



Ken Blanchard Executive Master of Business Administration

The Ken Blanchard Executive Master of Business Administration is designed to equip competent executives and high potential senior managers with the skills needed to lead organizations to performance excellence by creating dynamic organizations, passionate employees, devoted customers, satisfied investors and grateful communities.

Course Number	Course Title	Course Description	Credits
MGT 630	Leading Self	Leading Self is designed to prepare EMBA students as they strengthen important leadership skills and develop a personal leadership vision. The module combines knowledge and application by examining the results of leadership research and how it can be used to develop a clear sense of purpose of leadership, increase leadership communication skills, and deepen awareness of personal leadership styles. Case studies, discussions, exercises, guest speakers, and videos are used to address the challenges of leadership. The disciplines covered in this module include leadership, visioning, emotional, and cultural intelligence, and communications.	3
MKT 631	Customer Value and Service Excellence	The course is designed to focus on what customers really want, building customer loyalty, and becoming a service excellence leader. Insights are drawn from various fields including management, innovation, information technology, and cross-cultural communications. The service profit chain provides a framework for linking employee engagement with customer satisfaction and retention.	3
MKT 632	Solutions Based Relationship Management and Branding	The course will examine the role of corporate brands in creating a competitive advantage and focus on the critical issues facing senior leaders today including measuring marketing performance, managing customer information, building cross-cultural customer relationships, and leveraging the internet.	3
ACC 633	Financial Intelligence and Decision Making	Financial Intelligence and Decision Making focuses on understanding, interpreting, and using financial information for the purposes of making sound financial decisions. The concept of financial intelligence is introduced as it relates to effectively analyzing and assessing financial performance to understand what numbers really mean and when or how to appropriately challenge them.	3

FIN 634	Balancing Conflicting Financial Interests	Balancing Conflicting Financial Interests explores the inherent conflicts faced by managers, investors, creditors, and corporate boards in governing the modern corporation. This course addresses a number of issues that require a balancing of conflicting stakeholder interests, including bankruptcy, capital investment, capital structure, and mergers and acquisitions. Ethical principles that underlie management practice in these areas are analyzed and critiqued.	3
MGT 635	Leveraging Human Capital	Leveraging Human Capital presents the perspective that management of human capital is the responsibility of every manager/leader throughout the organization. Talent management, succession planning, employee development and motivation, and performance management and metrics are examined. Additional topics include workforce diversity, contracting within the global 21st century environment, and the challenges inherent in virtual and cross-functional teams. Methods for building and sustaining human capacity and knowledge assets to increase corporate value are examined.	3
MGT 636	Leading Others	Leading Others provides the structure and direction for teams to remain focused on a common goal to achieve a common result. Using research validated evaluation methods, the course documents agreements on how to accomplish the team's purpose by creating buy in and increasing commitment for task accomplishment. The concepts and methods of promoting partnership and trust among team members are explored and a solid foundation for building high-performing teams is constructed. The concept of servant leadership is also explored through the study of role models throughout history and today.	3
BUS 637	Serving Communities	Serving Communities brings a unique societal perspective to the decision-making process within organizations. The concept of "enlightened self-interest" is considered within the context of short versus long-term business results. Societal business costs are defined and examined including analysis of both sustainable environmental resources and human quality of life issues. Human and quality of life issues center on social responsibility and community outreach. Case studies will be used to profile and examine organizations considered as exemplar corporate citizens.	3
ECN 638	Growth Strategies	Growth Strategies examines the opportunities and challenges inherent in mergers, acquisitions, partnerships, and other types of strategic alliances. There is a focus on financial viability and integration issues involved in merger and acquisition activities. Students will learn to critically analyze costs, risks and potential gains of such growth strategies. Organic growth strategies will be presented along with a framework for determining when and where to pursue organic versus external growth options. Predatory versus collaborative growth strategies will also be examined.	3
MGT 639	Strategic Advantage within the Global Economy	Strategic Advantage within the Global Economy examines the global competitive landscape in which firms operate. An examination of real life CEO's and how they have successfully seized growth opportunities in unexpected ways provides an actuarial perspective. The international political and economic environment is also examined to ensure familiarity with larger scale shifts occurring within the global economy that impact growth strategies.	3

BUS 640	Building Efficient Organizations	Building Efficient Organizations examines how to streamline and drive inefficiencies out of a firm's internal processes in order to build a super lean, highly efficient organization. It also covers management structures required to support internally integrated processes; examining how to break down silos and build structures that support cross-functional coordination. The course also focuses on external processes by examining ways to achieve greater supply chain integration with suppliers and customers.	3
BUS 641	Building Innovative Organizations	Building Innovative Organizations introduces the challenge of balancing efficiency with the ability to innovate successfully. It examines three steps to achieving successful innovation including what understanding customers really wants and having the right structure, processes, and resources to support innovation.	3
MGT 642	Leading Organizations	Leading Organizations focuses on transformational leadership and the themes of organizational culture and leading change. Transformational leaders must be able to grasp the need for change and effectively define and communicate that change to their stakeholder groups. This module will examine how and why change efforts get derailed, why people resist change, and how leaders can overcome these challenges. Specifically, the real life lessons learned by a number of CEOs will be examined and discussed. The module will also introduce strategies on how to build and sustain a resilient corporate culture that thrives on change and supports the ongoing implementation of change efforts.	3

Total Ken Blanchard Executive Master of Business Administration Credits: 39