



**The Robert Emmett McDonough School of Business**

# IEMBA COURSE DESCRIPTIONS



IEMBA XIII COURSE OFFERINGS
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**FALL 2006 COURSES**

EMBA 890	International Executive MBA Opening Residency
EMBA 801	Decision Making Tools
EMBA 802	Marketing
EMBA 803	Financial Accounting
EMBA 804	Organization Behavior

**SPRING 2007 COURSES**

EMBA 805	Managing Operations and Information
EMBA 806	Finance
EMBA 807	Strategic Management
EMBA 808	International Business Strategy
EMBA 891	Current Issues Residency

**SUMMER 2007 COURSES**

EMBA 812	Economics
EMBA 839	Technology and Knowledge Mgmt.
EMBA 892	International Overseas Residency

**FALL 2007 COURSES**

EMBA 810	Foreign Market Development
EMBA 822	Management Communications
EMBA 826	International Finance
EMBA 828	Financial Statement Analysis
EMBA 829	Global Logistics
EMBA 830	Business Ethics
EMBA 840	Business and Government
EMBA	Special Topic in Business (1)

**SPRING 2008 COURSES**

EMBA	Special Topics in Business (2)
EMBA	Special Topic in Business (3)
EMBA	Special Topic in Business (4)
EMBA 815	Leadership
EMBA 893	International Closing Residency

## COURSE DESCRIPTIONS

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### Accounting

**EMBA 803 – Financial Accounting (3.0)** The course stresses the theory of accounts, generally accepted accounting principles, and the interpretation of financial statements. The perspective of the course is that of investors and managers as knowledgeable users of accounting information. The course covers the basic financial statements, what information they provide, how they fit together, how transactions affect them and revenue recognition principles. In addition, students will study accounting for inventory, property, plant and equipment, liabilities, leases, pensions, taxes, marketable securities and stockholders' equity.

**EMBA 828 – Financial Statement Analysis (1.5)** This course introduces analytical tools for assessing profitability and risk, while examining the concepts of quality of earnings and its counterpart, the quality of financial position. Economic and strategic factors that affect the interpretation of the rate of return on assets and rate of return on common equity will be discussed. The premise of this course is that the student will learn financial statement analysis most effectively by performing analysis on actual companies.

### Business and Government

**EMBA 840 - Business and Government (1.5)** The purpose of the course is to teach students the following skills: to analyze normative arguments about what government and corporate policies ought to be; to analyze positive arguments regarding claims made about the effects of government policies on business; to understand government policy-making; and to learn to forecast changes in government policy. Students have the opportunity to develop knowledge of: political institutions; effects of differing government policies on national industrial organization; and effects of business on government in the US and abroad. They are able to reflect on the appropriate role of corporations in the democratic political process, and on how civic obligations should affect students in their roles as managers.

### Business Ethics

**EMBA 830- Business Ethics (1.5)** The purpose of the course is to enhance student appreciation for, and ability to deal with, ethical, public, and crucial dimensions of problems they will face as managers. The course emphasizes the interplay between the economic dimensions of those problems and their ethical, political, and social aspects. The course is designed to: familiarize students with the recurring ethical problems faced by managers in their dealings with others inside and outside the firm, and the recurring normative problems of the public policy and regulation concerning business; introduce them to certain key concepts, principles, and approaches to normative analysis, and give them practice in recognizing and evaluating arguments; and give students the opportunity to reflect on their own values as they relate to the job of the manager.

### Decision Sciences

**EMBA 801 – Decision Making Tools (3.0)** This integrated sequence provides a prefatory yet detailed perspective on quantitative concepts, techniques and methods used extensively in business decision-making activities. The course draws from the theoretical concepts and applied techniques in statistics and operations research, aiming to develop competence in the interpretation and analysis of data and in development of quantitative models. Topical issues and specific techniques covered include: Inferential statistics; Quality and statistical process control; Simple and Multiple Regression Analysis; Inventory control techniques; and Network based project management methods( PERT / CPM ). Case studies and computer packages are used to illustrate and reinforce the "real life" applications of the various topics considered.

### Economics

**EMBA 812 - Economics (3.0)** The microeconomics component of this course analyzes the demand for the firm's product and its costs of production for the purpose of determining product prices. We determine the variables that shift consumer demand and we estimate the effect of price changes on demand. We see how the costs of production change with volume, distinguishing fixed from variable costs and marginal from average costs, and how costs shift over time. We show how to change prices when costs change and competitors react using different pricing strategies. The macroeconomic component of the course studies the structure of the macroeconomy (how gross domestic product is determined from consumption, investment, saving, government spending, taxes, and net exports). We learn about the operation of monetary policy by

central banks (using interest rates and money supply) and fiscal policy (using taxing and spending) to influence economic growth, price inflation, exchange rates, and unemployment.

## **Finance**

### **EMBA 806 – Finance (3.0)**

The primary aim of the course is to learn how to make investment and financing decisions. By the end of the course, you will be able to understand time value of money; the functioning of capital markets; evaluate opportunities to raise debt and equity; perform valuation of stocks, bonds, and companies; become familiar with financial data sources; use spreadsheets for building financial models; perform capital budgeting analysis for corporate projects; and have an understanding of portfolio theory. This course emphasizes the application of finance principles to business cases, including an introduction to the use of derivatives for risk management.

### **EMBA 826– International Finance (1.5)**

Analysis of the international financial environment and operation of global financial markets; the economics of currency markets and foreign exchange risk; the mechanics and corporate uses of derivative; corporations' strategic alternatives and operational practices to manage risk; the decisions of companies as to when to hedge and not, and how to hedge using financial instruments.

## **Management of Technology**

**EMBA 839 – Technology and Knowledge Management (3.0)** This course provides a managerial perspective on the effective use of information technology for strategic advantage and operational performance in global organizations through case analyses and class discussion. Topics include: information technology's relationship to business competition and strategy; the business value of information systems; the use of information systems to enhance decision-making, communication, and knowledge use in organizations; using information technology to redesign business processes; the ways information systems can add value to products and services; and the organizational, social, and ethical issues arising from information technologies.

## **Marketing**

**EMBA 802 – Marketing (3.0)** This course provides a managerial orientation to marketing in complex, rapidly changing, global environments. The course design provides students with a working knowledge of activities involved in developing marketing programs and strategy to achieve competitive advantage. Consumer behavior, competitive analysis, environmental analysis, market segmentation, marketing research, and other conceptual and analytical tools will be introduced to facilitate the management of markets. Major marketing decisions are studied.

**EMBA 810 – Foreign Market Development (1.5)** In the first part of the course, consumer behavior, competitive analysis, market segmentation, marketing research, and other conceptual and analytical tools will be introduced to facilitate the management of global markets. In the second part of the course the major decisions to design a marketing program will be covered, including positioning, product development, pricing, distribution and promotion. The third part of the course provides an integrative strategic view of marketing, including the impact of globalization, information technology, and challenges to implementation.

## **Operations Management**

**EMBA 805 – Managing Operations and Information (3.0)** This course is designed to give students a basic introduction to and the latest ideas in managing operations and information in the most relevant context. The study of the methods by which products and services provided by organizations are designed, developed, and produced will be explored. Managerial approaches for developing effective systems for materials and information flows, quality, and implementation of new product and process technologies are analyzed. Global comparisons of manufacturing capabilities and internationalization of operating systems are emphasized.

**EMBA 829 – Global Logistics (1.5)** The emphasis of this course is the logistics function in firms that source, produce, distribute, and market in multiple nations. The specific objectives are to develop (1) an understanding of strategic management thinking as it applies to firms with global operations, (2) the capacity for analyzing logistics problems on a functional, business, and company-wide basis, (3) awareness of the organizational structures used in logistics and the strengths and weaknesses of those structures, (4) an understanding of the key criteria used in multinational location site selection, and (5) an understanding of the realities of running different types of production/distribution firms.

## **Organizational Behavior**

**EMBA 804 – Organizational Behavior (3.0)** A study of individual and group behavior in work organizations. Behavioral science theories are studied and applied to organizational problems. Topics include perception, values, motivation, group behavior, leadership, the management of conflict, decision-making, power, organizational structure, managing change, and the organization-environment interaction. Course emphasis is on executive leadership, policy-making, and the application of behavioral science concepts to management problems. Ethical decision-making and international management is integrated throughout the course and includes leadership and motivation across cultures, the cultural context for international management, global negotiation skills, and intercultural communication, expatriation and repatriation issues.

**EMBA 822 - Management Communication (1.5)** This course contributes to each participant's success by enhancing his or her communication effectiveness in public speaking, team, and one-on-one situations. The course contributes to effectiveness by developing an understanding of the communication process, encouraging sensitivity to the likely effects of actual and potential rhetorical moves, refining the ability to choose wisely among available strategies, and by sharpening a repertoire of personal skills including speaking and writing.

**EMBA 815 – Leadership (1.5)** Making a difference...that is the ultimate standard by which we judge our leaders. But to make a difference is not easy. For, to lead, you must have the ability to inspire followers by articulating and communicating an exciting vision of the future. However, an inspiring vision is not enough, as you must also have the ability to influence others to work together to realize that vision. And the keys to successful influence are building a base of power and demonstrating the political savvy necessary to manage the politics and conflict associated with leading change. The primary objective of this course is to help you understand and master the skills associated with LEADERSHIP and POWER.

## **Residencies**

**EMBA 890 - Opening Residency (3.0)** The IEMBA experience begins with the Opening Residency to familiarize students with what they can expect to learn during the program and to foster an understanding of teamwork and group dynamics by conducting a live case. Designed as an intense prelude in an isolated retreat setting, the Opening Residency's live case focuses on a single company or industry. Faculty, company executives and industry analysts present management information and other data on the industry and firms, and student teams analyze a strategic issue facing the firm and present their recommendations to a panel of judges.

**EMBA 891 – Current Issues Residency (3.0)** This residency explores a current business issue that is likely to have a profound effect on the way business is conducted. The residency is designed to be flexible to address a timely issue. It involves applying principles learned in core courses toward a culminating examination of a current business issue. To ensure the integration of the curriculum, many sessions are devoted specifically to exploring the application of course material to the live-case and its industry. A team of faculty members develop this residency, which has recently covered such issues as anti-trust, e-business, and business plan development.

**EMBA 892 - International Overseas Residency (3.0)** The first of two international residencies is a hands-on consulting experience where each team is assigned to a local or multinational corporation in an emerging market. Prior to this residency, students will research an issue of strategic importance to their client in the context of the culture and economy of the country and develop an understanding of the client's unique challenges. The projects are applied and practical, and the team will face issues of immediate concern to the company abroad.

**EMBA 893 – International Closing Residency (3.0)** This residency examines smaller, more entrepreneurial businesses in an emerging market. The teams will undertake a consulting project that will utilize all of their combined skills gained during the program to make strategic recommendations to a small business. As with the first overseas residency, students receive their assignment several months in advance, and teams work closely with a faculty advisor and senior manager in the company. In preparation for travel students may have the opportunity to meet with embassy officials, and once in the country may attend cultural briefings and visit a leading university in the region.

## **Strategy**

**EMBA 808 - International Business Strategy (3.0)** The first component of this course takes up core international business topics: (1) international trade theory (comparative advantage, factor proportions, competitive advantage), (2) foreign direct investment theory and the international expansion decision, (3) international trade and investment policy (fair trade, protectionism, strategic trade, and tariffs and quotas), (4) the multilateral framework for international trade and investment (e.g., European Union, World Trade Organization), and (5) the balance of payments (what they mean, how to use them). The second component of the course focuses on the management of multinational corporations, including the (1) advantages of multinationality (scale, scope, exploitation of national differences), (2) configuration challenges (country selection, international value chain and competitive dynamics), (3) coordination (organizational drivers for integration and differentiation), (4) the process of globalization, and (5) alternative routes to globalization (alliances), including social issues.

**EMBA 807 – Strategic Management (3.0).** This course provides a rigorous and comprehensive framework for analyzing industries and designing strategies for achieving long-term competitive advantage. Topics include: industry structure analysis, global versus multi-domestic industries, competitor analysis, firm resources and capabilities, organizational design, and organizational change. Classes will include a mixture of lectures, cases, and discussion. A major term paper will require students to apply one of the strategy frameworks covered during the course to a current strategic issue in their own work organizations.

## **Special Topics in Business**

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Six credit hours of Class Elected Required Topics are needed for completion of the program. Faculty will propose topics and students will vote on preferences under the supervision of the Director.