EXECUTIVE MBA (EMBA)

500 Level Courses

**EMBA 500: Workshop.** 0 credits. Workshop. Offered by School of Business. May be repeated within the term.

**Registration Restrictions:**
- Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.
- Enrollment is limited to students with a major in Executive MBA.
- Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.
- Students in a Non-Degree Undergraduate degree may not enroll.

**Schedule Type:** Laboratory

600 Level Courses

**EMBA 603: Managerial Economics.** 3 credits. Develops and applies economic analysis tools in managerial decision situations. Focuses on economic analysis to understand firm’s competitive environment. Offered by School of Business. May not be repeated for credit.

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**Schedule Type:** Lecture

**EMBA 612: Cost Accounting.** 1-3 credits. Focuses on developing accounting information for use by managers in planning and control activities. Examines traditional and emerging cost-management systems. Special emphasis on information for decision-making, operational control, and performance evaluation. Offered by School of Business. May not be repeated for credit.

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**Schedule Type:** Lecture

**EMBA 613: Financial Accounting.** 3 credits. Develops framework of concepts and procedures essential for interpreting general-purpose financial statements and internal managerial accounting reports. Emphasizes understanding basic concepts and applying selected procedures to problem-solving situations. Offered by School of Business. May not be repeated for credit.

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**Schedule Type:** Lecture

**EMBA 623: Marketing.** 3 credits. Develops market-based knowledge and skills for effective marketing strategy design, implementation, and evaluation. Develops ability to make marketing decisions in wide variety of institutional and competitive situations. Addresses the importance of companies being market-driven and customer-focused. Emphasis on case studies, team work, and projects. Offered by School of Business. May not be repeated for credit.

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**Schedule Type:** Lecture

**EMBA 633: Statistics for Business Decision Making.** 3 credits. Applies statistical methods in analyzing problems in business decision-making. Topics include descriptive statistics, probability distributions, estimation and hypothesis testing, and linear regression. Offered by School of Business. May not be repeated for credit.

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**Schedule Type:** Lecture

**EMBA 638: Services and Operations Management.** 3 credits. Integrates theory and practice of operations management with mathematical modeling and quantitative techniques of management science. Addresses range of operations management issues, including technology and strategy decisions, systems design issues, project operations, quality control, and inventory planning. Offered by School of Business. May not be repeated for credit.
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Schedule Type: Lecture

EMBA 641: Building the High-Performing Team. 0-3 credits.
Develops the knowledge and skills needed for creating powerful, high-performance teams within and among organizational units. Strategies are offered for alignment of goals, building conditions for coordinated action, generating innovation, and resolving breakdowns. Offered by School of Business. May not be repeated for credit.

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Schedule Type: Lecture

EMBA 643: Managerial Finance. 3 credits.
Introduces theories of finance and their application to the formulation of business policy. Topics include internal financial analysis, financial forecasting, valuation, risk and return analysis, capital allocation, and capital structure. Offered by School of Business. May not be repeated for credit.

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Schedule Type: Lecture

EMBA 653: Organizational Behavior and Teams. 3 credits.
Examines development, theories, and practice of management within organizations. Emphasizes human behavior and how it influences organizational effectiveness. Offered by School of Business. May not be repeated for credit.

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Schedule Type: Lecture

EMBA 660: Management of Information Technology. 3 credits.
Examines computer-based information technologies and their interrelation with management processes, especially problem-solving and decision-making at individual, work group, and organization levels. Topics include management information system life cycle, with emphasis on manager’s perspective, and modeling and analysis to support decision-making. Offered by School of Business. May not be repeated for credit.

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Schedule Type: Lecture

EMBA 673: Legal Environment for Executives. 1.5 credit.
Examines the managerial impact of the law upon decision-making processes in business organizations. Lectures as well as discussions of judicial opinions and readings. Offered by School of Business. May not be repeated for credit.

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Schedule Type: Lecture

EMBA 674: Business Ethics. 1-3 credits.
Designed to strengthen the ability to identify, critically analyze, appropriately respond to, and provide leadership regarding the issues of ethical and socially responsible behavior you may confront as an executive in charge of people, projects, and organizations. Offered by School of Business. May not be repeated for credit.

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Schedule Type: Lecture
EMBA 678: Business Strategy. 3 credits.
Integrates business strategy and policy with functional knowledge developed in other courses and business practice. Issues include formulation of strategy, industry analysis, building core competencies, and strategy implementation. Offered by School of Business. May not be repeated for credit.

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Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Lecture

EMBA 696: Directed Studies in Executive MBA. 1-3 credits.
Approval by faculty member and program director required prior to registration. Studies specialized topics in business not otherwise available in the curriculum. Offered by School of Business. May be repeated within the degree for a maximum 3 credits.

Registration Restrictions:
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Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Independent Study

EMBA 697: Special Topics in Executive MBA. 1-3 credits.
Sections established as necessary to focus on various topical issues that emerge in practice of executive business administration. Offered by School of Business. May be repeated within the term for a maximum 6 credits.

Registration Restrictions:
Enrollment limited to students with a class of Advanced to Candidacy, Graduate, Non Degree or Senior Plus.

Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate, Non-Degree or Undergraduate level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Lecture

700 Level Courses
EMBA 703: Financial Markets. 0-3 credits.
Explores the relationships between financial markets and their impact on corporate financial decision making. Considers cross-market interrelationships, including how financial markets respond by creating financial instruments to meet the varying financial requirements of business firms. The course includes a domestic financial residency in New York that focuses on contemporary developments in these markets.

Offered by School of Business. May be repeated within the degree for a maximum 6 credits.

Registration Restrictions:
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Independent Study

EMBA 710: Global Macro Economics. 1.5 credit.
Focuses on the modern system of international trade and the opportunities that the global trading environment creates for firms. Attention will be directed toward the roles of national policies, international agreements, and business activities in the development of the system. Offered by School of Business. May not be repeated for credit.

Registration Restrictions:
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Lecture

EMBA 712: International Macroeconomics. 1.5 credit.
Focuses on the basic concepts of international macroeconomics? national income accounts, monetary and fiscal policies, balance of payments, and exchange rates. These concepts are introduced and discussed in situations where national economic strategies affect the decisions and performance of business operations. Offered by School of Business. May not be repeated for credit.

Registration Restrictions:
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Lecture

EMBA 716: Managing Change. 1.5 credit.
Focuses on how organizations can successfully adapt and change. Topics include understanding forces that make change necessary, developing vision of appropriate course, aligning organization behind that vision, and motivating people to achieve it. Offered by School of Business. May not be repeated for credit.

Registration Restrictions:
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Lecture

EMBA 718: Leadership and Change Management. 3 credits.
Focuses on the essential elements of successful organizational change. Emphasis on understanding the forces for change, as well as developing skills to manage a successful change process. Gives a deeper understanding of organizational leadership and an increased ability to
be a successful leader. Incorporates and integrates theory, research, and application, with the ultimate goal of providing the student with practical information about leadership. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

**Schedule Type:** Lecture

EMBA 725: **Leadership and the Role of the General Manager.** 1.5 credit. Explores key leadership roles in organizations and their own leadership competencies. Provides understanding of leadership development, power and influence, motivation, strategic decision making, leading change, the influence of globalization and diversity on leadership, and ethical issues. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

**Schedule Type:** Lecture

EMBA 729: **Introduction to Critical Infrastructure Protection.** 1-3 credits. Course provides an introduction to the policy, strategy, and practical application of critical infrastructure security and resilience from an all-hazards perspective. It describes the strategic context presented by the 21st century risk environment, and discusses the challenges and opportunities associated with the following: public-private partnerships; information-sharing; risk analysis and prioritization; risk mitigation and management; performance measurement; incident management; and addressing future risks. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

**Schedule Type:** Lecture

EMBA 730: **Assessing and Managing Risk to Critical Infrastructure Systems.** 1-3 credits. Course provides an introduction to the policy, strategy, and practical application of an all-hazards risk assessment and management in the context of critical infrastructure security and resilience. Course promotes subject matter understanding, critical discussion of analytic approaches, and proficiency in communicating information on risk methodologies and their utilization in oral and written form. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

**Schedule Type:** Lecture

EMBA 731: **Partnering and Information Sharing for Critical Infrastructure Security and Resilience.** 1-3 credits.
Course provides an overview of partnerships and information sharing within the homeland security enterprise with a focus on the collaboration and information products, processes, and systems necessary to protect and enhance the resilience of the Nation's critical infrastructure. Course is designed to promote subject-matter understanding, critical analysis of issues, and insight into senior leader decision-making in both the government and private sectors. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

**Schedule Type:** Lecture

EMBA 732: **Critical Infrastructure Security and Resilience and Cybersecurity.** 1-3 credits.
Provides introduction to policy, strategy, and operational environment of cyberspace in context of critical infrastructure security and resilience mission area. Course includes discussion of cybersecurity challenges presented by 21st century risk environment, and opportunities and challenges associated with cyber risk analysis and prioritization; risk mitigation and management; government-private cybersecurity partnerships and information-sharing; attack alert and response; and addressing future cyber risks. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

**Schedule Type:** Lecture

EMBA 733: **Advanced Topics in Critical Infrastructure Protection.** 1-3 credits.
Course provides an advanced focus on critical infrastructure security and resilience policy, strategy, planning, and incident management operations in an all-hazards context. In terms of the audience, this course assumes a base level of student knowledge and practical experience in the critical infrastructure security and resilience field. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

**Schedule Type:** Lecture

EMBA 734: **Critical Infrastructure Protection Residency.** 3 credits.
This course takes the concepts from previous Critical Infrastructure Protection track courses and provides an opportunity to see these concepts in a "field environment." The course will engage with decision makers to learn how they operate profit generating firms in the critical
infrastructure sectors while addressing considerations of security and resilience. Offered by School of Business. May not be repeated for credit.

Registration Restrictions:
Enrollment is limited to students with a major in EMBA - Distance Learning or Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Lecture

EMBA 735: Systems Thinking and Dynamics. 1-3 credits.
Enables students to develop, express, improve, and validate holistic mental models of problems. In doing so, they will build a foundation for better decision making leading to improved business performance. The main strength of the systems-thinking approach is its emphasis on long-term strategic outcomes as opposed to short-term tactical ones. Offered by School of Business. May not be repeated for credit.

Registration Restrictions:
Enrollment is limited to students with a major in Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

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Schedule Type: Lecture

EMBA 740: Introduction to Global Business. 1-3 credits.
The seminar topics would incorporate student and industry partner feedback and consultation by the Program Director and Academic Director with the GPC and Area Chairs. Possible topics include: European Union, Global Social Entrepreneurship, Emerging Markets and Product Development. Offered by School of Business. May be repeated within the degree for a maximum 3 credits.

Registration Restrictions:
Enrollment is limited to students with a major in EMBA - Distance Learning or Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Seminar

EMBA 741: Introduction to National Security. 1-3 credits.
The seminar topics would incorporate student and industry partner feedback and consultation by the Program Director and Academic Director with the GPC and Area Chairs. Possible topics include: National Defense Commercial Strategy, Competing Internationally in National Defense Sector, Small Business and National Defense. Offered by School of Business. May be repeated within the degree for a maximum 3 credits.

Registration Restrictions:
Enrollment is limited to students with a major in EMBA - Distance Learning or Executive MBA.

Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Seminar

EMBA 742: Advanced Topics in Global Business. 1.5 credit.
The course discusses current issues in globalization and the ramifications of globalization on business strategy; comparatively reviews emerging markets and development in Asia, Africa, and Latin America and in financial services, healthcare, and eGovernment; considers the role of ICT and mobiles in international development; and reviews the role and development of institutions and significance for business in emerging markets. Offered by School of Business. May not be repeated for credit.

Registration Restrictions:
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Enrollment is limited to Graduate or Non-Degree level students.

Students in a Non-Degree Undergraduate degree may not enroll.

Schedule Type: Lecture

EMBA 743: Advanced Topics in National Security. 1.5 credit.
Students will be provided an in-depth look at the strategy side of the National Security industry and will learn how security business position and re-position themselves in this changing market place. The process that firms go through to determine their overall strategy will be explored. Offered by School of Business. May not be repeated for credit.

Registration Restrictions:
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Enrollment is limited to Graduate or Non-Degree level students.

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Schedule Type: Lecture

EMBA 745: Special Topics in Finance. 1-6 credits.
In-depth examination of advanced topics in finance. Offered by School of Business. May be repeated within the term for a maximum 6 credits.

Registration Restrictions:
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Schedule Type: Lecture

EMBA 750: Capstone Project: Part 1. 1.5 credit.
Lab-based course provides action learning experience that integrates course content from throughout the EMBA program. Students work in teams to develop solutions to organizational challenges and opportunities. They select a project, evaluate the strategic issues for their assigned clients, design a solution, and present results to an executive panel. Depending on the nature of the issue and faculty requests, team presentations of results include one or more of the following sections: an analysis of the situation; recommendations including changes in goals and organizational design; a plan of action integrating marketing, human resource development, organizational design, finance, and operations; an implementation plan using theories of communication and change management, to include the business case and a business plan. Students are expected to draw upon coursework from multiple disciplines in completing this project. Offered twice in spring semester for a total of 3
credit hours. Offered by School of Business. May be repeated within the degree for a maximum 3 credits.

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**Schedule Type:** Lecture

**EMBA 751: Corporate Global Strategy.** 1.5-3 credits.
Examines issues in strategy for firms operating in multiple markets or businesses, including diversification, portfolio approaches to corporate strategy, mergers and acquisitions, corporate alliances and joint ventures, restructuring, and coordinating multibusiness corporations. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
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**Schedule Type:** Lecture

**EMBA 752: A Strategic View of the Firm.** 0-3 credits.
Examines the interplay between the industry environment and a firm’s resources and capabilities to drive superior performance. The course seeks to integrate multiple functional perspectives to arrive at a complete understanding of the firm within its environment. Offered by School of Business. May not be repeated for credit.

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**Schedule Type:** Lecture

**EMBA 754: Capstone Project: Part 2.** 1.5 credit.
Students will work in teams to develop solutions to complex organizational challenges and opportunities. The Capstone project is divided into two parts with regard to course work. In Part II, students will evaluate the strategic issues for their client based upon interviews, outside primary and secondary research, and industry analysis. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
Enrollment is limited to students with a major in EMBA - Distance Learning or Executive MBA.

**Schedule Type:** Lecture

**EMBA 755: Special Topics in Management.** 1-6 credits.
In-depth examination of advanced topics in management. Offered by School of Business. May be repeated within the term for a maximum 6 credits.

**Registration Restrictions:**
Enrollment is limited to students with a major in Executive MBA.

**Schedule Type:** Lecture

**EMBA 790: National Security Residency.** 3 credits.
Develops National Security perspective through seminars led by professors and high-level managers; briefings by officials of government and other policy-making organizations. Offered by School of Business. May not be repeated for credit.

**Registration Restrictions:**
Enrollment is limited to students with a major in Executive MBA.
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**Schedule Type:** Lecture

**EMBA 791: The Regulatory and Business Environment of the European Union.** 0-1.5 credits.
Considers contemporary interactions of businesses, government, and regulation. Seminars and presentations with business, government, and regulatory officials. Offered by School of Business. May be repeated within the degree for a maximum 3 credits.

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**Schedule Type:** Lecture

**EMBA 795: Global Residency.** 0-3 credits.
Develops global perspective through seminars led by professors and high-level managers; briefings by officials of government and other policy-making organizations; and site visits to production and distribution facilities, research centers, IT units, and other corporate offices. Offered by School of Business. May be repeated within the term for a maximum 6 credits.

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**Schedule Type:** Lecture