



UNIVERSITY OF
OREGON

**Lundquist College of
Business—Portland**

Oregon Executive MBA Curriculum Summary 2018–2020 Class 34

OREGON EXECUTIVE MBA



Oregon Executive MBA 2018–2020 Curriculum

Curriculum Overview

The purpose of the curriculum is to move you from your current level of managerial expertise to C-suite thinking. The ability to work at this elite level includes a global perspective, so one of your first courses will be Global Business Environment. Your other first-year courses focus on the core knowledge and skills executives need to lead effectively. As a bookend to the Global Business Environment course, the required global study trip just before the second year is designed to enhance your international business competency.

The ability to lead your organization into the future also requires an understanding of the interrelationships between functional areas. Consequently, the second-year courses combine a more advanced treatment of core subjects with a more strategic focus. This cross-functional perspective culminates in the Business Capstone Project, a seven-month deep dive into a business problem of your choice, guided by an experienced advisor. Usually the capstone project is of special interest to the student's organization. Electives are selected in response to student interest in a particular year, to encourage additional specialized study.

First Year Curriculum—36 Credits

■ Residency

Held for three days before the academic year begins, residency at the University of Oregon's Lundquist College of Business in Eugene, Oregon includes an overview of the program, alumni presentations and team building activities. The residency session provides a foundation for the program and accelerates the formation of a supportive, positive learning environment and cohort.

■ Global Business Environment

Explores the strategic and operational issues confronting managers in firms engaged in global business. Guest executives will help integrate fundamental concepts and emerging events and issues in the global economy. The course develops the skills to effectively manage in cross-cultural environments.

Typical project: student teams analyze how companies respond to the complex challenges of global business.

(BA 726, 3 credits)

■ Managerial Economics

Examines economic concepts for solving major managerial problems by covering the concepts of cost, demand, rivalry, and competitive advantage and including an overview of monetary and fiscal policy impacts on organizations. Typical project: student learning teams compete in a business simulation.

(BA 715, 3 credits)

■ Business Ethics

Studies the derivation of values and their application to individual choices. This course emphasizes the conflict managers experience when choosing between two alternatives. Typical project: student teams address one current dilemma facing managers.

(BA 730, 1 credit)

■ Business Writing

This course covers the essentials of clear and concise business writing. Reviews the theory and practice of writing effectively for U.S. and international business audiences, addressing the use of rhetorical, cultural, and organizational analysis to create persuasive business documents.

(BA 708, 1 credit)

■ Financial Accounting

An introduction to the reporting system used by businesses to convey financial information to external parties. Primary emphasis is placed on reading, understanding, and using financial reports outputs. Students will learn to prepare, comprehend, and perform basic analysis of financial statements. Typical project: an analysis of the financial statements of the student's organization.

(BA 712, 3 credits)

■ Leadership and Motivation

This course focuses on essential elements of motivation and leadership as they affect management decision-making and problem-solving. Students will explore competency-based models and participate in self-assessments designed to develop individual motivation and leadership growth plans. Typical project: students create their own Leadership Development Plan. *(BA 722, 3 credits spread over 3 terms)*

■ Managerial Accounting

Covers the development, presentation, and interpretation of cost information for management decision-making, planning, and control. Typical project: analyze and evaluate a costing system in the student's company and make recommendations for improvement. *(BA 714, 3 credits)*

■ Applied Statistics

Integrates statistical tools for analyzing business data and covers process analysis, data collection, regression, statistical control, and forecasting. Typical project: identify opportunities and application of statistical tools in the student's business unit. *(BA 713, 3 credits)*

■ Marketing Management

Studies the marketing process from the perspective of the general manager; fundamental marketing concepts are discussed and students develop frameworks to analyze complex marketing opportunities and challenges. Specific topics include market segmentation, targeting, positioning, differentiation, products, brands, pricing, distribution, promotion and global marketing. Typical project: students compete in a marketing simulation and prepare a critique of their organizations' marketing programs. *(BA 717, 3 credits)*

■ Operations Management

This course studies—from a managerial perspective—the tactical and strategic issues involved in establishing and maintaining a global supply chain, and examines methods and processes for providing a competitive advantage through continuous quality and process improvements, supplier management, and efficient production of products and

services. Key topics include capacity planning, make/buy decisions, production, procurement and logistics planning. Typical project: participation in an operations management simulation and analysis of supply chain case studies. *(BA 727, 3 credits)*

■ Managing and Leading Organizations

Examines management and leadership with an emphasis on effective organizational design for achieving strategic objectives. Emphasizes creating alignment among people, culture, structure, and reward systems to assure high performance. Typical project: analysis of student's organization, structure, and culture as determinants of firm performance. *(BA 716, 2 credits)*

■ Accounting Finance Bridge

Make the transition from accounting basics to sophisticated financial analysis in a new course taught by Professor of Accounting Sarah E. Nutter, the Edward Maletis Dean at the UO Lundquist College of Business. *(BA 710, 1 credit)*

■ Financial Analysis

Focuses on the theories, concepts, and principles of financial analysis. This course includes the analysis of policy problems involved in financing the business corporation, the time value of money, asset valuation models, risk management, financial statement analysis, management of working capital, earnings and dividend determination, business combinations, and business reorganizations. Typical project: students apply financial tools and frameworks to real world situations. *(BA 718, 4 credits)*

■ Opportunity Recognition

Introduces the fundamentals of entrepreneurship, a spirited approach to leadership that involves identifying high-potential opportunities, gathering resources, and managing rapid growth and significant risks through principled decision-making. *(BA 735, 3 credits)*

Second Year Curriculum — 37 Credits

■ Global Study Trip

The Global Business Trip provides students with the opportunity to learn about global business through a combination of readings, discussions, and international travel. Students study a country's business, political, and cultural environment, then take an 8-10 day trip to that destination. There, students meet with academic and business leaders, and learn about business culture. *(BA 708, 1 credit)*

■ Marketing Strategy

Focuses on how to develop and execute marketing strategies that create sustainable competitive advantage. Key topics include finding strategic market segments, differentiation through value networks, value propositions, channel innovation, global branding, and market organization. This course also explores difference between marketing strategy and tactics and discusses how a leader can motivate an organization to rally behind its marketing strategy. Typical project: students will apply marketing strategy models to their own firm and a variety of other firms. *(BA 719, 3 credits)*

■ Formulating Corporate Strategy

Examines how organizations formulate successful strategies in a variety of competitive environments. This course considers the different frameworks and analytical techniques for effective strategic decision-making as students apply their learning through case discussions, exercises, simulations, and an in-depth analysis of their own organization or a start-up venture. Live case studies and guest speakers form a major part of this course. Typical project: prepare a strategic plan for your business unit or organization. *(BA 723, 3 credits)*

■ Corporate Financial Strategy

Presents advanced topics in firm valuation (e.g., acquisitions, restructuring) and financial risk management (e.g., hedging, derivatives, foreign projects) as related to global and domestic corporate strategies. Typical project: prepare a strategic analysis of an important financial issue facing the student's organization. *(BA 720, 3 credits)*

■ Negotiation

Explores major theories and concepts of negotiation, giving students the chance to practice deal-making and conflict resolution while gaining insights into their own and others' styles. It encourages improvement in communication and persuasion. Typical project: students participate in negotiation simulations. *(BA 729, 3 credits)*

■ Alliances and Acquisitions

This course is designed to help a manager understand and use alliances as a tool to fulfill a given business strategy. It will cover best practices (what works), as well as unsuccessful practices (what doesn't work). The course will pay particular attention to value creation, and will include topics on deal valuation, deal-making, due diligence, and integration. *(BA 736, 3 credits)*

■ Implementing Strategy

Examines how managers implement business strategy, including employing a portfolio management approach to select initiatives that will drive an organization toward strategy fulfillment. This class explores techniques to visualize and measure relationships between strategy and operational level actions. There is significant focus on the art and practice of plan execution. Typical project: prepare a critical linkage strategy map that shows implementation projects through the operational level. *(BA 725, 3 credits)*

■ Technology and Innovation Management

The post-industrial economy we live in is marked by waves of disruptive technologies. Leaders and companies can either gracefully surf these waves or be smashed into the ocean floor by them. For instance, Kodak missed the digital photography disruption and filed for bankruptcy but Fuji Film transformed itself into a specialty chemicals firm that is bigger than ever. This class will teach students how to predict the next disruptive technologies and understand how to implement strategies to manage them successfully. *(BA 710, 3 credits)*

■ Legal Environment of Business

Explores the effects of law, government policy, and social forces upon business strategy formulation and decision-making. This course encourages the practice of strategic prevention. Typical project: an anchoring paper on a legal issue affecting a student's work environment. *(BA 711, 3 credits)*

■ The Oregon Executive MBA Business Capstone Project

The Capstone project completes Oregon Executive MBA. Students individually develop, research, and analyze a new business opportunity for their firm in an integrative, hands-on learning experience that can take the form of a business plan or a feasibility study. The Capstone project covers both strategy formulation and strategic implementation issues and serves as an important return on investment opportunity for student sponsors. Students develop the business project throughout the second year of the program and are supported by an individual faculty advisor. *(BA 740, 7 credits spread over 3 terms)*

■ Electives

Each student will choose two credits of electives which will give them more focused coursework in a specific area. Examples of specific electives which might be offered are:

- Change Management
- Organizational Congruency
- International Finance
- Risk Management
- Data Analytics
- New Venture Finance
- Corporate Governance
- Database Management Systems
- Game Theory
- Emerging Market Fund Management
- Strategic Business Transformation
- International Accounting
- Managing a Cross-cultural Organization
- Managing Innovation
- Project Management

(BA 708, 2 credits)

■ New Venture Planning

Students learn how to prepare a comprehensive strategy for launching a new business inside a corporation or as a start-up, using their entire business education and experience. Working in small teams, students research the market for a product or service, prepare a detailed plan, and present it to the class or a panel of experts. Typical project: preparation and presentation of a new venture business plan. *(BA 710, 3 credits)*