Daniels College of Business, University of Denver
Executive MBA Course Descriptions

**Business & Economic Context**
This introductory course is designed to provide a survey of essential economic concepts and frameworks for executives. Economics provides a clear lens to intelligently evaluate and understand the world around us. Disciplines including finance, strategy, international business and marketing all share a foundation in economic principles. Business decisions require knowledge of economic principles in order to effectively evaluate impact. This course provides a survey of these economic principles, with an emphasis on teaching via case studies and examples. *Course Number: XMBA 4102*

**Executive Leadership I – Business Ethics**
For Executive MBA students, ethics is a contact sport. That is, ethics is more about what happens between people than within people. And this contact is where leadership is learned and relationships are nourished. Ethics is all about how a person exercises his/her values in the real world of personal, business, social and political transactions. In the EMBA program, highly experiential methods are employed to actively engage and teach ethical decision-making. This ethical enterprise infuses all parts of the curriculum from beginning to end, and it’s our primary focus in the team-taught Executive Leadership sequence, which marks the start of the 18-month EMBA program. *Course Number: XMBA 4340*

**Executive Leadership II – High Performance Teams**
In today’s world, working with teams is a necessity, yet few of us understand how to do this well. In this class, you will address how high performance teams are built, sustained and integrated through practice and competition. The class will participate in a team building weekend in San Diego (sailing) to gain hands-on experience with these skills. 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 personal and organizational ‘leadership intelligence’. Students will explore ethical, legal, social, and public policy challenges frequently encountered by executives and business leaders in the workplace. *Course Numbers: XMBA 4350*
Accounting I - Financial Accounting, Accounting II - Accounting & Financial Reporting
This is a study of the fundamental concepts of financial accounting and reporting by business entities in accordance with generally accepted accounting principles (GAAP). The course approaches the material from the perspective of the financial statement user rather than the financial statement preparer. Emphasis is placed on the use and interpretation of information contained in business financial statements by managers, investors, and creditors. Course Numbers: XMBA 4330, XMBA 4332

Executive Leadership III - Power and Influence
This class focuses on an often-overlooked leadership skill – the ability to use power, influence, and negotiation skills to become a successful leader. Class time focuses not only on 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 challenges you to define for yourself what will constitute the effective exercise of power and influence in your life. Course Number: XMBA 4341

Finance I – Foundations of Financial Analysis
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 the economic and financial environment. Course Number: XMBA 4331

Marketing I – Strategic Marketing
Focused on creating customers, this course builds 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 learn to provide customer value, customer information, customer solutions, and organizational profitability. Students 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 explores the science of marketing and allows students to develop and internalize business acumen as it relates to translating the voice of the customer to strategy and orchestrating stakeholders in a way that adds value. Course Number: XMBA 4360

Business Data and Analytics
This course will familiarize students with data management and analytic methodologies that are prevalent across most industries today and will suggest a “way ahead” as electrons continue to get cheaper to collect and maintain. A well-designed architecture for collecting, storing, and accessing data is essential for all businesses that want to compete successfully as the pace of the decision-making cycle continues to increase. Traditional statistical techniques are still prevalent (and useful!) with proper mining or sampling of data, and these remain the workhorses of business analytics. Analytic modeling is an integral part of business decision-making, and
knowing and identifying the appropriate technique can make the difference between discovering the truth and running into a data wall. With the right toolset, the data analyst can tackle large volumes of data with a “divide and conquer” approach. Ultimately, the decisions that lead to parsing the data appropriately require not only an understanding of the data and available tools but also a thorough comprehension of the question being asked. Course Number: XMBA 4364

Marketing II – Product Innovation
The second course in the marketing sequence shifts from left brain activity to whole brain activity. Building on the tools and disciplines learned in Strategic Marketing, Product Innovation shifts to focus on the art of marketing. The course enables students to understand the role of innovation in delivering value to customers and stakeholders, to acquire the executive competence necessary to secure the innovation investment, and to 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. Course Number: XMBA 4351

Finance II - Financial Decision Making
Finance III – Strategic Finance
This course applies the tools of financial analysis to financial decisions. Topics include the valuation of financial assets, capital budgeting, cost of capital, proforma financial statements, business valuation and mergers, sustainable growth, EPS and stock prices, and cash flow statement analysis. Course Numbers: XMBA 4336, XMBA 4337

Marketing III – Supply Chain / Digital Marketing
This course captures the executive-level understanding of both basic Supply Chain Management (SMC) and more broadly, Value Chain (VC). Students will analyze a firm’s SCM and VC and identify opportunities and challenges. Industry experts and case studies will bring topics to life. The Digital Marketing component of this course will provide executive-level insight into the frameworks used by marketing executives to make decisions on how to spend their budgets to achieve maximum ROI. The digital era has permanently changed the face of marketing and this course will prepare executives to understand how (and where) digital dollars can be spent. Through a detailed overview and hands-on exercises, students can expect to develop the understanding needed to better engage their own marketing departments as well as navigate the online advertising industry as a whole. Course Number: XMBA 4231

Entrepreneurial Mindset I
This course provides students with the analytical skills needed to identify and evaluate new business opportunities and the skill set to prepare a business plan for an entrepreneurial venture. The curriculum 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. The course concludes with the presentation of student business plans. Course Number: XMBA 4365
Accounting III - Strategic Management of Costs
Effective cost management is at the core of nearly every successful enterprise. Through this course, students will better understand why, when, and how cost management effects operations. The course materials (including lectures, cases, problems and simulations) provide real-world applications that 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.
Course Number: XMBA 4334

Human Capital Management
The course will focus on the role of Human Capital Management as it relates to a firm’s performance. The course follows the cycle of business planning and execution and focuses on the key human capital considerations at each step in the cycle. It addresses Talent Management processes while also exploring current and emerging practices. The course has a global focus and gives significant attention to new trends that relate to human capital.
Course Number: XMBA 4342

Global Business I & II
In this course students apply the models, disciplines, and systems learned during the first four quarters of the EMBA program in a global setting. The course includes a two-week practicum in which students visit two foreign cities diving deep into their respective business environments. The course consists of ten weeks of learning and research in Denver combined with the on the ground research process completed abroad. Course Numbers: 4353, XMBA 4354

Strategic Management
This strategy course covers a range of concepts and analytical techniques related to creating and sustaining competitive advantage. Competitive strategy focuses on 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. Course Number: XMBA 4362

Executive Business Law
This course is designed to provide executives and entrepreneurs with practical, applied legal information that will lead to better decision-making in the business environment. It also highlights the importance of managing legal professionals and creating a sound legal strategy – both key components of business strategy – and crucial for business success. Emphasis is placed on teaching applied knowledge and using this knowledge to make difficult, real-world business decisions. This course provides a safe learning environment in which management decisions can be carefully analyzed and studied without real world consequences.
Course Number: XMBA 4720
Go-To-Market Strategy
This course focuses on Go-To-Market strategy as a framework for effectively implementing a business plan. The key areas of Go-To-Market strategies evaluated in this class include 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 focus is on developing the customer experience while sustaining long-term profitable growth. Course Number: XMBA 4361

Entrepreneurial Mindset II
Entrepreneurial Mindset II applies the concepts of entrepreneurship to an established company. By contrast, Intrapreneurship refers to a 'start up' style of management (characterized by flexibility, innovation, and risk taking) to fast track product development in order to take advantage of a new opportunity or to assess feasibility of a new process or design. The content of this course is designed to help identify the differences and similarities between entrepreneurship and intrapreneurship by looking at such factors as risk/reward systems; corporate culture; autonomy within the context of a large organization; gaining commitment and funding; as well as resource allocation. Intrapreneurs are not just entrepreneurs who happen to work inside an organization; there are some fundamental differences in their motivations, the skills they possess and the environment they need to thrive. From within a company, successful intrapreneurs understand trends and how to develop industry disruptive strategies. In this respect good intrapreneurs are the most important asset a company has: they do more than just commit their time to a company, they also invest their skills. Intrapreneurs see the ability to grow personally along with the company and in this sense, should be seen as investors in a company, rather than just employees. Course Number: XMBA 4333

The Discipline of Execution
In the gap between a brilliant idea and a 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 students will study the methods of successful leaders and organizations known for execution, explore their own execution skills through self-evaluation and reinforce learning through case methodology. Course Number: XMBA 4343

Executive MBA Summit Series
The last five weeks of the 18-month program consists of a series of class sessions centered on topics of particular relevance in today’s business environment. The content in this “multi-part course” is designed to be fluid, reflecting the shared interests of the cohort. For example, topics may include subjects such as Board Membership (how to secure a Board position; roles and responsibilities etc.), Crisis Management/Media Relations, Executive Career Development and/or Leadership in Non-Profit Entities. Final presentations for EMBA co-curricular projects (Social Impact Project, Business Plan/New Venture Project) also occur in these final weeks, representing the “summit” of EMBA learning outcomes. Course Number: XMBA 4355
Executive MBA Co-Curricular / Self-Paced Projects

Social Impact Project – 16 Months
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 Impact Project is a 4-5 quarter long assignment, conducted in teams and designed to reflect the values of the Daniels College of Business. Social capital is based on reciprocity. It is part of the idea that you contribute your talents to make the world a better place and in return, you gain wisdom and the opportunity to be part of something bigger than yourself. It’s not a charity project or philanthropy. It’s you giving your time, energy, and hopefully being able to watch as your expertise actualizes into something positive for the organization. Further, the SIP 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 made or will make to the organization or community of choice. The ability to deal with ambiguity and lack of imposed structure by EMBA faculty is a key component of the course.

New Venture/Business Model Project – 16 Months
Students will create and develop a new idea into a business model for a new start-up business; new venture within an existing business; or new non-profit. They will brainstorm business or project opportunities, engage potential customers or advisors in customer discovery, determining market feasibility and minimum viable products, and synthesize the idea into a formal pitch. In doing so, the project integrates functional areas of strategic marketing, executive leadership, accounting and finance, financial reporting, human capital, entrepreneurship, intrapreneurship, strategic management, go-to-market strategy, business law, and executive execution.

This project will be offered as an integrated element throughout the EMBA course sequence building upon the knowledge developed and culminating in a final deliverable. A student who diligently completes the Business Model Project should have developed the capabilities to understand and develop a sustainable business model, understand the inter-relatedness of the nine building blocks of business, and develop a pitch suitable for investors, board of directors, or senior-level executives.