

**EXECUTIVE MBA PROGRAM**      **EMB**

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

**801 Business Unit Strategy**  
Fall, Summer. 1 to 2 credits. Fall: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students.

Positioning the firm for competitive advantage. Institutional and corporate control. Organizational design.

**802 Financial Accounting Concepts**  
Fall, Summer. 2(2-0) Fall: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students. SA: ACC 802

Financial statement relationships and analysis. Role of accounting in capital markets. Contemporary financial reporting issues.

**811 Corporate and Global Strategies, Design and Governance**

Fall, Summer. 2(2-0) Fall: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. RB: EMB 801 R: Open to Executive MBA students.

Strategies for multi-business firms.

**812 Accounting for Decision Making and Control**  
Fall. 2(2-0) Fall: Australia and MSU Management Education Center, Troy. P: EMB 802 or concurrently R: Open to Executive MBA students. SA: ACC 812

Use of financial and non-financial data for decision making, planning, performance evaluation, control, and strategy implementation.

**820 Marketing Operations and Innovation**  
Spring, Summer. 2(2-0) Spring: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students. SA: MSC 822, MSC 823, MSC 820

Concepts, methods, and applications of decision-making to address marketing issues such as market segmentation and positioning, new product development, promotional and distribution strategies. Techniques to model and analyze marketing decision problems to ensure optimal performance results.

**821 Corporate Finance**  
Fall, Spring. 3(3-0) Fall: Australia and MSU Management Education Center, Troy. Spring: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students. SA: FI 821

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.

**822 Managing Supply Chains and Lean Operations**  
Fall, Spring. 2 to 3 credits. Fall: Australia and MSU Management Education Center, Troy. Spring: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students.

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.

**824 Global Supply Chain Strategy**  
Summer. 1(1-0) Summer: Australia and MSU Management Education Center, Troy.

Developing and implementing supply chain strategy. Matching of competitive priorities with operational investments and decisions. Process choice, capability development, technology management, process simulation, linking supply chain with product type and inventory management decisions. Recent developments such as radical innovation and the supply chain, transformation management, and sustainability

**828 Strategic and International Marketing**  
Fall, Summer. 1 to 2 credits. Fall: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students.

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

**831 Law and Business**  
Spring, Summer. 1(1-0) Spring: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students. SA: GBL 859

Critical analysis of government regulation of business from legal, political, and social perspectives. Moral concepts and social policy underlying government regulation.

**844 Leadership, Change Management and Ethics**  
Fall. 1 to 2 credits. Fall: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students.

Ethically grounding a shared vision. Fundamental practices of exemplary leadership: vision, courage, and integrity. Motivating others toward a shared vision.

**845 Entrepreneurship**  
Fall, Summer. 1(1-0) Fall: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students. SA: MSC 832

Process of planning, starting, and positioning new businesses which link directly to customer requirements. Understanding unmet market opportunity due to competitive gaps or customer needs for both consumer and industrial products and services.

**847 Business Decision Making and Marginal Analysis**  
Fall, Summer. 2 to 3 credits. Fall: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students. SA: MGT 847, MSC 847

Application and interpretation of analytical models to support decision making. Topics include understanding the selection of appropriate analytical tools for a given problem, the interpretation of statistical results, and decision analysis.

**852 International Markets**  
Fall, Spring, Summer. 1 to 3 credits. Fall: Australia and MSU Management Education Center, Troy. Spring: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students. SA: EC 852

International trade, fiscal monetary policy, international currency, and capital flows.

**856 Human Resources and Critical Organizational Transitions**  
Fall, Spring, Summer. 1 to 3 credits. Fall: Australia and MSU Management Education Center, Troy. Spring: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students.

Managing human resources to support significant changes in business configuration and strategy, including mergers and acquisitions, outsourcing and workforce reductions, and globalization. Evaluation of the effectiveness of the human resource management function.

**858 Financial Strategies and Value/Risk Management**  
Fall, Summer. 2(2-0) Fall: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. RB: EMB 821 R: Open to Executive MBA students. SA: FI 858

Formulation and analysis of corporate strategies aimed at the creation and growth of shareholder value. Relationship of corporate activities to overall firm performance and valuation.

**861 Strategic Management of Information Technology**  
Spring. 2(2-0) Spring: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students.

Role of Information Technology (IT) in creating organizational efficiency, competitive differentiation and advantage. Examines various IT investment types and effective strategies for leveraging IT value.

**863 Strategy Process: Generation and Implementation**  
Spring, Summer. 2(2-0) Spring: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students.

Managing strategic processes in the firm. Integration of environmental factors, industry dynamics, organizational resources, and management functions in the analysis and solution of strategic issues.

## Executive MBA Program—EMB

### 865 Business Ethics and Professional Responsibility

Spring. 2(2-0) R: Open only to students in the Executive M.B.A Program.

Alternative ethical prescriptions for business and for enterprise managers and their evolution with globalization of the markets. Societal expectations of what constitutes responsible and irresponsible business behavior. Government regulation and changes in corporate governance as alternatives to conformity to ethical prescriptions. Negotiation and reconciliation of conflicting ethical prescriptions, governance procedures, and the regulatory environment.

### 866 Managing Teams and Negotiations

Fall, Summer. 1 to 2 credits. Fall: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students.

Development of team management and negotiation capabilities. Group decision making, conflict management, and resolution.

### 877 Leadership Development

Fall, Summer. 1(1-0) Fall: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. R: Open to Executive MBA students.

Identification of underlying competencies important for leadership success. Assessment of student's current leadership competencies and development of an improvement plan. Disclosure of how the student's leadership behaviors are perceived by multiple sources in the organization and use of this knowledge to further enhance leadership effectiveness.

### 887 Business Assessment and Operational Excellence

Fall, Spring, Summer. 2(2-0) Fall: Australia and MSU Management Education Center, Troy. Spring: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. A student may earn a maximum of 4 credits in all enrollments for this course. R: Open to graduate students in the Master of Business Administration in Business Administration. Approval of department.

Strategically assess the capabilities of an organization or business unit. Identify gaps in organizational capabilities and constraints to realizing value. Develop a solution and implementation plan to remove an existing constraint (s).

### 889 Global Business Growth and Transformation

Fall, Spring, Summer. 3(3-0) Fall: Australia and MSU Management Education Center, Troy. Spring: Australia and MSU Management Education Center, Troy. Summer: Australia and MSU Management Education Center, Troy. A student may earn a maximum of 6 credits in all enrollments for this course. R: Open to graduate students in the Master of Business Administration in Business Administration. Approval of department.

Within an existing business context, identify capabilities leading to organizational growth and transformation and competitive advantage in the marketplace. Development of a solution and implementation plan to capture the potential value of the project.

### 891 Special Topics in Executive Management

Fall, Spring, Summer. 1 to 3 credits. A student may earn a maximum of 6 credits in all enrollments for this course. R: Open only to students in the Executive M.B.A. program.

Faculty-supervised study in special topics relevant to business executives.