EXECUTIVE MBA (XMBA)

Courses
XMBA 4003 Managing H.R. For CompAdvantage (4 Credits)
This course advances the argument that effective human resources policies will create sustained competitive advantage. To that end, this course addresses the effective management of human resources in four policy areas: employee influence, human resource flows, reward systems, and work systems. The focus is on identifying and creating human resource management practices that align workforce strategy with business strategy.

XMBA 4004 Global Business and Leadership (8 Credits)
This course is an advanced exploration of contemporary leadership practice emphasizing global business and leadership issues and the many challenges that come from working with diverse populations and cultures. Diverse cultures, laws, languages and currencies add to the complexity of putting together and managing international business ventures. The course curriculum includes a ten-day international travel experience focusing on the broad spectrum of issues behind effective business management and leadership in a global market. We travel to two countries where we visit local businesses and meet with executives of national, joint venture and transnational corporations. This course will help the student prepare for international business/leadership activities by exploring questions faced by companies wishing to do business in a global marketplace.

XMBA 4063 Ldrship & Organiza'nl Perform (4 Credits)
The Capstone Leadership Project is an applied learning experience in which students envision, create, lead and bring to fruition an enterprise with significant ROI for their organization and/or genuine social value. The Capstone is the culminating leadership endeavor of students who earn EMBA degrees from the Daniels College. Through the Capstone project, students apply and reinforce the skills and insights gained throughout their Executive MBA Program. The Capstone curriculum includes execution of the leadership project, oral defense of project results, a written leadership thesis and a series of seminars with business faculty and executive speakers.

XMBA 4102 Business & Economic Context (2.5 Credits)
This introductory economics course is designed to provide a survey of essential economics concepts and frameworks for executives. Many business decisions require knowledge of economic principles in order to properly understand what is going on and evaluate the impact of a given decision. Businesses need to understand the impact of government policies, whether they be fiscal and monetary policy or other public policy choices that affect financial markets, labor markets, or specific industries. Many disciplines such as finance, strategy, international business and marketing incorporate economic principles as a common foundation. Finally, economics provides a clear lens to intelligently evaluate and understand the world around us. This course will provide a survey of these economic principles, with an emphasis on teaching core principles via case studies and examples. It will start by defining economics and the basic assumptions of the field, discussing details of how supply and demand interact in the market-place, the importance of price as a signal, and where certain idealistic assumptions made in economics and finance may start to break down in the real world. We will then move to macroeconomics, covering economic growth, trade, investment and consumption, the tension between inflation and unemployment, and the special role of the banking system. The role of government in regulating and managing the economy will be discussed, including fiscal and monetary policy, taxation, public debt, the levers the government and Federal Reserve have at their disposal, and contrast this with how other countries manage their national and regional economies (EU, China, developing countries). We will spend some time on general economic frameworks such as the importance of incentives and unintended consequences, risk and insurance, market failures, externalities and public goods, and the risks of mixing politics with economics. If we have any remaining time, we will touch upon some issues in international development such as microfinance, emerging markets financial crises, and regional development.

XMBA 4164 Strategic Mgmt of Costs & Oper (4 Credits)
This course focuses on firms' internal accounting information systems and their use in decision making, planning and control, and performance evaluation. Applications considered include cost estimation, marginal and long-run pricing, activity-based costing, assessing cost reduction and quality control efforts, measuring opportunity costs for decision making, cost-volume-profit analysis, economic value-added analysis, and multinational transfer pricing decisions. The course integrates knowledge of firms' internal accounting systems and operations management by examining the processes by which goods are manufactured and services are delivered. Specific topics include analysis of production processes, quality management, managing process technology and innovation, productivity and work-force management, production planning and control, and the strategic role of operations in the firm.

XMBA 4165 Corp Financial Decision Making (4 Credits)
This course develops a framework for analyzing a firm's investment and financing decisions. Areas that are examined include budgeting, financial forecasting, mergers and business valuation, sustainable growth, return on equity analysis, shareholder value, and economic value added.

XMBA 4200 Strategic Marketing (4 Credits)
This course provides a framework for examining key strategic marketing issues faced by modern business. As such, it immerses the student in the environment in which marketing decisions (including product development, pricing, integrated marketing communications, channel management and logistics) must be made and business must operate. Using case studies that range from small start-up firms to large transnational organizations, as well as other experiential learning techniques, students are exposed to internal aspects of the organization, as well as external forces that affect organizational performance.
XMBA 4201 Strategic Management (4 Credits)
This course focuses on the competitive strategy of the firm, examining issues central to its long- and short-term competitive position. The course emphasizes application of strategic tools to real world examples. The initial focus is on industry analysis and a firm’s decision about in which industries to compete. We then focus on the development of firm-specific capabilities that contribute to competitive advantage. This leads to a discussion of a company’s position relative to competitors. We then address the firm’s value chain and the role of alliances in implementing strategy. Finally, we focus on managing multiple businesses and concentrate on mergers and acquisitions, diversification and multi-divisional management.

XMBA 4202 Global Information Economy (4 Credits)
In the Global Information Economy, students will apply relevant and effective technology strategies to achieve competitive advantage in the dynamic global business environment. This course will focus on the impact information technology (IT) is having on organizations, business functions, and management practices. This course will also address how IT and information, can be used to enable new business opportunities, improve organizational capabilities, streamline for efficiencies, and enhance managerial communications and decision-making abilities. All of these are accomplished with an eye towards generating business value, creating competitive advantage, and balancing the many diverse needs of a firm’s stakeholders.

XMBA 4203 Bus Planning/New Venture Mgmt (4 Credits)
This is an applied course designed to help students develop a professional and comprehensive business plan for either a new venture or for a new business area within an existing corporation. The course will help students integrate the various functional areas of business (i.e. management, marketing, accounting, and finance) into a business plan. The course will take students through the qualitative and quantitative process of bringing a new venture idea to fruition by mapping out the opportunity and target market, product and service configuration, strategy and business model selection, marketing research and sales forecasting, start-up capital and cash flow requirements planning, and financial pro forma statements and valuation.

XMBA 4231 Achieving Strategic Advtg II (2.5 Credits)
This course is divided into several sessions which focus on the links between business strategy and information technology, the organizational implications of the technology and how to successfully incorporate information technology into organizations. The central issues are the leadership implications of utilizing information technology for process improvement and process innovation, managing customer relationships and optimizing supplier-based relationships through project/process management tools. You will also have an opportunity to hear industry leaders address current topics from the world of accounting and finance. The interactive session will address issues that build on the accounting and finance content of the previous classes. Understand how the upstream business and consumer activities can be measured and tracked in a way that quantifies the downstream business results. Realize when and how research can help identify and prioritize strategic options, direct the investment and the return on that investment. Hot topics will uncover the strategic use of competitive benchmarking, segmentation, brand equity, the customer experience and its effect on strategy, amongst many other strategic decision-support frameworks that executives deal with.

XMBA 4330 Financial Accounting (2.5 Credits)
This course introduces the student to the fundamentals of financial accounting and reporting with an emphasis on the needs of the user, both internal and external. The goal is to enable the student to become a knowledgeable reader and user of financial statements. Financial reporting topics will also be discussed in 5 class periods during Winter Quarter.

XMBA 4331 Foundations of Financial Analysis (2.5 Credits)
This course introduces the tools and techniques for financial analysis and planning. Topics include the tax implications of financial decisions, financial ratio analysis, operating and financial break-even analysis, operating and financial leverage, time value of money, and interest rates in the financial markets.

XMBA 4332 Accounting/Financial Reporting (2.5 Credits)
This is a study of the fundamental concepts of financial accounting and reporting by business entities in accordance with generally accepted accounting principles. The course approaches the material from the perspective of the financial statement user rather than the financial statement preparer. Therefore, emphasis is placed on the use and interpretation of information contained in business financial statements by managers, investors, and creditors.

XMBA 4333 Statistical Decision Analysis (2.5 Credits)
This course introduces students to the basic analytical tools for statistical analysis and provides the initial theoretical concepts and skills that are building blocks for future courses. The approach is to present students with a managerial view of how statistical tools are used to analyze data and facilitate business decision-making. Students will familiarize themselves with all of the statistical techniques and models presented in the course and will demonstrate knowledge in applying the appropriate techniques and models to various data sets and interpreting the results of the analysis. When appropriate, statistical software will be utilized to conduct the analysis, allowing students to become proficient in standard business software such as Microsoft Excel, with the MegaStat Add-in provided on the student CD-Rom. Emphasis will be on application to core business disciplines, statistical reasoning, proper interpretation of results, and managerial decision-making.

XMBA 4334 Strategic Management of Costs (2.5 Credits)
The role of cost management is to help management of the organization achieve and maintain success through the implementation of strategy. Cost management methods are covered to help you know why, when and how the framework is used to help the organization succeed. The course materials (including lectures, cases, problems and simulations) provide real-world applications to build your skills as an effective user of cost management tools. Topics include cost behavior, budgeting and variance analysis, cost-volume-profit relations, pricing, quality, Activity Based Costing, Target Costing, the Balanced Score Card, ISO 9000, and using relevant costs and revenues in decision making.
XMBA 4335 Business Intelligence (2.5 Credits)
Information technology (IT) is an enabler of business. This course will focus on the impact IT is having on organizations, business functions, and management practices. It will also address how IT and information, its byproduct, can be used to enable new business opportunities, improve organizational capabilities, streamline for efficiencies, and enhance managerial communications and decision-making abilities. All of these are accomplished with an eye towards generating business value, creating competitive advantage, and acting responsibly towards balancing the many diverse and, at times, conflicting needs of a firm’s stakeholders. In sum, this course will focus on what rising business leaders will need to know about IT and managing IT to thrive in a global, interconnected, and fast-paced business environment and become effective and respected business figures who know not only how to do things right but also how to do the right things.

XMBA 4336 Financial Decision Making (2.5 Credits)
This course applies the tools of financial analysis to financial decisions. Topics include the valuation of financial assets, capital budgeting, cost of capital, Performa financial statements, business valuations and mergers, return on equity analysis, EPS and stock prices, and cash flow statement analysis.

XMBA 4337 Strategic Finance (2.5 Credits)
This course applies the tools of financial analysis to financial decisions. Topics include the valuation of financial assets, capital budgeting, cost of capital, Performa financial statements, business valuations and mergers, return on equity analysis, EPS and stock prices, and cash flow statement analysis.

XMBA 4340 Executive Leadership I (2.5 Credits)
Leadership is about effectively achieving results through others. Technical business knowledge, emotional intelligence competencies, and the ability to execute are all required to achieve this objective. This course examines these elements within the context of developing your own and your organization’s ‘leadership intelligence.’ Explore ethical, legal, social, and public policy challenges frequently encountered by executives and business leaders in the workplace. Issues such as diversity, harassment, downsizing, outsourcing, intellectual property, and executive compensation are some of the topics covered in this course. Shared values have been the foundation of leadership in our democratic society. This course explores how values-based leadership transforms a business from a profit-driven entity to a thriving, sustainable enterprise. The organization grows on the strength of its contributions, and success is measured in stakeholder satisfaction.

XMBA 4341 Power and Influence (2.5 Credits)
This class focuses on an often-overlooked leadership skill – the ability to use power and influence effectively, and to negotiate the relationships critical to being a successful leader. Class time focuses on not only understanding the basics of this critical leadership skill, but also on honing skills through case studies and exercises. Particular attention is given to ethical issues connected with power and negotiation. This course will challenge you to define for yourself what will constitute the effective exercise of power and influence in your life.

XMBA 4342 Human Capital Management (2.5 Credits)
The course will focus on how effective Human Capital Management can be a differentiator for the firm and how managers using good HCM practices can significantly contribute to the firm’s performance. The course will follow the cycle of business planning and execution and focus on the key human capital considerations at each step in the cycle. It will address full spectrum of what would be considered Talent Management processes, and is taught with a global perspective. Each topic area will also look at current practices, as well as emerging practices as companies shift their business models.

XMBA 4343 The Discipline of Execution (2.5 Credits)
In the gap between a brilliant idea and the successful organization lies the discipline of execution. Execution is built on three key processes: the people process, the strategy process, and the operations process. In this course, we study the methods of successful leaders and organizations known for execution, self-evaluate execution skills and reinforce learning via case methodology.

XMBA 4350 Executive Leadership II (2.5 Credits)
Leadership is about effectively achieving results through others. Technical business knowledge, emotional intelligence competencies, and the ability to execute are all required to achieve this objective. This course examines these elements within the context of developing your own and your organization’s ‘leadership intelligence.’ Explore ethical, legal, social, and public policy challenges frequently encountered by executives and business leaders in the workplace. Issues such as diversity, harassment, downsizing, outsourcing, intellectual property, and executive compensation are some of the topics covered in this course. Shared values have been the foundation of leadership in our democratic society. This course explores how values-based leadership transforms a business from a profit-driven entity to a thriving, sustainable enterprise. The organization grows on the strength of its contributions, and success is measured in stakeholder satisfaction.

XMBA 4351 Innovation (2.5 Credits)
The second course in the marketing sequence shifts from left brain activity to whole brain activity. We will offer an opportunity to think differently and to build discipline through a Stage Process to successful commercialization. Building on the tools and disciplines learned in Strategic Marketing in a Dynamic Environment, Leading Innovation shifts to the art of marketing. The course will enable students to understand the role of innovation in delivering value to customers and stakeholders. Acquire executive competence needed to secure the innovation investment. Realize how executives propel and assess innovation through all the stages of the innovation life cycle – from idea exploration to bringing a product/service to market successfully.

XMBA 4352 Leadership Challenges (2.5 Credits)
The purpose and nature of this course is to explore current and emerging issues that managers, executives, and leaders are likely to confront. Positioned about mid-way through the EMBA curriculum, students will be expected to apply and integrate concepts, frameworks, and perspectives from previous courses. Included especially are legal, ethical, public policy, and human resource concepts.
XMBA 4353 Global Business I (2.5 Credits)
Students will be asked to apply models, disciplines, and systems learned during the first four quarters of their EMBA program to a global environment. The global course includes a two week practicum where students pick two international cities and go deep into their respective business environments. The ten weeks of learning and research done in Denver, along with the on the ground research process completed in-country, build a global perspective and the student’s worldview.

XMBA 4354 Global Business II (2.5 Credits)
Students will be asked to apply models, disciplines, and systems learned during the first four quarters of their EMBA program to a global environment. The global course includes a two week practicum where students pick two international cities and go deep into their respective business environments. The ten weeks of learning and research done in Denver, along with the on the ground research process completed in-country, build a global perspective and the student’s worldview.

XMBA 4355 Sustainability (2.5 Credits)
Social entrepreneurship centers on creating effective responses to social needs and finding innovative solutions to social problems. A corporation’s responsibility includes how the whole business is conducted every day. It must be a thoughtful institution which rises above the bottom line to consider its actions on all, from shareholders to society at large. Its business activities must make social sense just as its social activities must make business sense. This course integrates fundamental business practices which are focused on satisfying needs of consumers and meeting organizational objectives; collecting information, sharing across departments, using it to create customer value; and also satisfying customer needs in ways that provide for societal well-being. In essence, sustainable development focuses on: "Meeting the needs of people today without compromising the ability of future generations to meet their own needs".

XMBA 4360 Strategic Marketing (2.5 Credits)
Focused on creating customers, this course will build decision tools, mental models and a holistic framework for finding the right market, the right price, the right communication and the right partners for your product or service. Through market research and competitive intelligence, students will learn to provide customer value, customer information, customer solutions and organizational profitability. Strategic Marketing in a Dynamic Environment explores the science of marketing. Students will acquire a detailed understanding of strategic business- and decision support models that helps executives navigate and lead an enterprise towards sustainable competitive advantage and differentiation. The course allows executives to develop and internalize business acumen as relates to translating the voice of the customer to strategy and orchestrating stakeholders in a way that add value.

XMBA 4361 Customer Relationship Management (2.5 Credits)
This course advances the argument that effective human resource policies will create sustained competitive advantage. To that end, we will address the effective management of human resources in four policy areas: employee influence, human resource flows, reward systems and work systems. Rather than taking a traditional, staff, personnel perspective, we will address human resource management from the perspective of strategic management, so that you are better prepared to provide direction to the creation of effective management systems.

XMBA 4362 Strategic Management (2.5 Credits)
This strategy course covers a range of concepts and analytical techniques relating to creating and sustaining competitive advantage as the basis for superior performance. It deals with contemporary issues such as industry analysis, core competence of organizations, value chain analysis, and strategy implementation. The emphasis is on the application of analytical tools and frameworks to understand complex strategic issues. Competitive Strategy integrates concepts from finance, marketing, accounting, general management, information technology, and operations management.

XMBA 4363 Strategic Implementation (2.5 Credits)
Strategic Management and Strategy Implementation are courses that build off several previous courses and each other. Students will examine such issues as the vision/mission/values of the organization, the key industry forces that influence the competitive environment of the organization, ways of maintaining and sustaining a core competency, and critical strategy implementation issues. In doing this, the course integrates concepts from finance, marketing, accounting, general management, information technology, legal studies, and operations management. In addressing these issues, the course involves a mix of strategic tools with real world examples and case studies. The course will be offered in a work-shop atmosphere in which students are expected to apply and discuss the various aspects of strategic management.

XMBA 4364 Business Data & Analytics (2.5 Credits)
This course will familiarize the student with data management and analytic methodologies that are prevalent across most industries today, and will suggest a way-ahead as electrons continue to get cheaper to collect and maintain. A well-designed architecture for collecting, storing, and accessing data is essential for all businesses that want to compete successfully as the pace of the decision-making cycle continues to increase. Traditional statistical techniques are still prevalent (and useful!) with proper mining or sampling of big data, and these remain the workhorses of Business Analytics. Analytic modeling is an integral part of business decision-making, and knowing and identifying the appropriate technique can make the difference between discovering the truth and running into a data wall. With the right toolset, the data analyst can tackle large volumes of data with a "divide and conquer" approach. However, the decisions that lead to parsing the data appropriately require not only an understanding of the data and the available tools, but the question being answered as well.

XMBA 4365 Entrepreneurship (2.5 Credits)
This course will teach students the skills required to prepare a business plan for an entrepreneurial venture and to develop the analytical skills needed to identify and evaluate a new business opportunity. The course will cover topics including: crafting a value proposition, market and sales forecasting, exploration of financing options, and building an effective team. The course will incorporate insights from successful entrepreneurs and will conclude with the presentation of the business plan.
XMBA 4720 Executive Business Law (2.5 Credits)
Executive Business Law is intended to be a summary of the state of business law for graduating Executive MBA students in the final quarter of their degree program. Legal philosophy and public policy having been covered early in the Executive Curriculum, this course is a legal update of critical issues in business law for the graduating executive. Topics covered include: corporate governance (including "Agency"), competitive regulation, insider trading, campaign finance, RICO and The Foreign Corrupt Practices Act, Whistle Blowing, The Business Judgment Rule and key HR issues such as sexual harassment, affirmative action, discrimination, and employee/customer privacy. This is a course focused on the legal issues executives are most likely to face in their role as corporate leaders, and the current state of "black letter law" (positive law) in those areas.

XMBA 4991 Independent Study (1-10 Credits)
XMBA 4995 Independent Research (1-10 Credits)