# PROGRAM STRUCTURE

## EMBA CURRICULUM

<table>
<thead>
<tr>
<th>Core (24 cr)</th>
<th>Year 1</th>
<th>Year 2</th>
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<tbody>
<tr>
<td>Term 1</td>
<td>Aug - Dec</td>
<td>Jan - Apr</td>
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<tr>
<td>DAM 524 Strategic Management</td>
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<td>ACT 512 Financial Reporting &amp; Analysis</td>
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<td>DAM 531 Org Behavior &amp; Leadership</td>
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<td>KNT 540 Marketing Management</td>
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<td>IOM 550 Data &amp; Decision Analytics</td>
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<td>FIN 530 Managerial Finance</td>
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<tr>
<td>BUS 500 IMPACT</td>
<td>Elective</td>
<td>Elective</td>
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**Immersion**

- Executive Skills
- Global Experience trips

**Leadership and Executive Coaching**

- Executive Team Coaching By Request
- Individual Executive Coaching By Request
- Team Before Action Review
- Team After Action Review
- Team Peer Assessment

**Team/Cohort**

- Leader Selection Course
- Executive Coaching Program
- Team Before Action Review
- Team After Action Review
- Executive Team Coaching
- 1:1 Coaching
- Team Peer Assessment

**Course Waivers**

The Executive MBA program requires 27 core credits and 24 elective credits to graduate. A minimum of 18 credits of the 24 credits must be EMBA electives. The course descriptions are available in the course description section. A slate of anchor electives will be offered each year.

### Course Waivers

Students may waive out of ACT 512 by credentials or by passing the waiver exam. The overall length of the program will not change.
COURSE DESCRIPTIONS

Core Business Acumen Course Description

ACT 512 Financial Reporting & Analysis
Understand the mechanics of financial statements, and widely used fundamental analysis techniques for financial statements. Understand the impact of business decision making on financial statements.

BUS 500 Goizueta IMPACT
Learn and apply practical frameworks and systematic processes for addressing complex, real-world problems and facilitating effective action.

BUS 591 Goizueta Plus
Select professionalization activities.

FIN 501 Managerial Economics (½)
Focus on the economic decisions made by managers of firms, and the structures of various market environments within which these decisions are made.

FIN 520 Managerial Finance
Address the theory and practice of financial management, defined by many as the raising and allocation of financial resources by the companies over time.

ISOM 550 Data & Decision Analytics
Develop an understanding of formal and quantitative approaches to decision processes, using management decision situations to examine the tools and techniques available to support decision-making.

ISOM 551 Process & System Management (½)
Examine what is required in order for firms to achieve world-class operational performance and supply chain integration through topics that include supply chain perspective, process analysis, lean manufacturing, quality management, and system modeling.

MKT 540 Marketing Management
Understand the concepts and principles of marketing analysis and strategy, and its role in determining, creating, communicating and delivering a value proposition that meets the needs of customers.

OAM 531 Organizational Behavior & Leadership
Understand critical issues that span strategy and leading people: organizational culture, change management, and strategic networks. Study issues related to personality, decision-making, motivation, performance, teamwork, and ethics.

OAM 634 Strategic Management
Understand how industry-level trends and the firm's resources shape business unit strategy through topics that include, industry analysis, competitive advantage, and corporate strategy.
Required Immersions

Executive Skills Immersion (Atlanta)
An immersive experience to work on skills that equips you to maximize your impact on key stakeholders. This course works on topics ranging from influencing and inspiring others to helping your teams develop new approaches to problem solving. You will have time to self-reflect on your effectiveness and learn methods and strategies that is required for a successful executive.

Global Business Practices Immersion (International Destination)
BUS 699 Global Business Practices
An immersion trip abroad to learn first-hand about global business opportunities, challenges and risks, including economic, political, social and cultural issues. Learn about the financial, marketing, organizational, human resources, and operations issues of multinational business.
**AREAS OF FOCUS**

At Emory Goizueta we've designed our suite of electives to further students’ ability along the critical dimensions of the executive skill set: Leadership, Strategy, and Finance. Drawing on the collective resources of Emory University, we offer the opportunity to acquire industry depth in Healthcare Management. Students acquire an executive MBA focus by taking four (or more) courses in an area, three or more for Leadership & Healthcare. Students may also work with the Program Office to build their own Area of Focus.

**FINANCE**

Finance encompasses a wide range of issues including micro-investment theory, economics of uncertainty, the role of financial markets and institutions, the regulation of financial products, firms and markets, the theory of the firm, and corporate governance. The field is unique among the social sciences in that it has had a direct and significant influence on practice: The impact of the efficient market hypothesis, portfolio selection, risk analysis, and contingent-claim pricing on capital budgeting and money management is clearly evident.

Taught by instructors from one of the nation’s finest finance faculty, the Finance Focus Area includes broad-based courses suitable for students seeking broad, survey knowledge of finance; courses that appeal to those making a career switch into finance; and, courses suitable for experienced finance executives and professionals seeking greater depth beyond their current job responsibilities and coverage of topical issues in finance.

**HEALTHCARE MANAGEMENT**

The US healthcare system is undergoing a fundamental transformation brought about by legislative, regulatory, technological, and demographic changes. Increasingly, healthcare professionals and administrators are being asked to deliver higher quality care to more patients – all in an environment of constant change and significant regulatory uncertainty. Healthcare education does not address many of the business and organizational challenges that practitioners and administrators face in today's environment. Fortunately, there are many tools, techniques, and lessons from other businesses that can be instructive in addressing the unique challenges of the healthcare system.

Emory Goizueta’s Healthcare Focus Area is designed to bring the ‘best in breed’ frameworks and tools used to manage other businesses to healthcare. Students focus on the some of the most important issues facing the US healthcare system: strategic agility, leading and managing change, cost and quality management, and the move to value-based delivery system.

**LEADERSHIP**

Becoming a leader is a continuous process. The goal of the Leadership Focus Area is to provide you the formal coursework that teaches students the tools necessary to reach the next level in your leadership potential. Successful leaders must have competencies in each of the following areas, and students learn these competencies in the classroom through a variety of tools: Cognitive - Strategic
thinking and problem solving; Behavioral - Leading others and communication skills; Emotional - Self-awareness and understanding others; and, Relational - Managing interpersonal relationships.

**Strategy**

At a fundamental level, all strategies are based on two very broad options: Do what everyone else is doing, but spend less money doing it, or do something no one else can do. The former focuses on being more efficient than your rivals. The latter focuses on expanding the ‘pie’ by staking out some sustainable position based on a unique advantage you create with a clever, often complex and interdependent set of activities (which some call a value chain or a business model).

Emory Goizueta’s Strategy Focus Area includes a wide range of elective opportunities. Some are more broad-based, focusing on say global strategy. Others deal with strategy within a functional area such as marketing. Students with a strong interest in strategy typically take more than the minimum number of electives to acquire greater depth and strategic perspective.

**General Management**

Students seeking a curriculum covering a broad range of business topics that results in a robust general management education choose electives that directly build upon the Business Foundations required courses. Students take macroeconomics, one broad-based elective from each of our five Academic Areas – Accounting, Finance, Information Systems & Operations Management, Marketing, and Organization & Management, and an elective of their choice. Students seeking a general management focus often select elective choices that comprise the second half of our general management Executive MBA curriculum.
Executive MBA Electives

A set of electives will be offered. Electives offerings may change each year. A set of anchor electives will be provided.

Students must take a minimum of 24 credits of electives, though many students take more to acquire depth in multiple areas. 18 credits of the 24 credits must be EMBA electives. Below are descriptions of electives previously offered in the Executive MBA Program.

**ACT 597 Cost Concepts in Healthcare** (module)
This course will apply some of the basic concepts and techniques learned in an introductory management accounting course to the unique setting of healthcare. In this course, we will revisit topics related to resource planning, understanding cost behavior and cost drives, costing of services (including the application of time-driven activity-based-costing), and the assessment of performance relative to a budget. The case-based course will provide a deeper dive into these topics using examples from healthcare organizations (e.g., hospitals, clinics, and/or healthcare service providers). The aim of the course is to prepare students working in the healthcare industry to apply modern costing concepts and techniques in their workplace.

**BUS 504 Business of Healthcare** (module)
Understand the framework of a value-based health care delivery system with the goal of maximizing value for patients. Stimulate your thinking about how the various players in the U.S. healthcare system must change.

**BUS 508 Healthcare Strategy: Strategically Leading Health Care Organizations** (module)
Gain an understanding of tomorrow’s competitive landscape in health care characterized by regulatory uncertainty, confounded consumers, and the ever-shifting balance of power amongst payers, providers and pharma/devices. All these demand that our health care leaders be clear in their organization’s strategy and simultaneously excel at leading organizational change.

**BUS 536 Washington Campus (Immersion)**
**Public Policy & Business (Washington DC)**
An immersive, week-long seminar held in Washington, D.C. designed to equip you with the understanding necessary to anticipate, influence and respond intelligently to government initiatives. Washington policymakers teach you how the government really works, how it affects specific companies and industries, and how policy can be ethically and effectively shaped to create win-win solutions for business, government, and society.

**BUS 536A Healthcare Law, Regulation & Institutions, Washington, DC (Immersion)**
Spend time in Washington, DC talking with legislators, healthcare regulators and other authorities on how businesses, government, and interest groups influence the future of healthcare in the United States. Students obtain a better understanding of the changing coalitions that will continue to shape the healthcare system today and into the future.
BUS 557 Leadership & Lifework
Explore the changing requirements of effective leadership in a new economy and global environment.

BUS 697 Independent Study (Only 1 project is eligible)
Study a significant business issue in your industry or interest area, conduct research and create solutions under the direction of a faculty mentor.

FIN 503 Global Macroeconomic Perspectives
Broaden your awareness of the impact of global economic, financial, political and demographic trends on business. Develop your ability to apply the frameworks and tools for analysis critical to conducting business in an international environment.

FIN 513 Strategic Cost Management
Examine the generation and interpretation of accounting information for managerial decision-making, including various cost management systems, cost allocation models, cost behavior and the measurement of managerial performance.

FIN 527 Financial Markets
Learn about the financial markets that facilitate the transfer of funds (“capital” or “money”) from individual and institutions to those who have an immediate product use for them, and the financial intermediaries that make the markets operate.

FIN 589 Mergers & Acquisitions
Understand how to create shareholder value and void costly pitfalls in acquiring or selling a business. Gain a well-rounded understanding of the major strategic, economic, financial, and governance issues of mergers and acquisitions.

FIN 620 Advanced Financial Topics (Valuation)
Focus on analyzing the characteristics of capital markets and instruments, the risk-return trade-off and application of corporate risk management strategies to financial decision-making.

FIN 692 Fundamentals of Alternative Investments
Survey the non-public financial markets to gain a broad understanding of the economic and financial dynamic in alternative investment asset classes with a focus on private equity and venture capital.

ISOM 503 Healthcare Operations (module)
Understand the health care value chain through topics that include designing health care delivery systems; capacity planning and decision making, process failure, learning, and quality improvement, and, new business models.

ISOM 552 Technology & Adaptive Systems
Investigate the role of new information technology (IT) concepts and applications in organizational settings through topics that include IT and new organizational forms, leading virtual organizations, the role of IT in managing organizational knowledge, and strategic applications of information technology.
**ISOM 650 Decision Modeling** (online)
Advanced topics and tools for analysis of decision problems, focusing on modeling the real-world complications that are simplified away when introducing decision analysis.

**ISOM 659 Six-Sigma and Process Improvement** (online)
Learn structured approaches for linking business-level performance to business processes, and tools to find and eliminate sources of waste and variation.

**OAM 632 Negotiations**
Develop your ability to successfully negotiate in a global business environment. Increase your ability to manage conflicts as a constructive force that enhances organizational learning and change. The pedagogy is primarily learning by doing.

**OAM 635 Multi-National Enterprise Strategy**
Explore the development and performance of the multi-national enterprise in global economic, political and cultural environments. Learn tools and frameworks that help set the strategy for a multi-national firm.

**OAM 636 Entrepreneurship**
Learn the planning, operational and analytical skills that will improve the likelihood for success in investing in your own business, other startup businesses, or adding a new business division to your company.
**Graduation Requirements**

All students must be in compliance with the Goizueta MBA continuation standards and have completed the following courses to qualify for graduation:

<table>
<thead>
<tr>
<th>Core Classes</th>
<th>Credits</th>
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<tbody>
<tr>
<td><strong>Accounting:</strong></td>
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<tr>
<td>ACT 512 Financial Reporting &amp; Analysis</td>
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<td><strong>Economics:</strong></td>
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<td>FIN 501 Managerial Economics (½)</td>
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<td><strong>Finance:</strong></td>
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<td>FIN 520 Managerial Finance</td>
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<td><strong>Information Systems &amp; Operations Management:</strong></td>
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<td>ISOM 550 Data &amp; Decision Analytics</td>
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<tr>
<td>ISOM 551 Process &amp; Systems Management (½)</td>
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<td><strong>Marketing:</strong></td>
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<tr>
<td>MKT 540 Marketing Management</td>
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<td><strong>Organization &amp; Management:</strong></td>
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<td>OAM 531 Organizational Behavior &amp; Leadership</td>
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<td>OAM 634 Strategic Management</td>
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<td><strong>Experiential Learning:</strong></td>
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<td>BUS 500 Goizueta IMPACT</td>
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<td>BUS 591 Goizueta Plus</td>
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<td><strong>SUB-TOTAL</strong></td>
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<table>
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<td><strong>SUB-TOTAL</strong></td>
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**Minimum Credit Hours for Graduation**

51

Students must take a minimum of 24 credits of electives, though many students take more to acquire depth in multiple areas. 18 credits of the 24 credits must be EMBA electives.