

Accelerated MBA for Business Graduates

Course Descriptions

MBUS 843 Leadership for High Performance (3 credit units)

Top managers require exceptional leadership skills to successfully guide modern organizations. This course allows students to consider, discuss and reflect on the nature of leadership and develop an understanding of how they can enhance their leadership effectiveness. By course end, students will have a deep understanding of the role, importance and function of leadership and the implications of different leadership styles. Students will examine their assumptions about themselves and their future growth development and develop their own views on effective and ineffective leadership. Building on this process, students will examine their assumptions about others and how they lead and follow. The course will also involve investigation of leadership issues related to diversity, global business management and ethics.

MBUS 803 Strategic Thinking and Execution (3 credit units)

This course focuses on topics and concepts for the strategic visioning task for both for profit and not for profit organizations. Strategic visions are required to grow and transform the firm and/or non-profit organization in the face of rapidly evolving markets. The course will begin with a definition of the strategic task, an overview of the scope of the field, and a review of key strategic concepts (competitive advantage, industry structure, competitive intelligence, critical success factors, and positional advantages) as they apply to a variety of industries and organizations. Next, the role of the strategist will be presented including a discussion of the major strategic decision-making tasks (building and leveraging strategic resources, developing information assets and knowledge management, leveraging human, intellectual, social, and financial capital, linking vision to strategic outcomes, and value creation for shareholders and stakeholders).

MBUS 805 Strategy III: Capstone Consulting Project (3.75 credit units)

This is the capstone course of the program, during which students will integrate the key concepts from previous courses to identify, analyze and propose recommendations for important strategic issues facing companies. The course will emphasize the manager's role in improving performance along a number of critical quantitative and qualitative dimensions. Topics will include the strategist as analyst and integrator, implementing value chain revisions, as well as successful implementation in growth, stable, and declining industries. This course includes the team capstone project that examines strategy and implementation issues in a live corporate setting. Each team will select a client organization and engage with that organization on the project over the last half of the year."

MBUS 807 Operations Strategy (3 credit units)

This course takes a leadership view of Operations Management and considers the role of Operations in executing a firm's strategy. Specific areas of focus include supply chain strategy, project management, service management, offshore outsourcing, and lean innovation. Discussions and assignments will be case -based and consider firms with a global perspective.

This course connects closely to the underlying program themes of strategy, global business, leadership, innovation, and corporate social responsibility.

MBUS 864 Applied Managerial Economics (1.5 credit units)

Today's national and international business environments are complex. An ability to monitor and understand the economic environment is critical to the success of today's for profit or not for profit organizations. Within this context, the course will focus on the applied economics of demand and forecasting; theory of the firm, production and cost; competition, pricing strategies, market structures; and the role of government in a modern market economy.

MBUS 853 Managing the Digital Business (3 credit units)

This course includes concepts and frameworks on how organizations can create a digital roadmap and deploy technologies to optimize and transform their businesses. Key topics include:

- Identifying business problems and opportunities in organizations and determining digital strategies and solutions, especially with emerging technologies;
- Managing digital transformation in terms of people, processes and technologies to overcome digital barriers and effect meaningful change; and
- Understanding managerial challenges dealing with in-house technology departments and external partners, as well as ethical considerations regarding data security and privacy.

MBUS 824 Leading Innovation and Creativity (1.5 credit units)

Are you creative? Would you consider your organization innovative? Why or why not? Is creativity necessary in your business? The answers to these questions may surprise you. Most executives agree that their organizations cannot stay the same and survive long term, yet the majority struggle with how to drive 'Next' in their business. This seminar-style course is intended to help identify opportunities for 'Next' in an organization, and Operationalize change in that direction. That is, our focus on the field of Intrapreneurship and a macro-perspective of innovation. At the core of this shift in thinking is organizational culture – the behaviours and beliefs embodied by senior leadership. An innovative perspective leads to novel new processes, services or products the firm can leverage for increased relationships with existing or new customers. Getting to that perspective, however, requires some reflection – who are our customers? Who do we want to be our customers? What do our customers want? As importantly, what will they want in 3 years? Ultimately, innovation is the responsibility of everyone in the firm, and a core strategy for most successful companies today, yet there are barriers and obstructions that keep us from optimizing creativity. In this class, we will try to understand those barriers, and identify leadership tactics for eliminating them. Consider this – if your organization ceased to exist tomorrow, would anyone notice?

MBUS 823 Strategic Marketing (2.25 credit units)

This course addresses critical issues in the development of marketing strategies. The first two sessions in the course focus on a particular approach to reviewing and developing marketing programs – Mission Critical Marketing. Alternative strategies will be identified and the most common problems in executing those strategies will be outlined. Next, the associated remedial actions will be reviewed. Having established this strategic foundation, the course will then focus

on internal organizational issues including building a market driven organization, as well as external issues that affect how marketers reach customers. These latter issues include the changing power dynamics amongst channel of distribution members and the impact of technology on building customer and business relationships.

MBUS 873 Managing in the Global Business Environment (3 credit units)

Organizations, whether large or small, profit or non-profit oriented, are increasingly operating in a global environment. This course is designed to help students understand globalization trends in the world economy and the political-economic climate of global business, the role of international institutions, and the impact on effective management in a multinational corporation. Being an effective global manager also demands skill in interpersonal management so that the challenges that arise in cross-cultural settings can be met. Global managers must also understand the visible and subtle dynamics of power in a distributed global enterprise. This course will use cases and briefings to introduce the aforementioned subjects and, through individual and team assignments, will provide opportunities for the application of theory to complex global management situations.

MBUS 806 Strategic Innovation and Entrepreneurship (1.5 credit units)

Multi-national enterprises (MNEs) provide partnerships and accelerated access to new funding, channels and markets. Start-ups provide new products and services, and occasionally “disrupt,” creating entirely new business models and markets. Where there is an obvious Product--Market fit, a beneficial symbiosis should easily occur. But processes, procedures, planning cycles, decision-making, and above all...cultures...clash. Market dominant technology MNEs that lack an innovation strategy (e.g. Nortel, RIM) are failing faster than ever before.

This course is designed to provide modern management frameworks to develop and audit an organizations innovation strategy; learn from current practitioners of entrepreneurship and intrapreneurship; discuss the viability/applicability of those frameworks in the real world using many models (BMC & Lean-Start-up), approaches (Disruption & Incrementalism), and valuation (NPV vs Revenues vs EBITDA) map across the SME & MNE experience; ultimately, this course will help establish a sharper focus on Ideation and Innovation.

MBUS 813 Advanced Managerial Finance (3 credit units)

The success and failure of today’s complex and networked enterprises hinges upon developing access to capital markets, deploying resources to value-enhancing projects, and managing risk strategically. This course presents leading edge topics in investment management (asset allocation, fixed income analysis, and the valuation of old and new economy stocks), corporate finance (real options analysis, mergers and acquisitions, and corporate governance), and risk management (derivatives, market and credit risk exposure measurement, and management).

MBUS 804 Strategic Transformation (3 credit units)

This course deals with the major challenge facing executives today – the implementation and execution of major, strategic decisions. This course will be based around the frameworks and concepts developed in the book: *Fast Forward: Organizational Change in 100 Days* by Elspeth Murray and Peter Richardson, both members of the Queen’s Faculty. The first two sessions will

be used to explore the notions of strategic planning as the 'game plan' for change, and that guidance, speed and momentum are necessary winning conditions for successful strategic change. In the subsequent three sessions, these concepts will be applied to major strategic change challenges – turnaround, integrating new acquisitions, and cultural change. In addition, the course will address the specific challenge of successful implementation – how leaders implement transformational strategies fast and effectively.

MBUS 825 Strategic Marketing II (3 credit units)

The quality of a firm's marketing strategy, and the implementation of that strategy, may determine the business. Branding is one of the most important aspects of business strategy, yet it is often the most misunderstood (Holt 2003). While many think it is just about advertising and creating images, it should be the pivotal point for the creation of customer value and the building of lasting customer relationships. This course will examine three aspects of brands. The first aspect examines the strategic building of brands as comprising a mix of product attributes, consumer experiences, and symbolic and iconic cultural meaning. Second, the course will examine the strategic benefits of the brand in creating and maintaining competitive advantage for the corporation. Brands are the focal point around which to integrate all elements of the marketing mix: product policy and service delivery, packaging, integrated communications, channels and retail policy. Branding also gives corporations strategic leverage in the development of marketing alliances and co-branding strategies, in the launch of new products and product line extensions, and in gaining power in existing channels or the building of new channels of delivery. A positive brand identity may be an important aspect in helping to build a positive corporate reputation. However, a third aspect examined in this course is how the firm's appropriation of cultural meaning to build the symbols and icons in the brand exposes the firm to particularly sensitive corporate social responsibility issues.

MBUS 844 Social Impact and Corporate Social Responsibility (1.87 credit units)

Both for –profit and not– for– profit leaders are facing increased scrutiny from external stakeholders (e.g. clients, shareholders, politicians, citizen groups, and the media). Recent events have brought home as never before the importance of moral leadership, the development of an ethical corporate culture, and the incorporation of ethical thought and social responsibility into managerial decision making. This course is founded on the premise that ethical leadership is a critical management task, just as much as is leadership of the traditional business functions of finance, accounting and marketing. Students will be given the opportunity to apply the tools of ethical leadership and diversity sensitive management to a range of ethical challenges in both national and international contexts.

MBUS 834 Financial Accounting: Analysis, Strategy and Integration (1.87 credit units)

In MBUS 834, we will extend students' understanding of financial statements by exploring principles of advanced financial statement analysis and financial modelling that facilitate firm-specific valuation. We will analyze financial statements using ratios, growth rates, and trend analysis, and explore firm-specific managerial and strategic decisions by modelling the effects of those decisions on financial statements. By connecting financial statements back to strategy, and key performance indicators with financial metrics and financial drivers, we will focus on integrating modelling and strategic decisions. We will explore strategic and other factors that

lead to success through the lens of the financial statements. Current Canadian business will be analyzed and modelled from a practical standpoint while integrating financial analysis theory.

MBUS 877 Management Under Fire (1.5 credit units)

This course is designed to explore the relevance and impact of management during challenging situations, against the backdrop of the current global pandemic. It will examine the effect of crisis from a number of different perspectives/functions, and outline strategies to adapt, react and thrive during turbulent times. It will provide future and current leaders with a working knowledge of how to anticipate the effects a crisis situation might have on their operations, and to identify real-time solutions to bring back to their employers. Topics covered (among others) include change and resilience, leading virtual teams, people analytics, our “next normal”, and executing in uncertain times. This intensive three-week elective course is divided into six modules and taught by Smith faculty members, leveraging their teaching and research expertise.

MBUS 830 Negotiations and Conflict Management (1.5 credit units)

Negotiation involves resolving differences, reaching agreements, and managing conflict between individuals, groups, organizations, and even nations. These are essential activities in the world of management. Indeed, such expertise is now considered a core competency for executives and leaders. Excellent negotiation abilities are crucial in both the private and public sectors, in managerial decision-making, in inter-organization negotiations, in labour-management conflict, in mergers and acquisitions, and a host of other commercial and political interactions and transactions. It is therefore essential to develop or refine the skills and understanding to negotiate and to manage conflict effectively. It is possible to become an excellent negotiator and conflict manager without taking a course in the subject, but individuals who develop negotiation skills entirely on their own are quite rare. More importantly, they have become professional in their behaviour through extensive experience (i.e., practice). In other words, they, too, have learned to be highly effective negotiators. Often they have learned from others. Moreover, they have learned not just from their successes but also their mistakes. One purpose of this course is to help you avoid the mistakes that can be made in negotiations, and the course will provide opportunities for you to learn from your mistakes in the low-cost environment of our classroom. Another purpose of the course is to place negotiation behaviour into a broader theoretical context to allow you to analyze your past actions and future negotiation strategies more systematically. Many people believe, like much other management activity, negotiation is more art than science. However, good negotiating behaviour is both innate and learned; you can improve your skills and learn related techniques through classroom education. To become an effective negotiator, you must have excellent interpersonal skills (some of these are innate, but some can be developed) and you must be highly conceptual and strategic in your thinking (this, too, can be taught and developed). Moreover, it is useful to have a thorough knowledge of the negotiation process in both theoretical and practical terms so that you can better understand the behaviour of others with whom you interact in negotiation settings. All of this is to say that it is useful to study as well as participate in negotiations. Both knowledge from theory and knowledge from practice are useful to those attempting to improve their understanding of the negotiation process. A sound theoretical framework informs practice, and theory evolves from the experience of those who practice. You will have the opportunity to acquire the core

competencies and knowledge through lectures, video, case analysis, and experiential exercises that simulate negotiations.