

*Please note that the course descriptions are a guide and subject to change.

YEAR ONE

Introduction to Statistics and Business Analytics (3cr)

This course focuses on the use of data to solve business problems and the development of skills necessary to (1) formulate a management problem as a statistical problem; (2) collect appropriate data and perform fundamental procedures of statistical analysis; and (3) to interpret, critically evaluate, and implement the results of the statistical analysis. In particular, the student should be able to: generate and use basic graphical and numerical descriptive methods; apply basic estimation and testing procedures; estimate and interpret the parameters of simple and multiple regression model; to test the utility of the model and to use it for estimation and prediction; think statistically about issues facing her/his organization; recognize when statistical methods are effective, and when they are not; and to translate, communicate, and critically evaluate the results of statistical analyses.

Financial Accounting (3cr)

Students learn about the accounting system used by firms to measure and report their economic performance and financial position to external parties. Students analyze corporate financial reports to discover the impact of significant economic events. Discussions and cases focus on the role of financial reporting standards in informing financial intermediaries and contributing to the efficient allocation of capital in a modern economy.

Organizational Behavior (3cr)

The main purpose of this course is to prepare you to successfully engage and lead people to achieve organizational goals. Effective managers must not only develop winning strategies, but they must also implement them. Doing so requires a thorough understanding of organizational behavior. Broadly speaking, organizational behavior is the systematic study of how people behave in organizational settings. This course is designed to develop your understanding of the complexity of orgs and how they affect behavior, build your self-knowledge and people-leadership skills, and help you learn and apply appropriate tactics and tools to improve organizational functioning and facilitate personal career success. Course topics include: organizational (e.g. structure and culture), interpersonal (e.g. power and influence, social networks, conflict), and individual (e.g. decision making, motivation) aspects of organizational behavior. The topic areas integrated to consider how to effectively lead organizational change. We use three distinct approaches to learning in this class: 1. a scientific approach, developing working frameworks from existing theory and empirical research; 2. learn from the experience of others through class discussions, by reading example and cases from other organizations, and by reading business press writers on management topics; 3. in-class practice, exercises and role play, and through written application of course content in assignments.

Competing in the Digital Age (1.5cr)

This course prepares you with an inside-out and an outside-in perspective of how information technology is disrupting a variety of industries, how to compete in such an environment and how to strategically manage the IT function within companies to have an efficiency-innovation duality. Key principles covered in the class are developing a state-of-the-art IT strategy, getting first-hand exposure to ERP systems and learning the organizational changes involved in implementing such systems, applying disruptive and big-bang theories of IT enables disruption and learning the nuances of platform competition and multi-sided markets to fight such disruption.

Economics (1.5cr)

The goal is to improve corporate decision-making by developing better understanding of the economic environment. Emphasis is strategic, not theoretic (this is not a standard macro course.) We shall consider two primary kinds of economic phenomena (and models): i. long-run economic growth; ii. business cycles. Also and importantly, we will learn about what a central bank does and spend some time on the current world financial/macroeconomic mess. How could we do otherwise? Students will learn appropriate tools to analyze these phenomena and apply them to their own decision-making environs, both organizational and personal.

Marketing Management (3cr)

This is a study of management of the marketing function. We strive for an understanding of foundational marketing concepts and of the skills needed for strategy development. We also consider the importance of integrating financial data, operational factors, and human resource issues along with marketing research pertaining to product offering decisions, distribution channels, pricing and communication.

Strategic Management (3cr)

This course is designed to provide an integrated, top management viewpoint for business students. It frames the functional courses in the CEMBA curriculum by providing a 'total' business perspective. The objective of the course is to help develop analytic skills and deep understandings in the identification of key issues and in the formulation and implementation of appropriate strategies for creating and sustaining a competitive edge in complex business situations. The course will familiarize students with the most current theories, concepts, and techniques of strategic management using a combination of readings, case discussions, presentations and videos. Student progress will be assessed through class participation, an in-class exam, and a group project comparing the strategies of two competing firms.

Financial Management (3cr)

Successful firms must compete for resources in capital markets as well as product and service markets. Financial principles give us a systematic way to evaluate the likely capital market success of firm decisions and are central to measuring the "value created" or "value added" of the operating decisions in the firm. This course introduces the theory of corporate finance and the application of financial value creation principles to business decisions. Valuing business decisions under uncertainty is at the heart of the applied practice of corporate finance. The primary benefit of the course will be the development of your financial intuition by introducing you to a way of thinking about the financial benefits resulting from disciplined financial decision making.

Supply Chain and Operations (3cr)

This course will help you learn how to better manage the operations function in both service and manufacturing organizations. This course will also help you learn how to better design, plan, control, and improve processes in all business functions including finance, accounting, marketing, sales, operations, MIS, and HR and in any industry including manufacturing/distribution, retail, services, government, military, healthcare, and education. We will take a broad general management perspective with an emphasis on strategic process improvement.

Elective #1 (1.5cr)

Elective courses are offered across cohorts on preference basis. Course topics may change from year to year and can cover a variety of areas from entrepreneurship/innovation, strategy, IT, healthcare, digital and social media analytics and others.

YEAR TWO

Negotiation Strategies: Creative Solutions for Difficult Problems (3cr)

Negotiation is the art and science of securing agreements between two or more parties who are interdependent and who are seeking to maximize their own outcomes. As such, this course deals with understanding the behavior of individuals, groups and organizations in the context of competitive situations. We focus on understanding both the theory and process of negotiation in a variety of settings. This course is designed to be relevant to the broad spectrum of negotiation problems that are faced by managers and professionals. It is designed to complement the technical and diagnostic skills learned in other courses in the program. A basic premise of the course is that while a manager needs analytical skills to discover optimal solutions to problems, a broad array of negotiation skills are needed to get these solutions accepted and implemented. This course will allow participants the opportunity to develop these skills experientially and to understand negotiation in useful analytic frameworks. As such, considerable emphasis will be placed on simulations, role-playing, and cases.

Managerial Accounting (3cr)

This course presents the topic of management accounting in depth. The purpose of management accounting is to provide information to management for costing products and decision making as well as for planning, controlling and evaluating business activities. The student who successfully completes this class will be able to identify a managerial issue and create a solution to the problem.

Applied Leadership (1.5cr)

The course objectives are to: build stronger self-awareness and insight concerning personal leadership and core values, increase capabilities to understand potential personal derailment patterns and create effective strategies to address these challenges, better nurture and leverage strengths for executive leadership performance, effectively coach and motivate others as a key executive leadership attribute, and develop deeper lifelong executive leadership practices and habits for high performance in demanding circumstances.

Competing Globally (3cr)

In this course we explore the many faces of global competition. We challenge the assumptions that global strategy is a precursor to success by exploring a set of complex forces that drive firms to internationalize. The course places special emphasis on emerging markets, given that they are home to most of the global growth and population, as well as institutional voids. We focus on factors that determine strategic choices firms make as they build their international presence, by exploring how firms: build international presence by selecting countries, and modes of entry; benefit from national competitive advantage in developed and emerging markets; diagnose and address cultural challenges of working across borders, organize to share knowledge across borders; build and sustain their multifaceted global legitimacy; collaborate across borders; prepare their managers to address cultural, personal, and career challenges in expatriate roles and on global teams.

Corporate Responsibility and Ethics (1.5cr)

In this course we will explore both ethical challenges in the contemporary business environment as well as the strategic opportunities offered by corporate social responsibility. Students will conduct stakeholder analysis, apply ethical principles, consider alternatives, and recommend and defend an "ethical" final decision. We will seek to answer the question "can business do good, and also do well?"

Strategic Marketing (3cr)

Marketing begins and ends with the buyer. Hence, Marketing Strategy is the study of delivering value to buyers in a manner that exceeds the value proposition of marketplace rivals, using both internal and external resources. From determining consumer needs to assuring customer satisfaction, a clear understanding of buyer behavior is critical to the successful formulation and implementation of marketing strategy. To that end, this course is designed to provide prospective General Managers the intellectual tools necessary to design actionable marketing strategies. There will be a strong emphasis on managerial action, and multiple theoretical perspectives will be discussed.

Corporate Strategy (1.5cr)

This course focuses on the strategic management of firm scope (i.e., choosing what your firm does and does not do). It provides understanding about strategic choices such as outsourcing or 'insourcing' activities and entering or leaving lines of business. We develop and employ a set of tools that provide a disciplined way to investigate these issues. (Why companies exist, notion of added value, how companies add value through resources and incentives to develop resources, why a company would participate in more than one line of business, and what considerations should guide corporate renewal.)

Advanced Financial Management (3cr)

Financial Management introduced the theory of corporate finance and the application of value creation principles to, mainly, business operating decisions at the level of the project or initiative. This course moves on to consider decisions at the firm level. Among the questions addressed in this course are how best to measure overall firm performance, how to best finance the company, including debt versus equity questions, when to include options in the firm's financing arrangements, when to lease resources rather than buy them, when to pay a dividend and/or repurchase shares and whether mergers and acquisitions generate value added.

Elective #2 (1.5cr)

Elective courses are offered across cohorts on preference basis. Course topics may change from year to year and can cover a variety of areas from entrepreneurship/innovation, strategy, IT, healthcare, digital and social media analytics and others.

International Residency – Study Abroad (1.5cr)

Students travel to an international location for 9-10 days. This provides the opportunity to engage in discussions with international colleagues, apply program concepts, and develop a broader sensitivity to cultural and social differences. Pre-trip preparation, assignments, on-site discussions and activities, and post-trip assignments are required.

International Residency – Global Virtual Team Project (1.5cr)

The Virtual Team Project (VTP) provides Carlson School Executive MBA students with the unique opportunity to work in a collaborative team environment across cultures, industries, and markets alongside students from our Vienna Executive MBA program and our China Executive MBA program. As participants in the VTP, students develop advanced skills in teamwork, cross-cultural collaboration, and business plan development within a dynamic environment shaped by academic rigor and the demands of real-world international business.