



## VALUES-BASED, DATA-DRIVEN LEADERSHIP DEVELOPMENT

At Olin, we are not just preparing technically competent managers; we are also preparing individuals who can exercise true organizational leadership in dynamic and changing business environments. Our goal in this course is to articulate the various elements (i.e., traits, competencies, values, and business literacies) associated with effective organizational leadership and help you understand and develop your own capabilities in relation to these elements. Because this process takes time and builds on what you will be learning in each of your courses, your EMBA leadership development journey – and, therefore, this course – will begin during *GO! Week* and continue throughout the EMBA program in three modules:

- **Module 1:** Values-Based/Data-Driven Leadership – *GO! Week*
- **Module 2:** The Power of Purpose – Mid Program
- **Module 3:** Your Leadership Development Journey – Capstone

As a key element of this course and of your broader development as a leader, you will work with an executive coach throughout the EMBA program to set goals and work to achieve them.



### **OB 746 Module 1: Values-Based/Data-Driven Leadership** *1.5 Credits*

The purpose of this course is to lay the foundation for your EMBA leadership development journey by 1) introducing a framework that will be used to organize and focus your leadership development and coaching efforts throughout the EMBA program, 2) elaborating and illustrating the importance of values/purpose and data for effective leadership, and 3) inviting you to commit to a process of personal leadership development throughout the EMBA program and beyond. On completion of this first module of the Leadership Development course, you will be prepared to start working with your personal executive coach.



### **OB 726 Team Development & Assessment** *1.5 Credits*

The purpose of this course is to develop the conceptual tools and basic skills needed to manage people in organizations. Considers the basic problems that confront every manager: communicating effectively, negotiating sound agreements that build lasting relationships, managing the inevitable conflicts that arise in every organization and exercising leadership in work teams.



### **MGT 706 Strategic Management** *1.5 Credits*

One of the most important roles for a business leader is to decide on his/her organization's competitive strategy, based on an analysis of relevant data, and on a set of values. This course develops students' skills in analyzing and formulating such strategy. The course focuses on evaluating industry environments, assessing internal resources and capabilities, and exploring strategic options for developing and maintaining a competitive advantage.

### **OB 727 Negotiations & Conflict Management** *1.5 Credits*

Managers spend the majority of their time negotiating — from schedules and vacation time to resource allocations to mergers and major policy decisions and their implementation. Skillful negotiation is a critical component of the toolbox of the successful manager. The purpose of this course is to improve students' abilities to diagnose conflict situations and to analyze, plan and conduct negotiations. The course material addresses negotiation as an effective means for implementing decisions and strategies and resolving conflict in a variety of settings. Course format will involve simulated negotiation and experiential exercises.



### **ACCT 760 Financial Accountability Metrics for Leaders**

*3 Credits*

This course will cover the basic terms, concepts, and geography of financial statements including the balance sheet, income statement, statement of cash flows, and the statement of shareholders equity. Critically analyze financial metrics that company leaders are responsible for and that are used by constituents of those organizations (primarily investors). Discuss how and why leaders are accountable for delivering budgeted results and critically evaluate whether companies achieved expectations by conducting financial statement analysis. Map the role that leaders play in the preparation of pro forma statements (forward-looking) and start-up business plans.

### **MGT 790 Business Analytics & Decisions**

*3 Credits*

This course provides an overview of the basic frameworks and techniques of modern data science and its application in business analytics for managerial decision-making. We deploy a “hands-on” approach to demystify basic data visualization, machine-learning, and artificial intelligence approaches to data exploration, while keeping a mind towards practical business decisions and managerial tradeoffs.

### **MKT 774 Market & Consumer Focus**

*3 Credits*

This course focuses on key data-driven marketing strategies and tactics that enable a business to attract, satisfy, and retain customers. Using these strategies, and investing in marketing, allows the firm to create real customer value while growing profitability. You will learn how to identify your target market, and how to position your product or service so that it meets your customers’ wants and needs, all in the context of your and your firm’s values. You will understand how to offer the right products or services to customers, at the right prices, using the right marketing communications and promotions, and delivered through the right channels.

### **MEC 722 Managerial Economics: Incentives, Markets & Competition**

*3 Credits*

Examines the decisions of consumers and firms, and the ways in which they interact in various market settings. Among the topics considered are consumer behavior and consumer choice, decision making when outcomes are uncertain, and the way in which firms’ decisions are impacted by technology, input cost and the various competitive settings in which they operate. Emphasis is placed on concepts and tools that will be particularly useful in the study of marketing, finance and competitive strategy.

### **ACCT 763 Strategic Cost Accounting & Control**

*3 Credits*

Studies the nature, design and decision-facilitating role of cost systems and focuses on the effects of strategy, technology and the environment on cost system designs. The course introduces basic cost concepts and develops techniques such as cost drivers, activity-based accounting, customer profitability, value-add and value chain analysis, and target costing. It analyzes the role of cost information for tactical and strategic decisions. Tools such as budgets, variance analysis, benchmarking, transfer pricing, and balanced scorecard are used to illustrate planning, control and performance measurement systems that facilitate successful implementation of organizations’ strategies.

### **MGT 785 Business, Government & Society – DC Residency**

*3 Credits*

This residency is designed to accomplish three main objectives. First, we seek to help managers better understand the role of government in shaping the competitive and institutional environment in which firms operate and how they, as leaders, can strategically navigate and influence the dynamic regulations, policies, and laws. Second, we will explore the role of managers and their firms in broader society, including their influence on social welfare and the role of ethics and values in their operations. Third, we are focused on giving our students unique access to world class experts through our partnership with the Brookings Institution, one of the world’s leading think tanks and policy centers.

By centering the residency at Brookings, located in the heart of DuPont Circle, we can provide an unparalleled lineup of experts on government policy, non-market strategy, and social issues. For 100 years the Brookings Institution has been in the forefront of national policy debates, and Brookings is consistently ranked as the most influential, most quoted, and most trusted think tank in the world. Brookings Executive Education is uniquely positioned to maximize this reputation by engaging renowned policy experts, senior ranking officials, and other key decision-makers to provide students with rich and nuanced knowledge of the policy process. Brookings Scholars and other experts will provide new insights into domestic and global dynamics that affect the firm. Content covered in this residential program is essential for formulating business strategies, both domestic and international. With offsite access to Capital Hill and an Embassy visit, students will experience D.C. as it functions, learning through both content and experience.

**SCOT 756 Managing Operations***3 Credits*

Deals with the process by which organizations convert inputs (e.g., labor, material, equipment, knowledge) into outputs (goods and services). Focusing on strategic and tactical issues, the course covers the following subjects: product/process management, total quality management, capacity management, customer loyalty and services, inventory management, supply chain management, product development; and facility location and sourcing. Different industries, including services, as well as international operational issues are covered.

**FIN 740 Corporate Financial Management***3 Credits*

This course develops skills and best practices for allocating financial and human resources optimally within your organization. Your financial acumen will also increase, enabling you to more constructively contribute to the strategic decision making process surrounding any business idea. We will take a values-based approach to this, and students will learn in this class how the decisions of a company affect stakeholder value, and importantly, how this affects long-term shareholder value. To understand the perspectives of shareholders, we will study basic principles of investing: time value of money, discounted cash flow as a foundation for all valuation, the impact of diversification and leverage on portfolio risk, and the relationship between risk and expected return in securities markets. We will use these principles to analyze capital investment decisions inside of the organization by estimating cash flows and discounting them at the appropriate cost of capital. We will also study how shareholder value is affected by a firm's financing decisions, such as the choice of using debt or equity capital.

**OB 740 Creative Thinking***1.5 Credits*

According to the *World Economic Forum*, creative thinking is one of the skills that is only becoming more important in our rapidly changing and highly interdependent world. Creativity entails the generation of new ideas that have the power to better address existing or newly-identified problems or opportunities. Leaders who have mastered skills such as associative thinking, the main driver of new ideas, or experimenting, a key way to generate data to (in)validate one's ideas, and can foster those skills in others are therefore in a position to add great value to their firms and, ultimately, to society. The purpose of this course is to help you master those skills and deploy them in a manner consistent with your personal values while honoring societal responsibilities.

**MID PROGRAM PROJECT****OB 747 Module 2: The Power of Purpose***1.5 Credits*

The purpose of this course is to 1) understand the critical importance of higher purpose for leader and organizational effectiveness, 2) work with colleagues to begin developing a statement of leader higher purpose, 3) understand the role of leaders in developing others (and launch peer coaching groups as a venue in which to practice), and 4) process feedback from the first-half teams and set goals for second-half teams.

**MGT 749 Integrative Mid-Term***1.5 Credits*

This course centers on a team-based consulting project. EMBA teams will be asked to develop and present a consulting report for a local client firm. The client firm will be a start-up or a small business interested in growing. It may be non-profit or for-profit organization. The client will be selected from among Washington University-affiliated companies, companies to which EMBA students have connections, or from companies in the local community more broadly. Students will be challenged to apply the tools of values-based, data-driven decision making that they have learning in the first year of their EMBA program to help the client formulate and solve business problems.

**OB 750 Organizational Leadership and Influence***3 Credits*

Exercising organizational leadership requires more than just a worthy goal or a good idea. It also requires an understanding of how things really get done in organizations and how you can influence people both within and outside your chain of command in order to gain support and overcome resistance. In other words, it requires skill at leading through influence. This seminar will help you develop the three key skills of leading through influence: a) navigating politics, b) understanding power, and c) exercising influence.

**MEC 743 Innovation & Entrepreneurship***3 Credits*

This course provides an overview of the scope of knowledge and activities needed for innovation and entrepreneurship, and introduces a framework for identifying and developing ideas into high growth ventures. The first portion of the course utilizes insights from Behavioral Economics to develop tools for generating ideas for new products and services based on customer needs, and evaluate these ideas in the context of an evolving, competitive environment. Students will also learn how to effectively pitch new ideas to potential stakeholders, such as investors or corporate managers. The second portion of the course develops the skills necessary for the financing and growth of new ventures, such as valuation and “Entrepreneurship by Acquisition.” The fundamental objective of the course is to teach students to think more “entrepreneurially,” whether in a start-up, family business, or corporate environment.

**OB 741 Global Leadership and Organization***1.5 Credits*

This course will provide a framework and set of processes to help you build and lead organizations that exist across cultural differences. Throughout our time together, we will identify research-informed and practically-relevant frameworks for understanding cultural differences across peoples and groups, and their implications for organizational design and strategic management. We will also ask you to consider what is required of you as a global leader as you manage across those cultural differences, whether that be specific to a style of one-on-one management, approach to team building, or models for organization design in a culturally diverse environment. To aid your learning, we use a mix of leadership assessments, simulations to unearth behavioral tendencies, cases to develop pattern-finding abilities, and written reflection, which pushes you to apply these themes back to your current teams and organizations.

**FIN 758 Global Finance***1.5 Credits*

This course deals with global financial markets, banking and supply chains. These are essential components of both the financial system and the real sector, and an understanding of these is crucial for an appreciation of how resources are allocated in the economy, how the financial system facilitates this resource allocation and the management of the attendant risks, and how organizations use this to enhance global supply chains to move products and services to their customers. Thus, this course connects the financial system to the real economy. It focuses on data-driven decision making for managing global risks and opportunities by using tools like securitization, and also how Enterprise Risk Management can be used to facilitate the management of interconnected organizational risks. Essential components of this are the risk-management culture of the organization and the associated organizational values.

**MGT 757 International Residency***2 Credits*

Effective leadership in a diverse, globally interconnected world requires understanding the historical, political, economic, and cultural context of unfamiliar people and markets. Successful leaders must adapt both their business models and their leadership styles to align them with the sometimes very different realities of these markets. Through a combination of background research, discussions with in-market experts, and on-the-ground experiences in an international location, this course equips students with the tools to gather and synthesize quantitative and qualitative information about unfamiliar markets and formulate values-based and data driven strategies for working in them. Through first-hand encounters with unfamiliar cultures, students develop their cross-cultural capabilities and grow more agile, resourceful, and empathetic as leaders.

**SCOT 746 Global Supply Chain Management***3 Credits*

Deals with the complexities, uncertainties and risks in global supply chains for goods and services. Building upon the foundational supply chain management principles in OMM 756, it develops the general management skills of planning and operating supply chains in the global arena – for example, dealing with expansion in new regional markets with demand, trade and other macroeconomic uncertainties, designing a global manufacturing and sourcing strategy, adapting the supply chain to macroeconomic and technological trends; optimizing multiple transport service types; coordination of vast out-sourcing and logistics networks for a multiplicity of production and service activities; designing organizational structures, information and communication systems that integrate the supply chain, and develop the supply chain risk management strategies and tactics for a resilient supply chain. Among the topics covered: global supply chain strategy, supply chain analytics, performance metrics, network design, supplier management, supply chain finance, integrated risk management of global operational risks, design for supply chain management, emerging technologies (blockchains, AI, Internet of things, 3D printing, etc.) and their shaping of future supply chains, managing sustainable supply chains, and corporate social responsibility issues in global supply chains.

**SCOT 748 Data-Driven Decision Making: Analysis to Action***1.5 Credits*

This module introduces the fundamental building blocks of data-driven decision making. It first dives into two pillars of modern data science: causal inference and machine learning. It then discusses how to effectively build and run a data science team as well as make an organization data-driven. Last but not least, this module will also cover cutting-edge debates related to data science, such as privacy and fairness.

**FIN 754 Growth & Sustainability***4.5 Credits*

Provides strategic and financial tools for evaluating, creating, and capturing market value through organic growth as well as through mergers or acquisitions. Enables you to form the right teams to promote growth. This theme combines: formulation of corporate growth strategy, strategic assessment of growth options, an assessment of corporate culture, and the financial valuation of potential targets. This combination, along with a linking of strategy to the higher purpose of the organization, leads to a holistic framework that blends organizational values and data-based decision making. The discussion of personal and organizational higher purpose will also connect this theme to leadership development in other parts of the program.

**MGT 752 Corporate Strategy** *3 Credits*

Most major companies in the world are not single-business firms operating in a single location but portfolios of businesses spanning multiple locations. Single business firms today ultimately become multi-business firms to sustain growth. They also interact more with various institutions and social sectors as they grow. This course provides the theoretical frameworks and analytical tools necessary to evaluate the unique opportunities and challenges faced by multi-product, multi-business, and multi-location firms. With a combination of case analyses, debates and simulation, we will evaluate alternative strategies firms can use to reach the right scope, and discuss the systems and processes firms should put in place to encourage coordination and achieve efficiency.

**CAPSTONE****OB 748 Module 3: Your Leadership Development Journey***1 Credit*

The purpose of this course is to 1) meet with peer coaches to give and receive feedback on your leadership development plan, 2) process individual and team feedback from the second-half teams, 3) share your leader higher purpose statement with others and get feedback, and 4) commit to a process of lifelong learning and personal development.