

Program Description

Modular learning is designed to help the student integrate the various business disciplines into a framework for dealing with the problems faced in the current and future business environment. A module is comprised of two or three integrated courses. Selected themes and topics used for integration are as follows:

Module 1 – Team Building and Leadership

This module deals with how organizations steer members toward what needs doing. Topics include: project management, the design, creation and management of teams, leadership and motivational processes, internal marketing, group decision support systems, relationship marketing, people, systems & quality operations & JIT, power & influence. Each student also begins the Individual Business Plan Project.

Module 2 – Business Foundations

This module helps build a foundation in business quantitative techniques. Topics include: Accounting/Financial Reporting, quality, finance concepts, control, Hypothesis Testing

Module 3 – Analysis and Decision Making

This module examines the tools for decision-making that are available to managers. Topics include measurement, cost & managerial accounting, advanced demand estimation, marketing management, segmentation, database management systems, regression, experimental design, financial tools for measurement, and linear programming.

Module 4- Organization Culture

This module also focuses on how organizations develop and operate. Topics include: information technology-adding values, environmental regulations/law, entrepreneurial culture, probability market orientation, management functions

Module 5 – Global Challenges

This module deals with how organizations respond to global competition. Topics include: global markets with emphasis on the European Union, Latin & Asian markets, accounting and finance for international operations, cultural awareness and strategies for international competition.

Module 6 – Productivity and Innovation

This module stresses techniques for organizational change and improvement. Topics include: productivity, design and organization of manufacturing/service operations, innovation, game theory, financial innovations, capital investments, acquisition, tax incentives, reward structures, resource development and quality implementation

Module 7 – Strategic Management

This module covers the integration of business functions in the context of an overall strategic mission. Topics include: marketing computer simulation, managing shareholder value, economic value added, developing and communicating mission, vision and values, non-profit, legal & estate tax

issues, formulation and implementation of strategy through client-based team projects. Each individual student also delivers a business plan and 5-minute presentation pitch.

MODULE 1: TEAM BUILDING & LEADERSHIP OBJECTIVES

In Module 1 you learn:

- management theory and research pertaining to leadership and teamwork,
- the psychological and social forces shaping human behavior in business organizations,
- the “communication skills” necessary for managing projects
- skills to enhance individual contributions to effective teamwork and leadership,
- the role of technology in supporting teamwork, and how the interaction of teams, tasks and technologies influences the processes and outcomes of collaborative activity,
- analysis of project opportunities and management.

MODULE 2: BUSINESS FOUNDATIONS OBJECTIVES

In Module 2 you learn:

- the concepts of corporate planning and strategy, with emphasis on external and internal environments and their role in decision making,
- interpretation and use income statements, balance sheets, cash flow statements, and annual report information,
- foundations of statistical analysis and how these techniques are applied in a business setting,
- use of financial analysis for identifying company problems and opportunities, projecting return on investments, and shareholder value,

MODULE 3: ANALYSIS & DECISIONS OBJECTIVES

In Module 3 you learn:

- how managerial decision making is influenced by both quantitative and qualitative information,
- to improve decision making ability by applying systematic analytical and statistical procedures,
- the role of organizational learning in bringing about change,

- interdependencies among an organization's functional disciplines and the impact of these relationships on decision making and innovation,
- the four goals of economics and how monetary and fiscal policy addresses these goals,
- the concepts of time value of money, discounted cash flow, risk,
- evaluation of financial assets and capital projects; projecting the value of bonds, preferred stock, and common stock; and analysis of capital projects, incremental cash flows, and the risk/tradeoff,
- marketing as a managerial process involving strategic decision making to adapt to environmental uncertainties,
- the analysis, planning, implementation, and control activities that comprise marketing management,
- the marginal analysis decision rule for determining optimal output and how competitive structure within markets influences price and output decisions,
- the principles, logic and procedures of demand estimation using regression techniques.

MODULE 4: GLOBAL CHALLENGES OBJECTIVES

In Module 4 you learn:

- how companies gain and sustain competitive advantage in global markets,
- the political, economic, cultural, technological and legal environment in major regions of the world –and how that environment impacts business opportunities,
- skills to deal with challenges presented by cross-cultural differences,
- forces that impact global financial markets and the business opportunities they drive,
- accounting reporting and disclosure requirements around the world,
- marketing strategy applied to international market selection and entry,
- alliance building for long-term sustained competitiveness in the global arena.

MODULE 5: ORGANIZATION CULTURE OBJECTIVES

In Module 5 you learn:

- the essential characteristics of effective executives – their knowledge of the principles of management, the skills they use in practicing these principles, and the capabilities that set them apart,

- fundamental legal concepts applied to business operations,
- the concept of quality as a strategic foundation for organizational decision making,
- the importance of a market orientation as a culture for managing in turbulent environments,
- how information systems and information technology support corporate decision making and add value to organizations.

MODULE 6: PRODUCTIVITY & INNOVATION OBJECTIVES

In Module 6 you learn:

- information sources and techniques for constructing a technology roadmap,
- the nature of production and the types of processes that are available,
- the elements of productive efficiency and the methods by which it is achieved,
- the theory and concepts underlying cost of capital, financial leverage, capital structure and dividend policy – the role these play in maximizing the value of the firm and shareholder value,
- the role of innovation and creativity in maintaining competitiveness,
- best practices leading to successful new product/service development and how to implement them,
- enterprise resource planning and its impact on strategic decision making,
- model-based techniques for optimal decision making.

MODULE 7: STRATEGIC MANAGEMENT OBJECTIVES

In Module 7 you learn:

- the strategic planning process – including defining goals and action plans, developing schedules, assigning responsibilities and projecting resource requirements,
- Interrelationships between marketing strategy and marketing tactics,
- The importance of effective implementation,
- The principles of strategic decision making in the context of inter-firm rivalries,
- Creation of shareholder value as a conceptual and strategic process,
- Managerial actions that maximize shareholder value.

Module 7 includes the Strategic Dilemma assignment. This activity gives the student the opportunity to apply managerial skills and techniques in a real-life, real-time situation a corporation currently confronts.

Program Goals

The variety of courses offered in the Fast Track Executive MBA Program, provide students with many benefits designed to prepare them for senior management positions.

Program Goals:

- Provide an array of perspectives of business theory and practice.
- Prepare managers/professionals for senior level executive positions within their organization.
- Offer an innovative business curriculum to meet the current and future needs of Richmond area executives.
- Increase the level of knowledge and skills of executives to recognize, analyze, and solve problems across the functional areas of organization.
- Improve the written and verbal communication skills of program participants, including interpersonal interaction and team behavior,
- Develop long-term working relationships with current and future management leaders in Virginia.
- Incorporate into the curriculum and classroom state-of –the-art technologies that support management decision making.
- Apply principles of decision-making to complex organization situations that include strategy, ethics, and global issues.
- Provide Richmond area organizations a means for enhancing their management development and productivity.