



EMBA Class of 2027 Course Descriptions

Fall Semester 2025

August - October

Strategic Vision & Analysis - 1.5 Credit Hours

This course sets the stage for an integrative EMBA experience by providing students with an overall perspective of Strategy and Strategic Leadership from the standpoint of the general manager. Students will examine the role of the strategic visionary and explore how strategic choices are identified and decisions made. Strategic management tools providing insight into competitive and industry analysis and organizational resource and capabilities identification /appropriation will be emphasized.

Financial Reporting & Analysis - 3 Credit Hours

This is a study of the fundamental concepts of financial accounting and reporting by business entities in accordance with generally accepted accounting principles. The course approaches the material from the perspective of the financial statement user rather than the financial statement preparer. Therefore, emphasis is placed on the use and interpretation of information contained in business financial statements by managers, investors, and creditors.

Managing & Leading People - 1.5 Credit Hours

This course will help executives develop best practices for managing and leading employees. We will combine case-based learning with experiential exercises to help students develop a toolkit for diagnosing and finding solutions for common challenges in organizations. We will explore topics such as power, leadership, teams, and conflict management through the lens of modern organizational issues such as technology and diversity.

October - December

Entrepreneurship - 1.5 Credit Hours

This course focuses on the pursuit of opportunity, which considers the difference between an idea and an opportunity. It addresses the skills and know-how required to recognize, assess, and exploit an opportunity. Students will apply a strategic tool to determine the difference between an idea and an opportunity, conduct an opportunity assessment, and present their assessment to a team of outside judges. This course will utilize a range of techniques, methods, and approaches to address the learning styles of everyone in the class. In the process, students will improve their analytical capabilities, strengthen their ability to execute by understanding and applying elements in the entrepreneurial process and enhance their skills in pitching their concepts.



Business Analytics for Managerial Decisions - 3 Credit Hours

Examines statistical and analytical techniques to analyze data for effective managerial decisions. Deals with applications from business. Topics include description and summarization of data, exploratory data analysis, testing hypothesis, analysis of variance, regression analysis and forecasting, and fundamentals of decision theory.

Economic Environment of Business - 1.5 Credit Hours

A contemporary, real-world course focusing on the global economic environment within which today's businesses operate, taught from the perspective of the practicing manager. Content is both national and international in flavor. Highlights include the study of the general economy, monetary/fiscal policy, business cycles, exchange rates, and economic indicators. The impact of domestic and international forces on business strategy is stressed. The course is taught through the use of materials, tools, and databases readily available to the manager.

Spring Semester 2026

January - March

Ethical Business Decision-Making - 1.5 Credit Hours

This course examines ethical challenges frequently faced by business leaders and explores ethical decision-making from both a business and philosophical perspective. We will focus on ethics from both personal and organizational perspectives and look for the best arguments for various positions. We will read and discuss what some of the best minds in Western history have thought about various issues and learn various frameworks that can be useful for ethical decision-making. Students will learn how to think about deep ethical concerns more thoroughly and carefully and make sound ethical business decisions.

Management of Financial Resources - 3 Credit Hours

A study of the acquisition and management of the financial resources of the firm. The emphasis is on developing and understanding decision-making concepts related to such topics as valuation, cost of capital, capital budgeting, dividend policy, hedging financial exposure, and corporate control. The interaction between investment and financing decisions in the marketplace is emphasized in the context of risk-return considerations, and the obligation of management to security holders is considered. Where appropriate, the global environment of decisions is stressed.



Innovation - 1.5 Credit Hours

Creativity and innovation are key drivers for economic activity and wealth generation, as well as for individual and community well-being. Entrepreneurs in growing businesses, large firms, the social sector, and the government are upsetting the status quo, altering accepted ways of doing things, transforming industries, and finding meaning for themselves and those with whom they work. This course focuses on two key themes. One is creativity and innovation and the other is the pursuit of opportunity, which considers the skills and know-how required to exploit opportunity and create social and economic value. Students will learn to recognize their own creative talents, apply creative problem-solving techniques to tasks and challenges, (3) recognize and remove blocks to innovation, and (4) understand and apply the elements in the entrepreneurial process.

March - April

Negotiations - 3 Credit Hours

Study of distributive, integrative/principles, and intraorganizational negotiations. Includes coverage of negotiation strategies, tactics, preparation, social structure, ethics, and international negotiations. Errors and breakdowns are also covered along with other conflict resolution techniques such as mediation and arbitration.

Advanced Financial Management - 3 Credit Hours

Applications of theory of corporate finance to real-world problems through case studies. Topics include financial analysis and planning, forecasting the financial needs of a firm, capital expenditure analysis, capital structure and distribution policies, merger and acquisition analysis, corporate restructuring, and risk management. Emphasis is placed on the effects of the firm's financial and operating decisions on the value of the firm's securities in financial markets.

Summer Semester 2026

June - July

Global Environment of Business - 4 Credit Hours

This course is the study and experience of managing in a global business environment. The course provides background learning in preparation for a study abroad opportunity that includes visits to companies (multinational and local), institutions (financial, educational, political), and cultural sites. Pre-trip classes provide the students with an understanding of the risks, opportunities, and challenges of doing business across borders and the impact of differences in legal, political, cultural, social, and institutional frameworks in different countries. An opportunity analysis is completed and presented in the post-trip class period.



Fall Semester 2026

August - October

Advanced Marketing Management - 3 Credit Hours

This is an examination of the marketing function and how it relates to value creation, strategic corporate management, and marketing decisions; the major phenomena underlying marketing strategy formulation and the component divisions of product planning, communication, and channels of distribution, both theory and cases to develop a managerial perspective of marketing; linking marketing strategy to financial value.

Regulatory Environment for Entrepreneurs and Executives - 3 Credit Hours

The primary focus of this course will be to examine the laws, policies, regulations, and norms that influence decision-making for executives. Specifically, the course will examine business, contract law, agency law, intellectual property law, and employment discrimination law. Additionally, the course highlights aspects of the international legal environment of business.

October - December

Supply Chain & Operational Strategy - 3 Credit Hours

For many companies, supply chain management has become an important element of competitive strategy. However, achieving a competitive advantage requires effective design and integration of operations, supply chain strategies, processes, and information technologies. Through an integrated simulation as well as selected readings and case analysis, this course will examine the linkages between supply chain strategy and competitive strategy, critical elements for effective supply chain management, and current trends in operational strategy.

Accounting for Managerial Planning & Control - 3 Credit Hours

A study of the basic concepts, measures, techniques, and approaches of managerial accounting. The emphasis is on understanding and developing accounting and economic concepts for decision-making within profit-making and not-for-profit organizations related to such topics as short-term and long-term planning, performance measurement, transfer pricing, and traditional and contemporary product costing systems. The application of the basic concepts and approaches to small and large-sized domestic and global organizations is emphasized. Where appropriate, contemporary managerial accounting issues are stressed.



Spring Semester 2027

January - February

Strategy in a Dynamic Environment - 3 Credit Hours

This final course in contemporary global strategic management integrates the basic business functions. Comprehensive cases deal with global competition in complex changing environments within which the organization seeks to achieve a sustainable competitive advantage. Issues of strategy formulation and implementation are addressed. Technology and communication skills are emphasized.

Leadership in a Complex World - 1.5 Credit Hours

The Leadership in a Complex World course is designed to provide advanced leadership skills addressing the competencies listed in the Korn Ferry Developmental Difficulty Matrix as the most difficult to develop. These include Manages Conflict, Cultivates Innovation, Situational Adaptability, Manages Ambiguity, Builds Networks, Builds Effective Teams, and Strategic Mindset. This course will frame these competencies in the context of complexity leadership to help students understand what leadership competency model can be used to engage leadership and followership to meet complexity with complexity. By the end of the course, students will have knowledge regarding complexity challenges facing leaders in the modern context and a refined set of competencies in Leading Self, Leading through Thought, Leading Others, and Leading for Results.

Leading for Innovation and Results - 1.5 Credit Hours

The Leading for Innovation and Results course is designed to provide advanced leadership skills addressing the Leading for Thought competencies listed in the Agile Strategic Leadership Model. These include Cultivates Innovation, Decision Quality, Global Perspective, Manages Complexity, Strategic Mindset, and Tech Savvy. This course will present these competencies through guest speakers, cases, and team presentations. By the end of the course, students will have knowledge of cutting-edge issues facing leaders in the modern context and a refined set of competencies in Leading through Thought that can better prepare them to face the dynamic challenges associated with a rapidly moving, complex world.

Personal Leadership Development - 3 Credit Hours

The Personal Leadership Development Process course is designed to provide systematic personal leadership development for the Executive MBA Program at the Neeley School of Business. It synthesizes leadership development across all aspects of the program to guide students through the development of competencies identified in the Neeley EMBA Agile Strategic Leadership Competency Model. By the end of the course, students will have developed competencies related to the EMBA Competency Model, including Leading Self, Leading through Thought, Leading Others, and Leading for Results, as well as key teamwork and communication skills needed for personal and leadership success.