

Strategic Leadership (MBA-SL) Course Descriptions

MBA 5006 Applied Statistics & Research Methods (3 units)

The course provides a basic understanding of what research can and cannot accomplish and how to effectively use research tools in management decision-making. Students learn how managers design a research project, when to commission one, and how to interpret and present quantitative and qualitative research results. Students will learn about problem formulation, determining research questions, sample theory and data collection methods.

MBA 5007 Financial & Managerial Accounting (3 units)

The study of accounting information used in decision-making (from a management perspective). Students evaluate corporate reporting using the balance sheet, income statement, statement of cash flows, and financial ratios. Budgeting, product costing and other internal financial management topics are covered. The course includes: problem solving, written analysis, actual company cases and addresses ethical issues.

MBA 5008 Finance (3 units)

Students learn how to obtain and use money to maximize the value of a business. Areas covered include: planning and managing equity financing, control of short term assets and liabilities, and measuring risk and value.

MBA 5009 Managerial Economics (3 units)

Examines forces and factors that impact overall performance on an economic system, including government policy and business decisions. Major topics include: GNP, full employment, unemployment, inflation, stagflation, aggregate demand and supply, and multiplier effects.

MBA 5101 Executive Business Communications (3 units)

Focusing on strategic mapping, design and delivery of effective managerial and leadership communication to specific audiences, students strengthen written and oral communication skills critical for global leaders' effectiveness. Executive writing concepts include: strategy, efficient composing, 'scan ability', document visual appeal, audience analysis, and crafting reports using data and statistical analysis. Effectively delivering compelling oral presentations emphasizes concepts including: identifying presentation purpose, strategy, design and use of appropriate media, audience analysis, effective use of the environment and stage, and using the body and voice effectively so as to develop a leader's 'stage' presence.

MBA 5105 Accounting for Decision Making (3 units)

This course examines the interrelations among emerging accounting systems and other organizational changes including new technologies. Participants will increase their ability to understand, analyze, and use financial statements. Students use accounting tools to analyze and classify costs and other data for management decision-making, planning and control.

MBA 5106 Strategic Market: Domestic & Global (3 units)

Examine the core role of strategic marketing in domestic and global business performance by studying the market-driven strategies of successful organizations competing in a wide array of products, services, and market situations. Current and emerging analytic techniques are used to identify and evaluate market opportunities, competition, and customers' needs and expectations. The course includes a study of situation analysis, segmenting and positioning, and the marketing mix, competitive benchmarking, as well as key areas of marketing management. Application will culminate in the creation of a marketing plan for a new or re-branded product or service.

MBA 5109 Financial Management & Analysis (3 units)

Participants examine the evaluation of projects, company strategies, and financial securities together with major financial decision-making areas. Topics include dividend policy, capital structure, mergers and acquisitions, financial restructuring, leveraged buy-outs, share repurchase, venture capital, raising and allocating investment banking, strategic risk management, forces governing world financial markets, and financial forecasting.

MBA 5110 Strategic Business Policies (3 units)

Examine the role of strategy formulation and implementation on sustained performance, the importance of cross functional and holistic thinking, and the ability to recognize patterns of strategy under conditions of imperfect information. A focus is placed on organizational processes that facilitate strategy implementation in local, national and international arenas. The formulation and implementation of a comprehensive strategic plan (integrating all business disciplines) is reviewed. Consider impact of sustainability values in decision-making.

MBA 5115 Leadership Theory, Practice, and Ethics (3 units)

Key business leadership theories are analyzed and applied to assess leaders' effectiveness in cross-cultural business settings. Organizational leadership behaviors and practices are evaluated through case studies, exploring leadership style variations that influence others to achieve common goals. Evaluate effects of ethical and unethical behaviors and decisions on business effectiveness, and one's own ethical beliefs and actions. Examine and assess one's leadership style and develop a plan to expand one's leadership styles repertoire. Students complete a 360 degree feedback assessment of their leadership behaviors. Create and begin implementation of a leadership development plan, which is monitored throughout the entire SL program.

MBA 5116 Creating High Performance Teams, Coaching for Development & Performance (3 units)

Examine and evaluate theories and practices for optimizing human potential, focused on team performance in sustainable, ethical, strategy-driven organizations. This course focuses on importance of clear individual and team goals and incentives to achieve business objectives. Consider strategies for trust building, motivating, coaching, and mentoring to bridge gap between organizational strategic needs and team members' skill profiles, leading to competitive advantage. Clarify multiple and conflicting demands of successful performance management processes. Practice constructive conflict/negotiation, feedback and coaching skills. Receive personal feedback on leadership effectiveness related to student's leadership development plan originated in MBA 5115.

MBA 5117 Leadership and Strategic Planning for the 21st Century (3 units)

Review how leaders have strategically created and affected organizational outcomes. After examining the elements of a strategic planning process, students apply those principles to the creation of a vision/mission/metrics/strategy sequence, focusing on their own organization. Students create a strategic plan, determine specific outcomes it will deliver, and proceed to identify detailed short-term strategic initiatives and their execution. Using pre-determined processes, monitor effect of those initiatives on advancement of their mission statement while ensuring a targeted degree of inspiration, empowerment, innovation, and creativity. Apply sustainability-driven management practices by integrating sustainability across a sample company's organizational operations.

MBA 5118 Leading People, Organizational Development and Consulting (3 units)

Examine theories and practices for leading people to effect organizational change to achieve business goals. Analyze Organization Development (OD) theories of organizational structure, how structure impacts change, as well as limit its impact and a leader's role as an architect of the organization and its culture. Develop skills in constructive feedback and conflict management skills and negotiation processes to address obstacles and stay focused on the original objectives of a change initiative. Through the Dominican Leadership Learning Laboratory with executive-level clients from Marin businesses and non-profits, students will serve as consultants imparting feedback regarding their clients' 360 degree leadership assessments.

MBA 5119 Innovative Change and Interventions for Business Transformation (3 units)

Investigate impacts of change leadership on individuals, teams, and organizations in a global context. Examine attitudes and actions that overcome resistance, leading to innovative change. Considering OD systems and processes examined in MBA 5118, analyze strategies for approaches of assessing, planning, contracting, and creating organization development interventions, focusing on building managers' skills to act as effective change leaders. Examine OD diagnoses and interventions to achieve an organization's change goals and the roles of the internal and external Organizational Development (OD) specialists. Analyze case studies of intervention designs that seek to achieve an organization's change goals for small and large systems change.

MBA 5120 Navigating the Global Business Environment (3 units)

Analyze the competitive global business environment focusing on the intersection of international economics, finance, politics and culture and their impacts on conducting international business. Topics include economic interdependence, political and economic risk assessment, regulations of the world's national governments, impact of NGOs, international trade and opportunities of emerging markets, environmental sustainability, leveraging changing technologies, and the role of managing across cultures. Team projects focused on country and political risk analyses, industry assessments and feasibility studies to bring a product or service to overseas markets. A short-term intensive executive study abroad trip is optional.

MBA 5175 Executive Study Abroad (3 units)

Executive Study Abroad is an intense 9-10 day program that exposes the participant to multiple cultures and global business topics. Students are expected to complete in-depth, assigned readings prior to the trip abroad, then attend approximately 40 hours of business and organizational visits/lectures within the host country. Upon their return, participants select an approved topic then write an extensive research paper.

MBA 5180 Capstone in Strategic Leadership (3 units)

Completed in the last semester of the MBA program, the capstone experience facilitates students' integration of business and leadership knowledge and skills appropriate to an MBA graduate. Successful completion of the capstone demonstrates expertise in all the business disciplines. Student teams compete in a business simulation using The Capsim Business Simulation, integrating key functional areas to create organizational results, which includes differentiation of for-profit and non-profit approaches. Teamwork is applied in practice rounds followed by individual performance in competition rounds. Participants of Capsim compete with other MBA teams from throughout the world.

MBA 5189 Vote Smart Challenge: Economy (1-3 units)

In this course, a team of students identify and conduct research on relevant facts pertaining to current issues. The information is analyzed and culminates in a project or paper.

MBA 5199 Independent Study (3 units)

Independent study is an opportunity for the student to customize a course in lieu of the requirements of another course. This option must be approved by the Director of Graduate Business Programs and the content area expert mentor. This option is granted as an exception and is not routinely allowed.