the results of the analysis. When appropriate, statistical software will be utilized to conduct the analysis, allowing students to become proficient in standard business software such as Microsoft Excel, with the MegaStat Add-In. Emphasis will be on application to core business disciplines, statistical reasoning, proper interpretation of results, and managerial decision-making.

Strategic Management of Costs (1 quarter)

The role of cost management is to help management of the organization achieve and maintain success through the implementation of strategy. Cost management methods are covered to help students understand why, when and how the framework is used to help the organization succeed. The course materials (including lectures, cases, problems and simulations) provide real-world applications to develop effective use of cost management tools. Topics include cost behavior, budgeting and variance analysis, cost-volume-profit relations, pricing, quality, Activity Based Costing, Target Costing, the Balanced Score Card, ISO 9000, and using relevant costs and revenues in decision making.

Achieving Strategic Advantage (1 quarter)

Achieving Strategic Advantage is a course comprised of various topics proposed by students depending upon their interests and needs. For example, course content can range from Enterprise-Wide IT solutions, to Executive Selling Strategy, Social Media, Branding Strategies or Managing Through Crises. Students are surveyed six months in advance of this course to determine immediate relevant topics which change with market conditions and world events. The course is offered in a five week segment and is facilitated by EMBA faculty members.

Innovation (1 quarter)

The second course in the marketing sequence shifts from left brain activity to whole brain activity. We will offer an opportunity to think differently and to build discipline through a Stage Process to successful commercialization. Building on the tools and disciplines learned in Strategic Marketing in a Dynamic Environment, Leading Innovation shifts to the art of marketing. The course will enable students to understand the role of innovation in delivering value to customers and stakeholders, acquire executive competence necessary to secure the innovation investment, and realize how executives propel and assess innovation through all the stages of the innovation life cycle – from idea exploration to bringing a product/service to market successfully.

Human Capital Management (1 quarter)

The course will focus on how effective Human Capital Management can be a differentiator for a firm and how managers using good HCM practices can significantly contribute to the firm's performance. The course will follow the cycle of business planning and execution and focus on the key human capital considerations at each step in the cycle. It will address full spectrum of what would be considered Talent Management processes and is taught through a global perspective. Each topic area will also look at current practices, as well as emerging practices as companies shift their business models.

Strategic Management (1 quarter)

This strategy course covers a range of concepts and analytical techniques relating to creating and sustaining competitive advantage as the basis for superior performance. Competitive strategy deals with contemporary issues such as industry analysis, core competence of organizations, value chain analysis, and strategy implementation. The emphasis is on the application of analytical tools and frameworks to help students understand complex strategic issues. Competitive Strategy integrates concepts from finance, marketing, accounting, general management, information technology, and operations management.

Entrepreneurship (1 quarter)

This course will teach students the skills required to prepare a business plan for an entrepreneurial venture and to develop the analytical skills needed to identify and evaluate a new business opportunity. This course incorporates insights from successful entrepreneurs and covers topics such as crafting a value proposition, market and sales forecasting, exploration of financing options, and building an effective team. This course concludes with the presentation of students' business plans.

Go-To-Market Strategy (1 quarter)

Enabling the business strategy through an in depth Go To Market plan. The key areas of Go to Market strategies evaluated in this class are the approaches to segmentation of key markets, sales organizational and compensation considerations, channel and distribution considerations, and the overall corporate culture to sustain the GTM strategy. The entire curriculum is based in developing the customer experience sustaining long term profitable growth.

Supply Chain Management (1 quarter)

Delivering value to the market through effective supply chain management that globally sources product and services from around the world to the customer including: designing a logistics network to serve the customer / distribution channel; managing supply; and balancing supply with demand to optimize service and cost as well as building a global supply chain. The curriculum includes: an in-class distribution channel simulation, an internet based global supply chain simulation, and case studies of top performing supply chains as well as the supply chain performance tools: SCOR and Lean Six Sigma.

Executive Business Law (1 quarter)

Executive Business Law is intended to be a summary of the state of business in the final quarter of the EMBA program. As legal philosophy and public policy are covered early in the program, this course is a legal update of critical issues in business law for the graduating executive. Topics covered will include: corporate governance (including "Agency"), competitive regulation, insider trading, campaign finance, RICO and The Foreign Corrupt Practices Act, Whistle Blowing, The Business Judgment Rule and key HR issues such as sexual harassment, affirmative action, discrimination, and employee/customer privacy. This is a course focused on the legal issues executives are most likely to face in their role as corporate leaders, and the current state of "black letter law" (positive law) in those areas.

The Discipline of Execution (1 quarter)

In the gap between a brilliant idea and the successful organization lies the discipline of execution. Execution is built on three key processes: the people process, the strategy process, and the operations process. In this course, we study the methods of successful leaders and organizations known for execution, self-evaluate execution skills and reinforce learning via case methodology.

Global Business I, Global Business II (2 quarters)

Students will be asked to apply models, disciplines, and systems learned during the first four quarters of their EMBA program to a global environment. The global course includes a two-week practicum where students visit two international cities and go deep into their respective business environments. The ten weeks of learning and research done in Denver, along with the on the ground research process completed in-country, facilitate the development of a global perspective and worldview.

Social Capital Project

A significant component of the Executive MBA program deals with issues of values and corporate social responsibility, including environmental ethics and sustainable development. The Social Capital Project is a 3-4 quarter long “assignment”, conducted in teams and designed to reflect the values of the Daniels College of Business. The Social Capital Project is about “Making a Difference”. Further, the SCP is intended as a means for students to reinforce skills and apply insights gained throughout the Executive MBA Program. There are at least three outcomes against which success will be measured: (1) The accomplishments realized through the execution of your team project; (2) an analysis of individual and team dynamics; and (3) the overall “sustainable” contribution your project has or will make to the organization or community of choice. A competency which will be observed and measured includes the ability to deal with ambiguity and lack of imposed structure by your EMBA faculty.

Business Plan Project

The Business Plan project is initiated in the second quarter of study and culminates at the end of the fifth quarter. Students will examine such issues as entrepreneurship, vision, mission, market size, key industry forces that influence the competitive environment of an organization, and critical strategic direction and implantation issues. In doing so, the project integrates practical functional areas of finance, accounting, information technology, marketing, legal issues and operations management. This project will be offered in a workshop atmosphere in which students are expected to apply and discuss the various aspects of business planning and execute a viable business plan. Students may develop a business plan for a new start-up enterprise, create a plan for the launch of a new venture within an existing business; or conduct a strategic analysis of your existing business/organization. The outcomes from the *Business Plan* project will result in the students’ capability to write a business plan, understand a variety of funding sources, and develop applicable presentations to such sources.