EMBA Program Outline and Course Descriptions

Program Outline

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↑ Sailing Trip
↑ International Experience

Course Descriptions

BUS 516E: Operations and Supply Chain Strategies
This course explores major decision areas involved in managing manufacturing and service organization operations. Topics include process selection and design, planning and control systems, quality management, inventory management and control, independent demand management, supply chain management, operations strategies, and developing world-class operations.

BUS 519E: Information as Capital
The course covers major challenges that organizations confront while managing key technological resources as well as implementing technological innovations. The course examines critical links between an organization’s business, cultural and information technology (IT) strategies. This course provides current and future senior executives with the insights and frameworks necessary to make strategic decisions about information technology. The integration of digital and social media strategies into marketing and IT is also explored.

BUS 530E: Financial Statement Analysis
This course provides a critical analysis of the role of regulation in the measurement and reporting of the results of economic activities to enable a more effective and efficient use of financial information for decision-making purposes. This course explains the “management assertions” embodied in financial statements and their relationship with an independent audit of financial information. Strategic cost
concepts and ethics in recordkeeping; methodology of short and long-term decision analysis; planning and control of organizational activities using transfer pricing methods and performance evaluation; and critical analysis of long term decisions are also explored.

**BUS 540E: Talent Management**

This course examines human resources with an emphasis on the role of the top executives and leadership in establishing an effective HR system. Specific topics include: strategic human resources in a globally competitive environment; financial implications of HR; strategic staffing and interviewing; training and development; creating a motivational work environment for employees; designing an effective compensation and benefits systems; safety and environmental issues in the workplace, and a review of ethical, legal and international HR issues.

**BUS 546E: Global Business Operations**

Global Business Operations investigates strategic opportunities and challenges in a global marketplace, specifically the macroeconomic and microeconomic forces that businesses face as the world has flattened. This course explores how fiscal, monetary and trade policies affect any business, and may focus on a specific country or trade area. Case studies provide comparisons and contrasts for different business and socioeconomic environments in today’s global economy.

**BUS 552E: Leadership Intelligence**

Leadership is about making a difference for the organizations in which we work and for the communities in which we work and live. The focus is on building a core of three critical skill sets: a foundation of financial, operational, and strategic business acumen; the emotional intelligence to effectively engage people; and the execution discipline to deliver results and get things done. This course is connected to BUS 554E and includes the orientation weekend and team-building experiences.

**BUS 554E: Leading Sustainable Enterprises**

When business results are measured by long-term profitability, the creation of vibrant communities, and the sustainable use of natural resources, how do executive leaders achieve success? Leading Sustainable Enterprises is an intensive leadership development experience which provides executives with the tools and strategies necessary for delivering results in a complex multi-stakeholder business environment. Course topics encompass leading for results, business intelligence, leadership intelligence, execution competence, and sustainability strategies. This course includes an offsite leadership development program and the completion of a sustainability plan for a business.

**BUS 559E: Leadership North Bay**

This course gives students an opportunity to review case studies of local firms and analyze what unique challenges exist for businesses in the North Bay. Discussion of local government, labor force, and other business environment factors adds to the analysis. Further, economic trends in the North Bay are discussed in the context of what business opportunities exist within those trends.

**BUS 560E: Strategic Marketing**

In this course, students will learn about the current marketing environment, analysis of cutting-edge marketing programs, and the development of strategic marketing plans. Careful consideration of the conceptual background of marketing including trends and emerging developments will be exercised. The integration of digital and social media into marketing strategies is also discussed.
**BUS 570E: Financial Markets and Business Strategy**
The course examines the relationship between corporate finance theory and business strategy employed by corporate executives. The intent of the course is to improve execution decision-making by applying modern corporate finance theory to current business issues. Topics to be covered include time value of money analysis, capital budgeting techniques such as net present value and internal rate of return, cost of capital, capital structure, market efficiency, and international finance. The course will blend theory and practice by employing a combination of lecture and discussion of corporate finance theory with case studies to emphasize practical application.

**BUS 581E: Research for Strategic Planning (online course)**
This course explores the business professional’s role in retaining and incorporating data into the strategic planning process. It will delve into the research options of today’s business environment as well as the research process, and discuss current issues in business research, from global to ethical concerns. This class guides executives through identifying their greatest information needs and directs them how to best address their strategic questions.

**BUS 590E: Leading Change in Organizations**
This course explores change management theories and practical methods to implement change within organizations. Specific topics include: overview of major change management models; building a case for change; evoking change leadership and the role of the change agent; building commitment to change; analyzing processes; designing and implementing the change plan; establishing measures, managing transitions, and developing a learning organization that embraces change. The role of leaders in implementing successful change efforts in different sized organization is a main theme of this course.

**BUS 591E: Strategy in Practice**
This is a seminar requiring active contribution of participants to identify and evaluate decisions determining the long-range future of a business or non-profit organization. Strategic management entails generating choices to be made among competing alternatives to produce a competitive advantage and earn above-average returns. Rapid technological change, mergers and acquisitions, increasing pressures for globalization, and changing local environments for organizations have heightened the urgency to ask the right questions about the future, such as: (1) Which distinctive competencies should we be developing for our businesses? (2) Where and how should we compete? (3) How do we balance among competing priorities and communicate our strategy to our stakeholders?

**BUS 592E: Business Plan**
This is primarily a field-study course in which students describe, evaluate, and recommend a well-supported strategy to the top management team and/or board of directors of an organization. Working in teams, participants will observe how strategic opportunities are identified, conceptualized, planned, financed, implemented, managed and harvested. Learning tools include field research, compilation of primary and secondary data, class dialogues, readings, sample case analyses, guest lectures from local business leaders, and a final project that involves writing a case study and analysis describing the evolution of an organization’s strategy, how resources and capabilities will be acquired to implement the strategy, and how results may be monitored and controlled. The ultimate output of this course is a business plan that students may use in future business ventures.