## Napa EMBA Program Outline and Course Descriptions

### Program Outline

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### Course Descriptions

**BUS 516E: Wine Distribution Strategies**
This course explores major decision areas involved in managing grape, winery, and distribution channels, with an emphasis on distribution and retail. Topics include quality management, inventory management and control, independent demand management, supply chain management, operations strategies, and developing multiple retail outlets, including direct sales to consumers, restaurants and wine clubs.

**BUS 519E: Information and Wine Markets**
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 a winery 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 Wine Operations
Global Wine Operations investigates strategic opportunities and challenges in a global marketplace, specifically the economic forces that wine businesses face as world markets have become more competitive. This course explores how government policies affect any business, and focuses on trade policy and the government interaction of other countries with their domestic wine industries in an attempt to export wine. 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 culminates with the sailing trip experience.

### BUS 554E: Leading Sustainable Wine 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 Wine 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. Topics include the choice of changing vineyard, winery and other operations to more sustainable, organic, biodiverse, and alternative formats in an attempt to both differentiate products and to become more “green” in terms of operations.

### BUS 559E: Leadership, Compliance and Government Relations
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: Brand Marketing and Management
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. This course will also discuss luxury brand marketing, in both hospitality and wine, and the confluence of those industries for the winery in the tasting room.
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 online 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: Building a Strategy
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: Building a Wine Business
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.