



EMBA Class of 2024 Course Descriptions

Fall Semester 2022

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 and 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.

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.

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 skill in pitching their concepts.



Business Analytics for Managerial Decisions– 3 Credit Hours

This course will cover many of the most commonly and successfully applied business analytical methodologies including the use of data, information technology, statistical analysis, quantitative methods, and mathematical or computer-based models to help managers gain improved insight about their business operations and make better, fact-based We focus on understanding the basics of popular tools and methods that form the basis for making good, fact-based business decisions that lead to improved organizational performance.

Economics for Executive Decision-Making – 1.5 Credit Hours

A contemporary, real-world course focusing on the global economic environment within which today's businesses operate. The course is designed to help executives understand macro- and microeconomic concepts, interpret economic data, and apply these tools in their working environment. Topics include 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. Fundamentals of economic theory will be introduced and applied to equip executives to make strategic business decisions in a dynamic business environment.

Spring Semester 2023

January – March

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 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.

Management of Financial Resources – 3 Credit Hours

This course is the study of how best to use and take care of the financial resources of the firm. It is aimed at how to create and avoid destroying value for the firm. The emphasis is on developing and understanding decision making concepts about how best to structure the firm, how to manage the firm's capital, and then how to invest that capital in value-creating projects. It will cover a number of business cases of firms that



managed their finances well or badly, and point out ways they did or did not make the best possible use of their finances.

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.

March – May

Negotiations – 3 Credit Hours

Students will learn the “principled negotiations” framework for negotiation. Within this framework, students will understand the choices that need to be made in negotiations, including those in response to ethical and organizational dilemmas and challenges. They will also identify the issues of power, threats, and barriers to communication and the guidelines for the systematic analysis of conflicts and the preparation of negotiation strategies.

Advanced Financial Management – 3 Credit Hours

This course applies the theory of corporate finance to real-world problems through case studies. Topics include capital expenditure analysis, capital structure, cost of capital, merger and acquisition analysis, corporate restructuring, performance measurement, and distribution policy. 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 2023

June – July

Managing in a Global Business Environment – 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 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 2023

August – October

Supply Chain & Operational Strategy – 3 Credit Hours

For many companies, supply chain management has become an important element of competitive strategy. However, to achieve 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.

Legal Environment of Business – 3 Credit Hours

Corporations operate within an environment that is comprised of relationships with customers, investors, employees, competitors, and suppliers. The primary focus of this course is to examine those federal and state laws that regulate these relationships. Appropriate attention is paid to the various social, ethical, and political forces that influence the development and enforcement of laws. Class discussion emphasizes how these legal regulations affect managerial decision making.

October – December

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. It will also address the major phenomena underlying marketing strategy formulation and the component divisions of product planning, communication and channels of distribution. Both theory and cases are used to develop a managerial perspective of marketing that links marketing strategy to financial value.

Accounting for Managerial Planning and Control – 3 Credit Hours

This is 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 managerial decision making within profit-making and not-for-profit organizations. It includes 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.



Spring Semester 2024

January – March

Strategy in a Dynamic Environment – 3 Credit Hours

This is an integrative course for the EMBA program that allows you to bring together many of the tools that you have used in previous courses and in your own business to address strategic issues. Strategy is about choice – making choices about what you will do, what you won't do, and carrying out those choices through your daily actions, as well as creating a structure that helps others to make similarly supportive choices. The perspective that we will take in this course will typically be that of the general management of an organization.

Leadership in a Complex World – 1.5 Credit Hours

This course addresses the challenges of leading in today's complex environments. Students will learn how changing business contexts are placing new demands on leaders for innovation, adaptability, learning and growth. The specific focus will be on how societal and environmental advances require different ways of conceptualizing and practicing leadership relative to strategy, power, relationships and communication. Students will leave the course with a better understanding of the challenges being faced, how they as leaders need to approach those challenges, and what organizations need to do to develop more effective leaders.

Leading for Innovation and Results – 1.5 Credit Hours

This course focuses on the specifics of leading for innovation and results in organizations. Students will learn how organizational systems and structures enable or inhibit leaders' efforts to drive innovation and change for productivity. They will then explore their own leadership styles and teamwork behaviors relative to the administrative system, the entrepreneurial system and enabling adaptive space. During the course students will identify strategies and practices they can use to be more effective in managing and leading organizational adaptability and performance. They will leave the course with a specific action plan for continuing their own leadership development and for growing other leaders in the organization.

Personal Leadership Development Process – 3 Credit Hour

The objective of this course is to enable each student to identify and strengthen leadership competencies critical to his/her success. Through a 360o survey, a learning agility assessment and working one-on-one with a leadership coach, the student will develop (1) an understanding of the leadership competencies critical to companies today, and to his/her current and future career success, (2) insights about the relative importance of these competencies in their work environment, and (3) understanding about his/her strengths and weaknesses with respect to the leadership competencies. Students will also reflect on the full set of leadership development experiences in the Neeley EMBA program (personal development experience working with leadership coach, coursework and teamwork) to help him/her become a more effective strategic leader.