

## Executive Master of Business Administration (EMBA 7005) Leadership Theory and Practice

### Course Description

This course addresses the qualities and skills leaders need in this rapidly changing world. While the course is grounded in research and presents traditional theories, it goes further to offer practical applications, self-assessments, and leadership development. Your reading is supplemented by dialoguing your ideas and experiences with other students, applying concepts to cases, and conducting self and organizational analysis. There will be opportunities to conduct non-required exercise for further application of ideas to you or your job.

### Learning Objectives

Students will learn to:

- Critically assess the major leadership theories and apply appropriate theories to their situation
- Construct or refine their leadership principles or concepts, using knowledge gained in the course
- Apply knowledge gained in the course to the diagnosis of problems in written cases and their work situation
- Apply the knowledge gained in the course to the analysis of leadership challenges facing them currently, generating strategies and tactics for solving them, i.e. apply the concepts to their job
- Identify and explain aspects of leadership theory that are becoming increasingly important for today's leaders
- Offer constructive feedback to peers regarding their leadership ideas
- Effectively collaborate with a virtual team to produce quality results

**Grade Scheme: Letter Grade**

**Minimum Pass: 70%**

**Credit Weight: 3 Credits**

#### Assessments:

- Writing Assignments
- Seminar Participation
- Forum Participation
- Research Project/Presentation
- Reflection Paper

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A+	4.3	98-100%
A	4.0	94-97%
A-	3.7	90-93%
B+	3.3	87-89%
B	3.0	84-86%
B-	2.7	80-83%
C+	2.3	76-79%
C	2.0	70-75%
F	0.0	0-69%

## Executive Master of Business Administration (EMBA 7010) Financial and Managerial Accounting

### Course Description

This course is focused on the role of financial statements in driving management decisions. The course will focus on the inter-relationships of the financial statements and how these statements affect the remaining stakeholders of the financial statements.

### Learning Objectives

Upon successful completion of this course, students should:

- Identify and clarify the objectives of financial accounting and reporting
- Compare and contrast the characteristics and managerial applications of the main financial statements
- Analyze the interrelationships of financial statements
- Identify the limitations of financial statements and the impact on decision making
- Interpret financial statements and makes recommendations for decision making
- Identifies the impact on financial statements and reporting of various stakeholders: management, auditors, regulators, and investors; makes recommendations to minimize/maximize that impact
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 3 Credits

#### Assessments:

- Weekly Problem Sets
- Mid-Term Exam
- Group Projects
- Participation

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F	0.0	0-69%

## Executive Master of Business Administration (EMBA 7015) Managerial Finance

### Course Description

In this course, you will gain an appreciation for the financial underpinnings of sound strategic decisions. You will learn how to develop useful information from the organization's financial statements.

### Learning Objectives

When you complete this course, you will be able to:

- Develop financial forecasts
- Benchmark your organization's health and prospects
- Understand how markets value an organization
- Appraise the prospects of long-term opportunities
- Effectively collaborate with a virtual team to produce quality results
- Have an appreciation for the opportunities and risks that confront global enterprises

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 3 Credits

#### Assessments:

- Exams
- Participation
- Weekly Work
- Cases (Group)

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## Executive Master of Business Administration (EMBA 7020) Global Economic Environment

### Course Description

This course provides a broad overview of international trade theory and policy firmly grounded in economics principles. As the economies of the world become ever more independent, it is beneficial to understand the nature and mechanisms of this interconnectedness and its implications for business and the public at large. While at times, not of obvious relevance, international events, multinational enterprises, and nongovernmental organizations help to shape the environment in which decisions and policies are made. Students will gain a solid theoretical foundation with an emphasis on current realworld examples and applications, including illustrations of the complex consequences of globalization, market structures, foreign exchange, free trade and quality of life, and trade barriers and conflicts between developed and developing.

### Learning Objectives

Upon successful completion of EMBA 7020, students will be able to:

- Comprehend globalization in the context of developed and developing nations, economic interdependencies, division of labour, and market types
- Apply the theory of comparative advantage, and compute opportunity cost
- Recognize and describe how political, institutional, and financial markets influence economic conditions
- Analyze the equilibrium terms of trade with changing supply and demand conditions, types of elasticity, the introduction of barriers, and price discrimination
- Describe the efficient use of scarce resources and the gains from trade in terms of competition, production, and consumption
- Appraise the impact of labour mobility, and migration flows
- Articulate how monetary policy, industrial policy, trade regulations, trade agreements, multinational enterprises, and NGOs influence the global economy
- Synthesize information about, and present on a broad economic topic
- Effectively collaborate with a virtual team to produce quality results

**Grade Scheme: Letter Grade**

**Minimum Pass: 70%**

**Credit Weight: 3 Credits**

#### Assessments:

- Quizzes
- Individual Presentation
- Group Project
- Participation in Forum
- vClass Participation
- Peer Review

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## Executive Master of Business Administration (EMBA 7025) Governance, Strategy and Structure

### Course Description

To lead in an ever-changing competitive environment, an organization's executive team must be constantly reassessing and reformulating their strategy, while ensuring that it also aligns with the desires of the Board and with the stakeholders. And to help ensure successful execution, the organization's structure must also be constantly reassessed and reformulated to align with the strategy. Thus, organizations have to have the ability for change. This course frames the core concepts of organizational governance, strategy and structure. This dynamic approach to corporate governance, strategy and structure prepares students to diagnose governance practices, mismatches between existing structures and changing demands, and to adjust organizational practices to accommodate new realities.

### Learning Objectives

Students who successfully complete this course will:

- Analyze corporate governance practices and make recommendations for improvement
- Apply corporate governance principles to succession planning, gender equity, technology and global dynamics
- Integrate governance and business ethics
- Identify sources of corporate governance
- Identify methods to develop/support an ethical business culture
- Identify and apply the governance roles and responsibilities of the Board, committees, management, auditors, and stakeholders
- Apply governance principles to private, public, and not-for-profit organizations
- Through case analysis, identify causal factors and problems related to changing organizational, societal, and environmental conditions
- Analyze their organizations' corporate strategies
- Effectively collaborate with a virtual team to produce quality results

**Grade Scheme: Letter Grade**

**Minimum Pass: 70%**

**Credit Weight: 3 Credits**

#### Assessments:

- Case Study
- CEO and Board Relationships
- Board Strategies
- Participation
- Team Research Paper

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## Executive Master of Business Administration (EMBA 7031) Systems Thinking and Organizational Design

### Course Description

Modern organizations are complex combinations of many functions and systems, and they operate in an increasingly complex interconnected global environment. In this course, participants learn how to use systems thinking, design thinking, and performance excellence to develop innovative solutions to address contemporary organizational and managerial challenges.

### Learning Objectives

Students who successfully complete this course will:

- Discuss systems theories and concepts (e.g. General Systems Theory, Dynamic Systems) and how they apply to organization and managerial systems diagnosis and design
- Visually depict (diagram), analyze, and discuss the interconnections and value exchanges between multiple stakeholders including customers, workforce, suppliers, and partners, investors, society, and community, and the natural environment
- Develop visual depictions (diagrams) to make dynamic, complex systems (components and relationships) visible for collaborative understanding, analysis, and design
- Compare and contrast the different types and natures of sociocultural and operational systems found in organizations, and how their type and nature influence the diagnosis and most effective design
- Using critical-thinking and a holistic perspective, evaluate organization systems and sub-systems based on relevant theories, empirical evidence, and the organization's stakeholders, strategy, culture, overall system, and unique context
- Synthesize systems concepts, theories, research, and assessment to develop new, idealized designs that create value for the multiple stakeholders
- Translate idealized designs into action plans with prioritized system changes and recommended sequence
- Effectively collaborate with a virtual team to produce quality results

**Grade Scheme: Letter Grade**

**Minimum Pass: 70%**

**Credit Weight: 3 Credits**

#### Assessments:

- Individual Assignments
- Team Assignment (Report and Presentation)
- Participation

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## Executive Master of Business Administration (EMBA 7035) Strategic Market Planning

### Course Description

This course focuses on the strategic marketing planning process from the perspective of two key roles in the organization, i.e. the Chief Marketing Officer (CMO) and the Brand (or Product) Manager. Leaning heavily on external and internal analyses, we examine how these managers refine the company's long term go-to market strategy, comprising decisions about product/market portfolio, corporate and product-level brands and brand positioning, plus, for each product category, a carefully orchestrated suite of decisions concerning product design, go-to-market partnerships, pricing, promotion and integrated marketing communications.

### Learning Objectives

Students who successfully complete this course will learn:

- To enhance your understanding of the marketing planning process
- To distinguish marketing strategy from business strategy, marketing management, and marketing tactics (implementation)
- To distinguish consumer marketing from industrial marketing, high-tech marketing, services marketing, and social marketing
- To enhance your understanding of marketing terms, analytical tools and key decision elements
- To enhance your ability to formulate marketing plans based on adequate intelligence and analysis
- To enhance your ability to communicate and defend these plans in front of your managers and/or colleagues
- To enhance your ability to implement these plans
- Effectively collaborate with a virtual team to produce quality results
- Translate idealized designs into action plans with prioritized system changes and recommended sequence
- Effectively collaborate with a virtual team to produce quality results

**Grade Scheme: Letter Grade**

**Minimum Pass: 70%**

**Credit Weight: 3 Credits**

#### Assessments:

- Threaded Discussions
- Critical Reflection Papers
- Final Assignment
- Team Projects
- Team Presentations

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## Executive Master of Business Administration (EMBA 7040) Strategic Operations Planning

### Course Description

This course introduces students with a broad conceptual framework for evaluating operations management practices in traditional manufacturing firms and service organizations. Concepts, techniques and tools related to the four major decision responsibilities of operations managers (i.e. process, quality, capacity and inventory) are studied and discussed. Emphasis will be on operations strategy, theory of constraints, lean management principles, total quality management, project management, decision analysis, capacity management, inventory management and supply chain management.

### Learning Objectives

Students who successfully complete this course will learn:

- Understand the operations contribution to the development and implementation of successful business strategy
- Define key business processes and establish their performance objective
- Analyze different key operational dimensions such as capacity management, flow time management, supply chain management, and quality management
- Understand developments such as lean operations, just-in-time operations, and theory of constraints
- Understand the impact of statistical fluctuation and dependent events
- Identify the critical issues for any operation and to derive decision models how operational performance might be improved
- Effectively collaborate with a virtual team to produce quality results

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 3 Credits

#### Assessments:

- Weekly Discussion Forum
- Case Studies
- Assignment
- Participation

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C	2.0	70-75%
F	0.0	0-69%



## Executive Master of Business Administration (EMBA 7045) Strategic Human Resource Planning

### Course Description

A significant challenge for human resources is being a strategic player. It is increasingly important that HR professionals understand their organization's business, objectives and strategies, competitive market, and how they can add value to senior management. Likewise, it is important for managers to understand the critical role that HR policies and practices play in the success of the organization. While this course is grounded in research and presents concepts, it goes further to offer practical applications through a progressive case study, other cases, and discussion threads. Your reading is supplemented by dialoguing your ideas and experiences with other students, and applying concepts to cases and the realities of organizational life.

### Learning Objectives

Students who successfully complete this course will learn:

- Appraise the strategic role HRM plays in organizational success
- Assess the value HRM provides to the organization
- Apply principles and practices of recruiting and selection, training and development, compensation, and workforce planning
- Identify the legal aspects of HRM for their organization
- Apply knowledge gained in the course to the diagnosis of problems in written cases and their work situation
- Analyze HRM-related challenges/issues facing them, generating strategies and tactics for solving them, i.e. apply the concepts to their job
- Identify and explain aspects of HRM that are becoming increasingly important for today's organizations and employees
- Offer constructive feedback to peers regarding their HRM ideas
- Determine the strategic role HRM plays in organizational success
- Discuss the legal aspects of HRM
- Identify and explain aspects of HRM that are becoming increasingly important for today's organizations and employees
- Effectively collaborate with a virtual team to produce quality result

**Grade Scheme: Letter Grade**

**Minimum Pass: 70%**

**Credit Weight: 3 Credits**

#### Assessments:

- Writing Assignments
- Seminar Participation
- Discussion Forums
- Reflection Paper
- Case Study

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C	2.0	70-75%
F	0.0	0-69%

## Executive Master of Business Administration (EMBA 7050) Strategic Information Systems Planning

### Course Description

This course introduces the main concepts of management information systems (MIS), examines how the MIS function can affect the performance of an organization, and explores the process of information systems planning from the perspective of the CIO.

### Learning Objectives

Students who successfully complete this course will learn:

- Evaluate the readiness of the CIO's organization (MIS) to contribute towards achieving an enterprise's goals
- Assess the keys to success within the information systems types most frequently used to implement strategy
- Distinguish how systems thinking can empower leaders in an era of global technical, economic and managerial change
- Execute how to implement IT initiatives which best use project management and software development lifecycle (SDLC) methodologies
- Demonstrate how to blend security and privacy issues into a strategic framework addressing the evolving nature of online strategies
- Assess how to rethink metrics, culture and evolving IT possibilities into new strategic thinking

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 3 Credits

#### Assessments:

- Assignments
- Online Exam
- Class Participation
- Discussion Board

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