

**CORPORATE MBA PROGRAM**

**CMBA**

**Eli Broad College of Business and  
The Eli Broad Graduate School  
of Management**

**801 Markets and Business Fundamentals**

Summer. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program. Not open to students with credit in MBA 814.

Economic view of the firm. Modeling market mechanics in supply and demand, marginal concepts, elasticity, market characteristics, pricing with market power, and strategic behavior. Principal-agent relationships. Applications to business problems.

**802 Data Analysis and Business Decisions**

Summer. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program. Not open to students with credit in MBA 804.

Analysis of business and economic data to support managerial decision making. Building, interpreting, and applying regression models. Time series and forecasting.

**803 Financial Accounting Concepts**

Summer. 2(2-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Financial reporting issues from a user's perspective. Measurement, valuation, and reporting concepts and issues. Analysis and use of financial accounting information for decision making

**804 Managerial Skills**

Summer. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Effective individual and group management in business organizations. Creating and maintaining strong work groups. Leading individuals and work groups

**805 Teamwork Simulation**

Summer. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program. Not open to students with credit in MBA 808.

Understanding team management and leadership through experiential and skill-based learning. Effective communication, including the use of electronic communication technologies for team development and maintenance. Active practice of teamwork, communication, and leadership skills.

**806 Leadership Skills**

Summer. 2(1-2) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Developing personal and leadership skills. Identifying developmental techniques, experiences, and opportunities. Action planning and follow-up.

**807 Corporate Finance**

Fall. 2(2-0) RB: CMBA 803 R: Open to students in the Master of Business Administration in Corporate MBA Program.

Managerial finance covering short-, intermediate-, and long-term problems. Financial planning and control using financial theory and management techniques. Applications in domestic and international settings.

**808 Strategic Marketing**

Fall. 2(2-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Models and methods of marketing and business planning. Relationship of strategic intent, business missions, and planning hierarchies. Linking marketing, financial, and human resource strategic plans.

**809 Law and Business**

Fall. 1(1-0) R: Open to MBA students in the Master of Business Administration in Corporate MBA Program.

Critical analysis of government regulation of business from legal, political, and social perspectives. Legal issues and doctrines relevant to managers and firms.

**810 Managerial Accounting**

Fall. 2(2-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Accounting information for decision making and control: cost behavior patterns, activity-based costing, cost allocations, budgeting, transfer pricing, and accounting controls. Application of course concepts to work environment.

**811 Financial Strategies**

Fall. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Use of financial instruments, such as debt, equity, venture capital, options, warrants, and convertibles, to develop appropriate contracts and strategies to maximize firm value.

**812 Supply Chain Management**

Fall. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Integrative approach to product design, development, and delivery. Flow of products from concept development through delivery to the final user. Product and process development. Managing information and product flows. Total quality management. Resource and capacity management.

**813 Business Case Analysis**

Spring. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Team-based case analysis and competition.

**814 Strategic Management**

Spring. 2(2-0) R: Open to students in the Master of Business Administration in Corporate MBA Program. Not open to students with credit in MBA 850.

Institutional goals and control of the business enterprise. Positioning of the firm in the marketplace. Integration of environmental factors, industry dynamics, and organizational resources in the analysis of strategic issues.

**815 Management of Information Technology**

Spring. 2(2-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Impact of advances in information technology on business models, organization structures and processes, and methods for sustaining innovation. Estimation and realization of the business value of information technologies.

**816 Financial Statement Analysis**

Spring. 1(1-0) P: CMBA 803 R: Open to students in the Master of Business Administration in Corporate MBA Program.

Concepts of financial analysis, including cash-flow and earnings-based models for business valuation. Supply of and demand for accounting information in financial markets.

**817 Strategic Sourcing and Procurement**

Spring. 1(1-0) P: CMBA 812 R: Open to students in the Master of Business Administration in Corporate MBA Program.

Analytical tools to support procurement strategy development and supplier management. Spend analysis, supplier cost and price analysis, "should cost" models, and cost analysis for make-versus-buy decisions.

**818 Operations Management**

Spring. 1(1-0) P: CMBA 812 R: Open to students in the Master of Business Administration in Corporate MBA Program.

Designing and analyzing operations processes. Capacity planning and management, process flow and mapping, value-mapping, quality tools and techniques, and dependent demand inventory techniques. Recent developments and data analysis.

**819 Logistics Management**

Spring. 1(1-0) P: CMBA 812 R: Open to students in the Master of Business Administration in Corporate MBA Program.

Logistics as a value-adding process that synchronizes demand and supply. Supply chain logistics strategy, information technology, segmental positioning, forecasting and collaborative planning, and customer accommodation.

**820 Lean Management**

Spring. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Principles of lean management to operational and organizational problems in an organization. Six sigma approaches, waste reduction, and other efficiency generating models.

**821 Leveraging Information Technology for Knowledge Management**

Fall. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Role of knowledge management in creating organizational value, including increased speed of innovation, leveraging of firm resources and capabilities, and increased efficiencies. Developing insight and hands-on expertise in the information technologies that can support knowledge management.

**822 Market Creation**

Fall. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

Creative, outside-the-box, and theoretical concepts and processes for creating markets, growing markets, and establishing leadership positions in mature markets.

**823 New Product Development**

Fall. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.

New product and technology management for technology-intensive firms. Creating new product ideas. Managing cross-functional teams. Developing and implementing new product and technology strategies.

## Corporate MBA Program—CMBA

- 824 Brand Management**  
Fall. 1(1-0) P: CMBA 808 R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Competitive brand development strategy, marketing analysis, and marketing planning. Simulating marketing and product decisions in globally competitive market environments. Development and execution of marketing and branding strategy and plans for a high technology firm.
- 825 Managerial Communications**  
Fall. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program. Not open to students with credit in MBA 816.  
Effective business communication skills, including platform and presentation skills, and business writing.
- 826 Value Based Management**  
Fall. 1(1-0) P: CMBA 807 R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Financial background and practical application of discounted cash flow, residual income, and real options analysis helpful in valuing companies and making sound managerial decisions intended to create value and increase shareholders' wealth. Teamwork to develop valuation models.
- 827 International Supply Chain Management**  
Fall. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.  
International issues related to product design, development, and delivery. Flow of products across nations from concept development through delivery to end user. Product and process development, managing information, and product flows. International issues and risks. TQM, resource capacity, and flow management.
- 828 International Financial Management**  
Fall. 1(1-0) P: CMBA 807 R: Open to students in the Master of Business Administration in Corporate MBA Program. Not open to students with credit in FI 860.  
Cross-border capital budgeting, capital structure, cash management, corporate governance, foreign currency and Eurocurrency markets, and currency risk management.
- 829 Global Marketing**  
Fall. 1(1-0) P: CMBA 808 R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Marketing strategies for international expansion. Evolution of global markets, market selection, timing, entry sequence, modes of entry, and the corporate infrastructure for global marketing.
- 830 Accounting Control and Corporate Governance**  
Spring. 1(1-0) P: CMBA 810 R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Concepts of corporate governance pertaining to controllership functions of the board audit committees, internal auditors, and external auditors, the Securities and Exchange Commission and the Sarbanes-Oxley Act. Historical development and evaluation of current practices.
- 831 Risk Management**  
Fall. 1(1-0) P: CMBA 807 and (CMBA 811 or concurrently) R: Open to students in the Master of Business Administration in Corporate MBA Program. Not open to students with credit in FI 862.  
Approaches to measure and manage financial risk. Value at risk and its limitations, and managing risk using traded instruments.
- 832 Leadership and Change Management**  
Spring. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Motivating others toward a shared vision. Classic and popular theories of leadership. Fundamental practices of exemplary leadership. Personal leadership styles and development of a personal plan for leadership development. Strategies for implementing new organizational forms and for changing strategies in general.
- 833 Professional Responsibility in Business**  
Spring. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Alternative ethical prescriptions for business and enterprise managers and their evolution with globalization of markets. Societal expectations of responsible and irresponsible business behavior. Government regulation, corporate governance, and ethical behavior. Reconciliation of conflicting ethical prescriptions, governance, and regulations.
- 834 Human Resource Leadership**  
Spring. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Strategic management of human resources. Staffing, selection, training, appraisal, and legal issues. Employee reactions to human resource policies. Human resource policies and the enhancement of organizational performance.
- 835 Strategic Visioning for the Future**  
Spring. 1(1-0) R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Analyzing and assessing the external environment. Projecting future trends through monitoring, forecasting, scenario analysis, competitive intelligence, and other techniques. Consideration of alternate strategic responses to potential scenarios.
- 840 Applied Student Project**  
Fall. 1 to 3 credits. R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Individual directed field study or research project on a business-related subject. Under the guidance of a faculty member.
- 841 Applied Team Project**  
Spring. 2 to 6 credits. R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Team-based field study or research project on a business-related subject. Supervised by faculty.
- 850 Special Topics in Accounting and Information Systems**  
Spring. 1 to 2 credits. A student may earn a maximum of 8 credits in all enrollments for this course. P: (CMBA 803 or concurrently) and (CMBA 810 or concurrently) R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Current and emerging issues in accounting, auditing, accounting control systems, and other accounting areas to supplement and enrich existing courses. Current and emerging issues in information systems and information technologies.
- 851 Special Topics in Finance**  
Spring. 1 to 2 credits. A student may earn a maximum of 8 credits in all enrollments for this course. R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Current and emerging issues in corporate finance, investments, and financial modelling to supplement and enrich existing courses.
- 852 Special Topics in Management**  
Fall. 1 to 2 credits. A student may earn a maximum of 8 credits in all enrollments for this course. R: Open to students in the Master of Business Administration in Corporate MBA Program.  
In depth analysis of topics in management including organizational behavior, organizational theory, human resources, and strategic management that may not otherwise be covered in the curriculum.
- 853 Special Topics in Marketing**  
Spring. 1 to 2 credits. A student may earn a maximum of 8 credits in all enrollments for this course. R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Current and emerging issues in marketing, market development, and brand strategies to enrich and supplement existing courses
- 854 Special Topics in Supply Chain Management**  
Spring. 1 to 2 credits. A student may earn a maximum of 8 credits in all enrollments for this course. R: Open to students in the Master of Business Administration in Corporate MBA Program.  
Current and emerging issues in supply chain management, including new technologies relevant to logistics, procurement, and operations.