

# EMBA COURSES – Student Learning Outcomes<sup>1</sup>

## **BA 601: Organizational Behavior for Executives**

At the end of this course, students should be able to: Apply knowledge of how to effectively analyze, manage and understand individuals, groups and organizations.

1. Explain the nature and process of group development and dynamics.
  2. Explain the challenges of managing human resources.
  3. Describe the complexities associated with organizational change and leadership.
  4. Analyze organizational cases and apply appropriate concepts and practices to their solutions.
  5. Articulate an increased self-awareness regarding their own strengths and weaknesses and plan for their future.
  6. Describe the motivational process and apply motivational theories to organizational scenarios.
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## **BA 602: Statistics for Business Decisions**

At the end of this course students should be able to: Use data from a sample to make inferences about a population.

1. Apply probability theory in decision making situations.
  2. Formulate hypotheses for decision making and research.
  3. Check, validate, and subsequently analyze data using appropriate statistical techniques
  4. Follow ethical practices in the interpretation of data, statistical analyses, and graphics.
  5. Present statistical results using graphics, text, and the spoken word.
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## **BA 603: Executive Financial Accounting**

At the end of this course, students should be able to:

1. Identify and discuss the users and suppliers of financial statement information.
2. Identify and explain the four financial statements and define the accounting equation.
3. Explain and illustrate information conveyed by financial statements and the linkages among the four financial statements.
4. Analyze and record business transactions and their associated effects on the financial statements.
5. Explain and apply the basics of profitability analysis.
6. Compute return on equity (ROE) and disaggregate it into components of operating and non-operating returns.

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<sup>1</sup> Last updated February 2015

7. Describe and apply the accounting for revenue, expenses, inventory, accounts receivable, property, plant and equipment, and current and long-term non-operating liabilities.
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### **BA 604: Executive Managerial Accounting**

At the end of this course students should be able to:

1. Model, report, and evaluate cost information for decision making.
  2. Analyze financial and nonfinancial information to assess individual and organizational performance.
  3. Design appropriate management accounting systems for specific business contexts.
  4. Anticipate how using accounting information for control and performance evaluation affects employee's incentives and actions.
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### **BA 605: Managerial Marketing**

At the end of this course students should be able to:

1. Analyze markets and customers utilizing primary and secondary sources of information.
  2. Understand the importance of customers and perform their financial valuation for the firm.
  3. Define and apply knowledge of key concepts. (e.g., market segmentation, target market selection, positioning, etc.)
  4. Identify the marketing mix elements and explain how they are integrated into a comprehensive plan.
  5. Explain the value of building a successful brand and the necessary steps required to accomplish it.
  6. Describe the elements of an IMC program and assure synergy from one communications tool to another.
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### **BA 615: Strategic Financial Management**

At the end of this course students should be able to:

1. Analyze financial statements using standard financial ratios of liquidity, activity, debt, profitability and market value.
2. Apply techniques to projects financial statements for forecasting long-term financial needs.
3. Explain the role of short-term financial managements, and the key strategies and techniques used to manage cash, marketable securities, accounts receivable and inventory.
4. Identify the major sources of short-term financing available to the firm.

5. Apply future value and present value concepts to single sums, mixed streams and annuities.
  6. Apply time value, risk, and return concepts. Apply valuation techniques to bonds.
  7. Apply time value, risk, and return concepts to constant variable growth models. Apply valuation techniques to stocks.
  8. Identify relevant cash flows for capital budgeting projects and apply various methods to analyze projects.
  9. Apply the concept of risk, its measurement for single assets and portfolios, various types of risk, the source and use of betas, and the CAPM and SML.
  10. Apply techniques for estimating the cost of each component of the cost of capital and understand how to assemble this information into a cost of capital.
  11. Explain the concept of leverage and the benefits and costs associated with debt financing.
  12. Identify the various long-term sources of funds for a firm.
  13. Explain the key international differences between major domestic financial management tools, techniques, and practices and those environmental and methodological differences that occur in the global market.
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### **BA 616: Competitive Analysis**

At the end of this course students should be able to:

1. Identify the competitive “forces” in unregulated product markets in the domestic and global economy.
  2. Explain the impact these forces have on the economic profits, rates of return, and relative market shares of the business firms that operate in unregulated product markets in the domestic and global economy.
  3. Describe and explain how a firm should “deal” with these forces so as to enhance its long run economic profitability.
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### **BA 700: Business in the Global Environment**

At the end of this course students should be able to:

1. Describe the current trends in international business.
  2. Identify and discuss the formal and informal environmental factors which increase the risk and difficulty of successfully competing abroad.
  3. Explain how business practices differ in the international context.
  4. Explain and analyze the impact of culture on business and describe how cultural diversity impacts organizational processes.
  5. Conduct research to develop an appropriate plan for entry into a foreign market.
  6. Discuss the strategic and ethical issues facing international enterprises.
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## **BA 701: Executive Entrepreneurship**

At the end of this course students should be able to:

1. Evaluate a new venture opportunity that could be pursued by an inspired team either under an existing corporate umbrella or through an independent start-up.
  2. Design a business model appropriate for pursuit of the new venture opportunity.
  3. Estimate the financial requirements needed to pursue a new venture.
  4. Give examples of the types of challenges faced by early stage and corporate entrepreneurs.
  5. Identify key value drivers associated with the various stages of an organization's life cycle.
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## **BA 702: Social Responsibility**

At the end of this course students should be able to:

1. Identify legal issues that impact financial and other risks affecting business.
  2. Analyze relevant case law for the purpose of finding legal precedents that will be used to persuade a judge or jury.
  3. Interpret statutory law for purposes of risk avoidance, and to establish control mechanisms.
  4. Discern, analyze, and discuss ethical content in current business news.
  5. Briefly apply 4-5 ethical theories to current business situations.
  6. Analyze a business ethics issues in detail according to at least one ethical theory.
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## **BA 703: Strategic Management**

At the end of this course students should be able to:

1. Develop a disciplined and an integrative approach to analyzing a firm's environments (including its industry, competitors and customers) and internal resources (stemming from its internal operations and functions) and formulating and implementing long term strategy.
  2. Identify and articulate options/solutions to strategic business problems and opportunities that cut across functions and relate to the formulation and implementation of business, corporate and international strategies.
  3. Identify, describe and apply relevant strategic management, concepts, frameworks, and techniques to formulating and implementing strategies.
  4. Think critically and analytically in discussing strategic issues.
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## **BA 705: Marketing Strategy**

At the end of this course students should be able to:

1. Explain how the development of corporate strategy is influenced by strategic marketing considerations.
  2. Describe the process used by companies to develop, implement and evaluate marketing strategies.
  3. Identify the process used by companies to develop, implement and evaluate marketing strategies.
  4. Identify various ways companies can develop and utilize specific sources of competitive advantage.
  5. Utilize various contemporary theories, tools and techniques for making strategic planning decisions.
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## **BA 707: Executive Seminar: Negotiations**

At the end of this course students should be able to:

1. Explain key negotiating concepts, theories and strategies.
  2. Negotiate effectively and confidently using both integrative and distributive styles.
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## **BA 709: Seminar: Global Financial Environment**

At the end of this course students should be able to:

1. Explain economic measurement, theories of interest rates, inflation, and international trade.
  2. Use a quantitative model to explain economic growth.
  3. Identify the fundamental forces behind government fiscal policy, monetary policy, business cycles, exchange rates, and economic crises.
  4. Evaluate the potential for doing business in selected countries.
  5. Describe and explain the financial management techniques used to manage interest-rate, commodity price, and exchange-rate risks.
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## **BA 710: Executive Leadership**

At the end of this course students should be able to:

1. Compare and contrast leadership styles, theories and their usefulness in varying contexts.
2. Identify your strengths and weakness as a leader and group member.
3. Demonstrate supportive interpersonal skills (e.g., listening, providing feedback)
4. Analyze and discuss leadership best practices via case analysis.
5. Create an action plan for individual development.

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## **BA 711: Seminar: Operations and Supply Chain for Executives**

At the end of this course students should be able to:

1. Apply appropriate supply chain strategies to achieve organizational competitive advantages.
2. Assess global macro trends' impacts on operations and supply chains.
3. Conduct sale forecast and demand planning.
4. Assess global sourcing strategy and decisions.
5. Develop supply chain inventory management strategies and tactics.
6. Develop supply chain logistics and networks.
7. Perform supply chain analytics.
8. Facilitate collaborations with supply chain stakeholders.
9. Evaluate supply chain drivers and metrics.
10. Identify supply chain risks and develop mitigation strategies.
11. Elaborate sustainability and social responsibility issues related to global supply chains.
12. Elaborate business processes and best practices in lean operations.
13. Communicate complex supply chain analyses in a professional manner.

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## **BA 711: Seminar: Corporate Governance**

At the end of this course students should be able to:

1. Describe the corporate governance triad that controls the modern corporation.
2. Explain the history of the complex inter-relationships among these three players and current trends that mold 21st-century corporate governance in the U.S.
3. Describe the frameworks that distinguish corporate governance systems around the world.
4. Analyze a current event in the business news through a corporate governance lens.

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## **BA 790: Directed Readings in Business Administration**

At the end of this course students should be able to:

1. Develop an integrative Entrepreneurial Value Based Management Framework comprising three key drivers: Market Opportunity, Competitive Position, and Deal Structure.
2. Explain and discuss cash flow and working capital management, and financial analysis and planning as applied to startups.
3. Explain and discuss valuation analysis and valuation issues as applied to startups.
4. Describe the role of investors – for example, angels VCs, vendors – in financing and operations of startups.