

# EMBA CURRICULUM

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## Semester 1 & 2

### EMBA 0010 Professional Development Activities

This required non-credit course is intended to provide opportunities to understand management skills and achieve a greater understanding of the role of the chief executive in an organization. Primarily, this course involves required attendance at a speaker series. Students will take this course every semester in which they are enrolled in the program.

### EMBA 5531 Managerial and Financial Accounting

This course is designed to improve students' decision-making abilities as managers using accounting information within organizations, and as manager, interpreting and using financial statements from other organizations. The use of accounting systems for planning activities and control of operations with emphasis on the human behavioral aspects will be studied. This course will also develop and further the student's knowledge of accounting techniques and principles and their understanding of accounting data.

### EMBA 5532 People in Organizations

Students consider theories and concepts in strategic human resource management, employee relations, and industrial relations. Students build from the fundamentals of organizational behavior concepts and processes and labour relations frameworks and knowledge to a systematic and strategic approach to managing people and processes in organizational settings.

### EMBA 5533 Global Economy

This course provides a foundation of economic understanding for use in managerial decision-making. The major microeconomic topics covered include demand, supply and pricing strategy under different market structures. The theory of demand and the concept of elasticity are developed, with emphasis on interpreting the empirical estimates of these concepts. Production and cost in the short and long run are discussed, and the importance of these factors for managerial decision-making is carefully considered. The appropriate firm pricing policy under perfect and monopolistic competition, monopoly, and oligopoly are also covered.

### EMBA 5534 Evidence-based Practice

Students are introduced to using an evidence-based management approach to decision-making in organizational settings. Students become familiar with the frameworks, methods, and tools of evidence-based decision-making and become familiar with the fundamentals of practice-oriented research methods.

### **EMBA 5535 Strategic Marketing**

In this course, students will develop understanding and analytical skills to make strategic choices for achieving sustainable competitive advantage in global market environments. Method of instruction may include seminar discussions, case analysis, simulations, secondary research and field research projects.

### **EMBA 5536 Ethics, Governance and Sustainability**

Today's organizational leaders operate in increasingly complex settings, navigating legal, social, environmental and governance issues at the local and global level. Using a stakeholder engagement framework with a sustainability mindset, students analyze organizational dilemmas and identify decision alternatives that address the expectations of multiple parties and promote ethically responsible practice.

### **EMBA 5537 Seminar: Fundamentals in Global Finance**

New course description pending.

### **EMBA 5538 Business Intelligence and Data Analytics**

Students develop an understanding of business intelligence from a theoretical, conceptual, and practical perspective. Students consider the origins of business intelligence and data analytics in organizational settings, the application in various functional areas such as HR, marketing, operations, and finance, and software and tools used to conduct analyses. An understanding of the ways in which business intelligence contributes to decision-making processes in organizations at both a tactical and strategic level are considered with an emphasis on the ethical considerations and implications.

## **Semester 3 & 4**

### **EMBA 0010 Professional Development Activities**

This required non-credit course is intended to provide opportunities to understand management skills and achieve a greater understanding of the role of the chief executive in an organization. Primarily, this course involves required attendance at a speaker series. Students will take this course every semester in which they are enrolled in the program.

### **EMBA 6600 Supply Chain Management**

Students examine the physical, informational, and financial activities and processes surrounding the manufacture, distribution, servicing and recycling of goods and services. Students explore the concept that effective supply chain management involves a network of organizations including suppliers, shippers, intermediaries, and customers.

### EMBA 6601 Responsible Leadership

Students examine individual and group decision-making in light of complexity and uncertainty. Systems thinking, heuristics, perception, attribution, bias, bounded awareness, the role of emotion and feedback in decision-making will all be explored. Contexts particularly susceptible to judgement errors will be highlighted (e.g. high reliability organizations and conflict situations).

### EMBA 6602 International Business

Teaches understanding of the global nature of financial markets and the role of international banking. It starts with a recapitulation of the make-up of a developed market financial system. Particular attention is focused on the foreign exchange market. Interrelationships with the domestic system and its interdependence with the 'world' systems are illustrated and the ability of the system to withstand shocks and be innovative are assessed.

### EMBA 6603 Business Strategy

Students in this capstone course focus attention on the development and implementation of strategy in a variety of contexts. In developing the skills needed to provide overall direction for organizations, students learn how innovation and strategy are interlinked to form and change an organization's competitive advantage.

### EMBA 6604 Decision Making Under Uncertainty

Students are provided with an integrated view of the financing and investment decision of the firm by focusing on how the value of a company is affected by the trade-offs between the returns and risks inherent in all financial decisions. Topics include agency theory signaling and financial compensation schemes and their impact on financial decision making. Students complete the course having a more in-depth appreciation of the nature of the financial markets within which the firm operates together with a solid working knowledge of a wide variety of financial decision techniques.

### EMBA 6605 Seminar: International Marketing

New course description pending.

### EMBA 6606 Applied Practice-oriented Research Project I

The object of this research project course is to give the student the opportunity to examine a particular problem in depth. The individual student's work will be supervised by a faculty member. Students will be required to present the findings of the project in the continuing Applied Practice-oriented Research Project II EMBA 6607.

### EMBA 6607 Applied Practice-oriented Research Project II

Business research requires the scientific development, planning, execution and reporting of a business research project. The research will be conducted and reported under the guidance of a faculty advisor. The project must be well grounded in the current literature, and the report should include a delineation of the problem, method, results, and conclusions. In this course, students will be required to present their research project to the EMBA students and faculty.

## EMBA ELECTIVES : YEAR 2

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### **EMBA 6691.1**      **Directed Study**

Prerequisite: completion of all required 5000-level EMBA courses and permission of EMBA Director, Departmental Chairperson, and instructor. Intended to supplement or provide an alternative to the electives in order to meet the special needs and interests of the students.

### **EMBA 6690.1A**      **Entrepreneurship & Venture Development**

Through independent research, seminars, and lectures, this course covers the two (2) topics of entrepreneurship and family business. The first topic includes: the nature of entrepreneurship, theories of entrepreneurship, characteristics and behaviours of entrepreneurship, the entrepreneur as catalyst for economic activity in developing and developed economics, the applications of the concepts of entrepreneurship to public and non-profit enterprises both large and small. The second topic includes the historical development and importance of family business, issues of succession, and management problems specific to family businesses.

### **EMBA6690.1B**      **Seminar in Business Studies: Negotiation and Conflict Resolution**

The focus of this course is on the negotiating process with special emphasis on contract negotiations between management and union. It examines the nature of negotiation, planning and preparation for negotiation, negotiating theories, strategies and tactics. It also examines the roles of such key elements in negotiation as communication, persuasion, power and ethics.