



Executive MBA Course Descriptions

Quarter 1:

Business & Economic Context – XMBA 4102 – 2 Cr Hrs

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.

Executive Leadership I – XMBA 4340 – 4 Cr Hrs (including sailing experiential learning - 2 Cr Hrs)

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.

High Performing Teams: Sailing

Taking part in our Sail Challenge in San Diego, which highlights how quickly a team can move from rank beginners to solidly competent in a new complex task under pressure and stress.

Business Ethics – XMBA 4015 – 1 Cr Hr

This is an intermediate level graduate course delivering a rigorous introduction to major ethical topics, theories, and issues relevant to the elements of the 21st century business environment. This course also focuses on ethical reasoning and strives to enhance each student's ability to integrate these perspectives into appropriate business decisions. Beyond these overarching goals, this course will encourage students to: (1) Acquire the basic analytical tools necessary to engage in ethical analyses of business problems and decisions; (2) Apply basic ethical concepts to today's business environment; (3) Appreciate the distinction between an ethical and a legal judgment and deduce useful methods of integrating such perspectives into

business decisions; (4) Attain a knowledge base steeped in major ethical frameworks that will prove invaluable in each individual's course of study, professional career and personal endeavors.

Financial Accounting – XMBA 4330 – 2 Cr Hrs

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.

Quarter 2:

Executive Leadership II – XMBA 4341 – 2 Cr Hrs

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.

Management Accounting – XMBA 4332 – 2 Cr Hrs

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.

Foundations of Financial Analysis – XMBA 4331 – 2 Cr Hrs

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.

Electives: (Determined the Quarter prior by student vote) - XMBA 4700 – 1 Cr Hr ea (2 two-week courses)

-
- Examples of past course topics include:
- Executive Presence
- Advanced Negotiation
- Launching a New Product Line
- Global Digital Payments
- Organizational Design
- Go to Market
- Mergers & Acquisitions
- Power of Private Equity

Integration: Board Advisory Analysis – XMBA 4016 – 1 Cr Hr

Quarter 3:

Strategic Management – XMBA 4362 – 2 Cr Hrs

This strategy course covers a range of concepts and analytical techniques relating to creating and sustaining competitive advantage as the basis for superior performance. It 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 understand complex strategic issues. Competitive Strategy integrates concepts from finance, marketing, accounting, general management, information technology, and operations management.

Strategic Marketing – XMBA 4360 – 2 Cr Hrs

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.

Business Data & Analytics – XMBA 4364 – 2 Cr Hrs

This course will familiarize the student 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 big 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. However, the decisions that lead to parsing the data appropriately require not only an understanding of the data and the available tools, but the question being answered as well.

Financial Decision Making – XMBA 4336 – 2 Cr Hrs

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

Integration: The CEO’s Perspective - XMBA 4017 – 1 Cr Hr

Quarter 4:

Mastering 4th Industrial Revolution Technology – XMBA 4301 – 2 Cr Hrs

We’re in the midst of a profound evolutionary moment! The 4th industrial revolution was well under way when COVID hit in early 2020 and it has only accelerated the pace of these changes. We’ll be applying technologies such as AI, Blockchain, AR/VR, additive manufacturing to the business of your choice to create amazing customer experiences.

Talent, People & Culture – XMBA 4342 – 2 Cr Hrs

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.

Entrepreneurship and Innovation – XMBA 4365 – 2 Cr Hrs

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.

Stakeholders Beyond the Shareholder I – XMBA 4367 – 1 Cr Hr

This course challenges one to examine the other stakeholders who are affected by and affect our organizations and their work, to include (but not exclusively) customers, employees, governments, suppliers, the global environment and the communities in which we do business. What does it mean for a business or organization to consider the wants and needs of these (and other) stakeholders? What are the issues that we as leaders need to be attuned to when considering these stakeholders? Which stakeholders have (or should have) primacy and why? How do we develop strategies and plans to account for a much broader array of stakeholders? And how do we and others measure success?

Electives: (Determined the Quarter prior by student vote) - XMBA 4700 – 1 Cr Hr ea (2 two-week courses)

Examples of past course topics include:

- Executive Presence
- Advanced Negotiation
- Launching a New Product Line
- Global Digital Payments
- Organizational Design
- Go to Market
- Mergers & Acquisitions
- Power of Private Equity

Integration: Your Personal Development - XMBA 4018 – 1 Cr Hr

Social Impact Project – XMBA 4019 – 2 Cr Hrs

Quarter 5:

Global Business Environment – XMBA 4353 (2 Cr Hrs)

Global Business Strategy – XMBA 4354 (5 Cr Hrs) (includes Global International Learning Experience – 3 Cr Hrs)

This course is about making well-informed decisions in a global environment. Students will use critical thinking skills along with the cumulative tools gained from this course sequence to build a feasibility study with international implications. Conducting business outside the United States involves a unique set of challenges. Diverse cultures, laws, languages, risks and currencies add to the complexity of putting together and managing international business ventures. This course will help you prepare for these types of activities by exploring the basic questions which focus on various aspects of international business. The primary vehicles for accomplishing this will be with class discussions built around presentations by the instructors and students as well as cases dealing with a range of issues, countries and industries.

Global International Experience

You'll travel abroad for two weeks through our Global Challenge—focused on emerging markets and developing economies—which will stretch the limits of your comfort zone.

Design Thinking – XMBA 4351 – 2 Cr Hrs

This course provides a framework for examining key strategic marketing issues faced by modern business. As such, it immerses the student in the environment in which marketing decisions (including product development, pricing, integrated marketing communications, channel management and logistics) must be made and business must operate. Using case studies that range from small start-up firms to large transnational organizations, as well as other experiential learning techniques, students are exposed to internal aspects of the organization, as well as external forces that affect organizational performance.

Stakeholders Beyond the Shareholder II - 4368 – 1 Cr Hr

This course challenges one to examine the other stakeholders who are affected by and affect our organizations and their work, to include (but not exclusively) customers, employees, governments, suppliers, the global environment and the communities in which we do business. What does it mean for a business or organization to consider the wants and needs of these (and other) stakeholders? What are the issues that we as leaders need to be attuned to when considering these stakeholders? Which stakeholders have (or should have) primacy and why? How do we develop strategies and plans to account for a much broader array of stakeholders? And how do we and others measure success?

Supply Chain Management – XMBA 4369 – 2 Cr Hrs

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.

Social Impact Project

Continued from Quarter 4.

Quarter 6:

Digital Marketing – XMBA 4234 – 2 Cr Hrs

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.

Global Program and Trip Integration

Executive Business Law – XMBA 4720 – 2 Cr Hrs

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.

Evolving as an Impactful Leader - XMBA 4343 – 2 Cr Hrs

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.

Electives: (Determined the Quarter prior by student vote) - XMBA 4700 – 1 Cr Hr ea (2 two-week courses)

Examples of past course topics include:

- Executive Presence
- Advanced Negotiation
- Launching a New Product Line

- Global Digital Payments
- Organizational Design
- Go to Market
- Mergers & Acquisitions
- Power of Private Equity

Social Impact Project – XMBA - 2 Cr Hrs

Continued from Quarter 5.