20 Month Course Descriptions

ACC 530  Accounting Concepts  2 credits
This course is designed to provide an overview of how financial information is accumulated, analyzed, interpreted, summarized, and communicated. Emphasis is placed upon an understanding of the concepts necessary to use accounting data effectively. In keeping with this focus, a user's or manager's approach (as opposed to a preparer's or accountant's approach) is adopted throughout this consideration of accounting principles and reports. In addition to the discussion of aspects of “external” reporting, this module will provide an introduction to “internal” reporting (i.e., managerial accounting) by way of examining the methods by which product costs are accumulated. The role of accounting in the manufacturing, merchandising, service industry and government will be examined. Also, the auditing implications for organizations including internal control systems and the role of the external auditor will be discussed.

ACC 570  Creating and Measuring Shareholder Value  2 credits
An examination of the sources and uses of internal accounting information in the planning and control processes of the firm. Specific areas of coverage include budgeting, activity based costing, TQM, “cost, profit volume analysis,” accounting decision models, capital budgeting, time value of money, and the behavioral impacts of control systems.

DSS 585  Business Intelligence Tools and Concepts  2 credits
This course will introduce students to the concepts of the decision and system sciences by examining the concepts of the decision process (intelligence, design and choice). Students will gain proficiency in the use of tools for managing data to support decisions (using Microsoft Access) and for creating simple decision model tools using effective model design concepts (using Microsoft Excel). Simple models in the accounting, finance, statistics and marketing areas will be explored.

DSS 581  Business Statistics  2 credits
This course is designed to help students develop skills in applying quantitative techniques in solving business problems and decisions. Topics include descriptive statistics, statistical inference, and regression and correlation analysis. Students will use the tools from the DSS Tools and Concepts module and build upon them to solve more complex and realistic problems.

FIN 501  Economics (Micro and Macro)  2 credits
The theory of the firm from an economic perspective with an emphasis on techniques useful for decision making. Topics include demand curves, marginal analysis, market structure, pricing, output, production and loss, theory of distribution, capital theory, as well as capital and investment decisions. Macroeconomics topics include determination of G.D.P., Interest rates and an introduction to International Economics.

FIN 504  Finance Foundation  2 credits
The main objective of this course is to acquaint the student with the basic concepts and tools of finance and to develop analytical skills which serve to enhance financial decision making. Topics include the objective of finance, time value of money, risk and return concepts and measurements, bond and stock valuation, and capital budgeting under certainty and uncertainty.

MGT 510  Empowering Work Organizations  2 credits
This course examines the impact of individual, group and organizational behavior on the performance of an organization. Topics include leadership, motivation, group and team dynamics, organizational change, communication, and conflict management.

MGT 511  The Legal Environment  1 credit
The purpose of this course is to acquaint the student with the legal environment in which businesses operate. It will describe the judicial process and legal system, and examine areas of the law of interest to students as identified by a pre-course survey.

MGT 512  Human Resources  1 credit
The Human Resource Management course is designed to introduce graduate students to the key concepts and practices in human resource management (HRM). As part of the six seminars that make up this course, students will be exposed to the support and functional activities involved in the management of human resources. This exposure will also involve an overview of the relationships that these activities have to various outcomes that organizations seek to achieve through HRM, and the strategic role HRM can (and should) play in organizational development. Aimed at the graduate student who sees him/herself as either a future (or current) general manager or a specialist who deals with general managers, the course forces the student to struggle in a realistic and practical way with human resource policy and administration issues that top managers face today. The course also consists of students performing a HRM Audit and Evaluation study of an actual company's human resource strategies and activities.
MKT 521 Marketing Concepts
This course is intended to provide an overview of the philosophy and organization of marketing, the concepts of marketing planning and strategy, the impact of the macro and task environments on the marketing function, the marketing research function and the process of managing marketing information flows, and the major elements of marketing programs. The concepts of positioning, segmentation and targeting will be highlighted, along with discussion of product planning and development, and the elements of the marketing mix.

One Year Course Descriptions

ACC 620 Financial Statement Analysis
This course is designed to acquaint the business professional with the tools to properly analyze external financial statements. Emphasis will be placed on evaluating the quality of current earnings, the use of ratio analysis, and the use of external resources. Annual reports will be analyzed as part of a group project.

BUS 570 Strategic Management/Marketing
This course is cross functional, combining concepts and applications from strategic management and strategic marketing, including discussion of strategic frameworks, the strategic management model, the competitive strategy model, strategic marketing analysis, and a change perspective to implementing strategy. Topics such as industry analysis and structure, product life cycles, portfolio analysis, positioning, competitive advantage, creating customer value and core competencies will be highlighted.

BUS 571 Global Business
This course focuses on the interrelated issues of the environment of international business, international business strategy, and organizational structure behavior and coordination. The impact of culture, competition and market forces is explored. International trade will also be examined, with an emphasis on global trading blocs and transition economies.

International Accounting
A broad overview of international accounting with an emphasis on the standards and practices in selected countries (Japan, U.K., Germany) and regions (European Community). Issues of current interest such as attempts to harmonize differing financial disclosure practices around the world, international transfer pricing strategies, the accounting for foreign currency transactions, and the impact of international taxation will be discussed in an attempt to sensitize students to variations in the accounting practices encountered beyond the local (domestic) perspective.

International Finance
A study of the ways and means to reduce financial risks involved in international financial management. Consequently, the course deals with the interrelationship between the international monetary environment and financial planning for corporations with overseas operations. It analyzes the effects on international financial planning—such factors as exchange rate fluctuations, currency restrictions, and tax regulations. It examines financial aspects of multinational business including foreign investments and trade.

International Marketing
This course analyzes the differences between marketing in the USA and international markets. The major objective is to have students gain an understanding of the people, history, culture, current economic situation, business practices, and entry strategies for the European Union, Eastern Europe, C.I.S., Middle East, Central and Latin America, and Asia.

BUS 572 International Residency
The international study tour is a ten-day (approximate) international trip under the guidance of EMBA faculty members. This trip provides first hand exposure to the impact of culture, competition, health care, and market forces on businesses and economies. Students tour businesses in a variety of industries, speak with executives and attend lectures. Project assignment for this course is given by EMBA faculty members assigned to the trip.

DSS 582 Research Skill
This course is designed to help students develop a working knowledge of the business research process. Topics include proposal development, research design, survey design, collection and analysis of data, and presenting results. Practice is provided in carrying out a practical research project of limited scope. This course will provide an application of some of the concepts in the Business Statistics course.
DSS 583  Decision Making Techniques  2 credits
This course continues the DSS module with the examination of more advanced decision models used in management science for solving complex business problems. It will provide an appreciation of the wide range and complexity of decisions faced by managers in the different functional areas. Topics covered will include the art of modeling, aggregate planning, and decision making under uncertainty and risk. This module will also cover the concepts and tools of forecasting, simulation, Data Mining (in conjunction with the Business Intelligence Module) for support of Customer Relationship Management (CRM) and business analysis.

DSS 584  Business Intelligence  1 credit
This course first examines the structure of operational, tactical and strategic information systems and their role in the contemporary organization. Topics such as knowledge management, enterprise systems (ERP), and e-Commerce will be presented flowing to issues of the data warehouse and its role in the Business Intelligence. The module will conclude with an analysis of the issues in managing the information technology resource through readings and case studies of organizations and their use of technology to address critical operational and strategic goals.

FIN 506  Analysis of Financial Markets  1 credit
This course examines the operations, investment policies and analysis of financial institutions and their relationship to money and capital markets. Topics covered include the financial system, the Federal Reserve System, monetary policy, international financial relationships, and interest rate theory.

FIN 550  Shareholder Value Management  3 credits
The main objective of this course is to provide the student with a sound understanding of both the theory and practice associated with the management of assets and liabilities. Topics include capital budgeting under uncertainty including mergers and acquisitions, cost of capital, leverage and capital structure decisions, dividend policy, and working capital decisions.

FIN 624  Investments  1 credit
The main objective of this course is to provide the student with a sound understanding of both the theory and practice associated with investments. Topics included in this course are Financial Markets and Instruments, Risk and Return, Efficient Diversification, Capital Asset Pricing Theory, Arbitrage Pricing Theory, Performance Evaluation and Active Portfolio Management, and Efficient Markets. In addition, the course looks to improve your use of technology in an investment analysis setting by spending time in the trading room working with multiple financial data packages.

MGT 570  Ethics I  2 credits
This course develops foundational concepts in ethical theory that are necessary tools for a systematic and disciplined evaluation of business practice. Central attention is given to the use of rights and the common good in moral arguments. Ethics I also begins to apply these conceptual tools to specific issues in business ethics.

MGT 571  Ethics II  1 credit
This course continues the application of theoretical tools developed in Ethics I and it requires students to prepare a team-based case analysis.

MGT 572  Leadership and Executive Development I  1 credit
What makes a leader? How does one realize her or his leadership potential? This course is designed for professionals who want to develop their leadership skills in work organizations. Through written self assessments, leadership plans, self-generated cases, live workplace feedback (360 degree process), executive coaching, and theoretical grounding in leadership studies, students will learn how to become more successful leaders.

MGT 573  Leadership and Executive Development II  1 credit
This course finishes the process started in MGT 572. Students will assess their leadership development progress between courses, learn and apply new material about leadership, and further refine their practice of leadership.

MGT 574  Teams  1 credit
This seminar focuses on research- and evidence-based practices of effective. Through readings, discussion, and personal practice, students will learn about the use of power and influence in organizations, and how to communicate and manage conflict constructively in diverse settings. Students will also learn about evidence-based practices regarding perception, attribution and motivation.

MGT 575  Influence, Negotiation & Conflict Skills  1 credit
The team project is an experiential and integrative course in which teams undertake a management intervention and consulting project in an organization. Teams are responsible for identifying a client organization, analyzing organizational needs, collecting and interpreting relevant data, developing solutions, and presenting their projects to faculty and the client organization.
MGT 798   Capstone Simulation  2 credits
This course is a computer simulation experience designed to integrate and apply knowledge gained throughout the EMBA Program. The focus is on strategic analysis and choice in a team-based and competitive learning environment. Student teams vie for competitive advantage in the industry. The simulation includes a realistic treatment of market and competitive dynamics and is completed over the course of multiple days during the students’ final residency in the program.

MGT 799   Business Policy  3 credits
These seminars will serve as a capstone course for the EMBA Program, focusing on the Strategic Management Process. The seminars will provide an opportunity to learn strategic management concepts and to analyze and develop strategic recommendations using the case study method. The seminars will culminate in an in-class “live case.”

MKT 531   Integrated Marketing Communications  1 credit
This course is designed to introduce the student to the important elements of effective and integrated Marketing Communications (IMC) including advertising, sales promotion, personal selling, publicity, public relations, interactive marketing, and direct marketing so that an organization can communicate effectively to its employees, customers and shareholders. It looks at each of the mediums individually and collectively to learn how to successfully coordinate marketing elements to present one clear and collective voice. As well as the numerous facets of traditionally IMC, students will learn how emerging strategies such as guerrilla, buzz, internet and search marketing are playing more critical roles in developing effective integrated marketing campaigns. Finally, it also takes into consideration the ethical and legal implications of marketing communications in general, and advertising in particular. By the end of this course the student should have a good appreciation and understanding of marketing communications.

Curriculum is subject to change