MBA PROGRAM

In Manufacturing and Industrial Leadership

AACSB ACCREDITED

UAEU جامعة الإمارات العربية المتحدة
United Arab Emirates University

توازن
TAWAZUN


efficiency condition people
development management
machine system design
Manufacturing
process technology research
innovation material
quality solution product

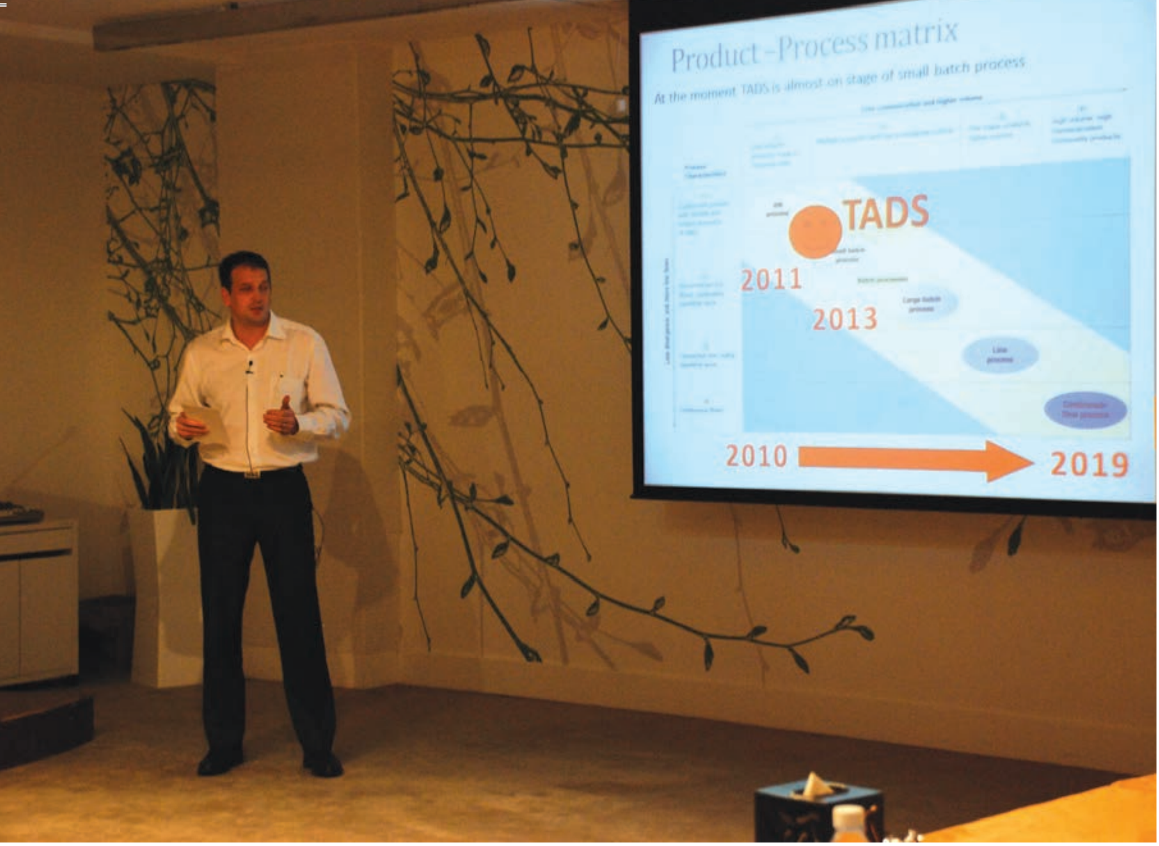

SUPPLIER
PROCUREMENT
MANUFACTURE
PRODUCT
SUPPLY CHAIN
INVENTORY
DISTRIBUTION
LOGISTIC
RETAIL
CUSTOMER

MBA PROGRAM IN MANUFACTURING &INDUSTRIAL LEADERSHIP

The United Arab Emirates University, as the first university in the UAE, has a long tradition of educating future leaders. The institution remains a key player in the development and diversification of the country's economy, and aims, not only to build student capabilities, but also to reach out and address the demand for excellence in practices in diverse industries.

In order to structure and streamline the process of identification and development of future leaders in the UAE manufacturing sector, the UAE University, in 2012 designed and implemented a prestigious Master of Business Administration (MBA), focusing on manufacturing leadership and excellence. This program has now evolved into a fully-fledged Manufacturing and Industrial Leadership MBA, admitting its second batch in Fall 2013.

The program is aimed at developing young leaders to meet the unique challenges faced while trying to realize their organizational and the UAE's national aspiration of leadership and excellence in the manufacturing and industrial sector.



The MBA in Manufacturing and Industrial Leadership represents the spirit of collaboration between industry and academic institutions to support the vision of the UAE as envisaged by our Abu Dhabi leaders. The program's curriculum is designed to meet not only the future requirements of UAE manufacturing entities, but also the needs of the country as visualized by the leadership. It also aims to develop future leaders who are well prepared to meet the country's ambition to develop the manufacturing industry in UAE and to diversify the country's economy. This program is also intended to help convert professional and technical UAE national staff into managers and leaders with a wider perspective and cross-functional knowledge as needed.

The MBA Program in Manufacturing and Industrial Leadership is being offered by the College of Business and Economics for UAE leaders. It offers an excellent opportunity for participants in the program to advance their career and personal development.

MBA

IN MANUFACTURING AND INDUSTRIAL LEADERSHIP

In order to become effective in today's production and manufacturing world, individuals in management and leadership positions must possess, not only leadership and management skills, but also a set of sound technical competencies and know-how. Manufacturing today operates in a highly competitive and global environment. Individuals who will be leading this sector require in-depth exposure to supply chain, inventory, production processes, technology, quality system, finance, marketing, logistic and the environment.

In order to proactively address these needs, the AACSB-accredited College of Business and Economics (CBE) of the UAE University, has collaborated with its industry partners to co-design, develop and implement a well-structured MBA program with a prime focus on applied learning. Although it was important to align the program contents with the needs and requirements of the industry, the needs of the participants were kept at heart. In maintaining the highest academic standards, we have ensured that the program is recognized and accredited by the Ministry of the Higher Education.

The birth of the MBA program in manufacturing signifies the importance of the sector and future economic focus of the UAE in general. More importantly, the principal goal is to prepare a cadre of well-trained, competent and capable UAE nationals to play a leading role in our society. The MBA in Manufacturing and Industrial Leadership is a project-based program that is intended to provide a mixture of both technical and managerial skills and know-how to the participants. Various pedagogical approaches such as group exercise, discussions, case study, real-life projects, and presentations will be used to ensure effective learning outcomes.

The program is unique in its design, contents and delivery methodology, not only in the UAE but in the region as a whole. It is participants-centered, therefore, it is crucial that individuals show total commitment, dedication and engagement.

The CBE will undertake to continuously upgrade and enhance the program as we incorporate feedback from students, faculty and professionals in the industry. We wish you a rewarding learning experience.

UAEU MBA JOINT ADVISORY COMMITTEE`

UAEU MBA IN MANUFACTURING & INDUSTRIAL LEADERSHIP

INTRODUCTION

The UAE University's College of Business and Economics (CBE) is one of the elite business schools in the world to be accredited with the AACSB logo and certification. Only 650 Business Schools in the world can claim this recognition for their program. This accreditation is a touchstone of quality and further assurance of the outstanding value of the program.

In September 2012, following extensive consultation with industry and other stakeholders, the CBE launched the MBA Program in Manufacturing Leadership. This program has now evolved into a fully-fledged MBA program in Manufacturing and Industrial Leadership.

PROGRAM CONTENT

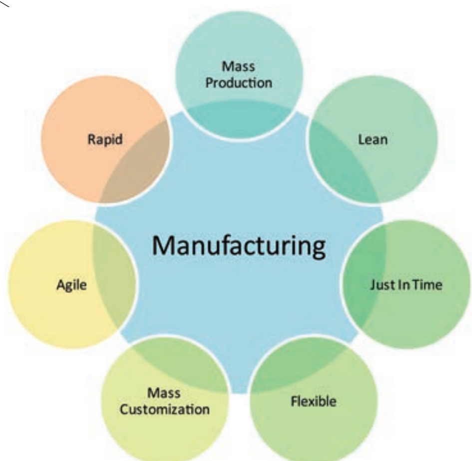
The curriculum of the UAEU MBA program in Manufacturing and Industrial Leadership is similar to that of CBE's regular MBA program in Abu Dhabi and Al Ain. It comprises of a total of 48 credit hours (16 courses), in addition to the bridging course, and adheres to AACSB requirements. The curriculum will include 12 core courses and 4 elective courses. The four elective courses are based on projects selected on the basis of the participants ' industrial capabilities and core competencies.

The program shall consist of a bridging course followed by four semesters. The bridging course is to be held in advance of the first month of study to introduce students to basic business knowledge and soft skills. Students cannot be admitted to the program without completing the bridging course.

The curriculum should consist of 4 courses offered each semester for 4 consecutive semesters. Each semester shall be divided into 4 term quarters. The last term quarter shall be reserved for the project-based elective courses. The project-based electives are built completely on skill mastery through real-world applied business problems/opportunities. Projects can be crossfunctional or uni-functional, with project supervisors acting as facilitators and coaches. Subject matter experts (SME) from participating organizations are expected to share supervision and facilitation. The "project sequence of courses" will be spread over 4 semesters. Regular meetings during the other three months will be scheduled to follow up on the project progress.

ADMISSION REQUIREMENTS

Admission into the UAEU MBA program in Manufacturing and Industrial Leadership will be selective in nature. Candidates will come from a pool of their organization's leadership career path employees. A critical requirement is that admitted students be capable of undertaking postgraduate-level activities and be identified as potential leaders within their organization. An MBA Admissions Committee, consisting of members of the UAEU MBA Joint Advisory Committee, along with the MBA Director, will evaluate each applicant to determine their suitability for admission to the course.



APPLICANTS ARE EXPECTED TO MEET THE FOLLOWING REQUIREMENTS:

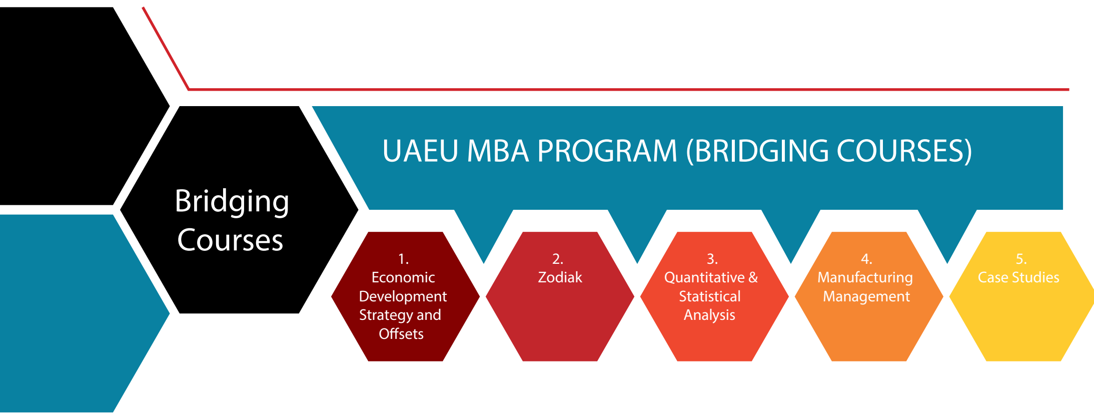
- Submit a completed MBA Application Form, along with a copy of all required documents.
- Possess a completed Bachelors degree (any major) from UAEU or other recognized/accredited institution of higher education, with a GPA of 2.5 (out of 4) or higher. Candidates with lower GPA may be considered based on lengthy work experience.
- Submit one of the following English Language test scores (TOEFL or IELTS).

• Paper-based TOEFL	550
• Internet-based TOEFL (ibT)	79-80
• Computer-based TOEFL	213
• IELTS (Academic)	6

Exceptions may be provided for candidates with degree from an accredited English Language speaking country (e.g. USA, UK, Canada, Ireland, Australia, New Zealand, etc).

- Three years' work experience (recommended).
- Attend a personal interview with the MBA Program Director and/or other members of the UAEU MBA Joint Advisory Committee.

Approximately 25 to 30 students will be admitted to each cohort of the program. Final decisions concerning a candidate's acceptance into the program rests with the UAEU MBA Admissions Committee.



Student Testimonials

Many MBA programs offer an education in general management but the UAEU MBA in Manufacturing Leadership program is unique because it is specially tailored for the manufacturing and related sector. The leadership and management element of the program ensures that it has enduring value regardless of the career chosen by the participant after graduation. The program equips students with knowledge that can be applied to a variety of real world business situations. Having the opportunity to graduate with the MBA in Manufacturing Leadership from UAEU is a great step forward in my career life.

Mona Ahmed Al Jaber
Senior Manager - Projects Investment Unit, Tawazun
MBA in Manufacturing Leadership student

TAWAZUN has embraced us, under the tutelage of the UAEU, with a unique MBA opportunity to further develop our skills both professionally and personally . To me, this program provides the necessary tools and education to help mold and evolve engineers into leaders in the manufacturing industry through a set of specifically tailored subjects by experienced and well qualified tutors and thus providing a platform with the ultimate goal of propelling the UAE into a leader in the manufacturing industry.

Eng. Ahmed Saleh Al Audhli
GHQ- Aerospace Engineer

UAEU was successfully able to couple the theory with our day-to-day experiences within the field of manufacturing by perfectly tailoring the content of the MBA Program. Moreover, apart from how important the content of the program is, the diversity of class membership has greatly enriched me personally and professionally.

Mohamed Osama Al Mahmoud
Senior Analyst - Foreign Affairs Industrial Development Unit, Tawazun
MBA in Manufacturing Leadership student

Ahmed Salem Al Dhaheri
Vice President – Projects
Emirates Steel

In addition to broadening my perspective on business management, the UAEU MBA program in Manufacturing Leadership has helped me grow both professionally and personally. The program made my career goals clearer, more focused, and more realistic.

Ibraheem Hasan Alzaabi
GHQ- Electrical Engineer

Gaining technical and managerial proficiency are keys for advancing my career path. Having the opportunity to enroll in Manufacturing and Industrial Leadership program at UAEU was exactly what I was looking for. This program assisted me to achieve my objectives and improve myself through the distinguished professors and tailored courses that bring manufacturing industries› theories into real practices. The manufacturing sector in my country is developing rapidly, and I want to be one of the contributors in this development.


RECEPTION

BRIDGING COURSES

	Course Name	Duration hours	Days	Facilitator
1	Economic Development Strategy and Offsets	2	1	Dr. Fernando Zanella Dr. Yahya Al - Marzouqi
2	Introduction to Quantitative & Statistical Analysis	8	2	Prof. Kilani Ghoudi
3	Foundation of Manufacturing Management	8	2	Dr. Basel Al-Sayyed
4	Learning Through Case Studies	8	2	Dr. Hassan Selim
5	Zodiak - Business Simulation Session	12	3	Pro-Training

PROGRAM STRUCTURE

The detailed program structure shows that each semester consists of three core courses and a project-based course (GBUS 6X0). The project-based course is one of four courses distributed over four semesters and constituting a project-sequence. There are several project sequences available to students to choose from. Each project sequence is generated from a real business activity and developed by the organization's subject matter expert and CBE faculty members. This document presents a roadmap of the projects sequences.

The core courses of the UAEU Manufacturing MBA Program are described below:

ECON 605: UAE IN GLOBAL BUSINESS ENVIRONMENT

A conceptual and operational understanding of current topics in the arena of global business is critical to any organization's success. The scope and content of international business issues have been fast evolving due to many forces. As the world becomes more integrated, a solid understanding of globalization issues and concepts and their associated implications on UAE

businesses has become essential for corporate decision making. The UAE in the Global Business Environment will expose managers to the most recent issues regarding globalization along with the dynamic structure and operations of multinational firm as it relates to the UAE. There will be an integrated progression of topics beginning with an understanding of the political, economic, cultural and monetary features of the UAE business environment and a better understanding of its advantages and shortcomings. Next, we present an overall picture on how UAE business environment is viewed by other professional, government, and business organizations. Some important implications of global trends and forces (i.e., WTO, FDI, and FTA) as they influence the UAE future business are also reviewed. Most discussions will focus on developing an understanding of the strategic and operational alternatives available to UAE business when conducting international business. Overall, the course examines the position of UAE in the context of global business environment, and will include the organization-specific examples such as the use of procurement offsets as an economic development strategy; aircraft industry as a spillover source; and international examples of defense offsets.

STAT 640: STATISTICAL AND QUANTITATIVE ANALYSIS

This course prepares MBA students to design and conduct research to address and solve business challenges. It provides an empirical basis for action recommendations for the solution of business problems or for the achievement of business objectives. UAEU MBA

students will learn to frame, plan, and conduct research projects related to their organization's business and operations. They will also learn the key statistical techniques used in modeling and analyzing research findings and business data.

ACCT 601: ACCOUNTING FOR SENIOR MANAGERS

Accounting is a powerful tool that plays a critical role in the creation, measurement, and distribution of wealth across various stakeholders in business, economy and society. As such, it creates, mystifies and reinforces power in the society. This course is designed to help students to appreciate this role of accounting and learn various techniques, with which accounting performs its role inside and outside the business entity.

Therefore, this course has two distinct but related parts. The financial accounting part deals with the development of financial accounting systems to perform its stewardship and governance functions in business entities. Participants will be exposed to the issues related to: the agency relationships, financial reporting, concepts and theoretical foundations underlying financial statements, financial statement analysis, consolidation and financial diagnosis, use of accounting information in managerial planning, decision making, control, and performance evaluation. The managerial accounting part covers internal cost management, cost control, cost analysis in developing organizational budgets, performance evaluation, and strategic decision making.

MIST 610: MANAGEMENT INFORMATION SYSTEMS

Strategic information systems examine how information technology (IT) enables organizations to conduct business in radically different and more effective ways. The availability of Internet has created a major change in the business environment. New channels of supply and distribution are emerging. The infrastructure of firms and the industries within which they operate have been permanently altered. In many cases, the changes have threatened not just a firm's competitiveness but also its survival. Executives bear enormous burden as they attempt to understand the challenges, keep abreast of events, and make intelligent decisions and plans.

This course focuses on providing executives with better understanding of the influence of 21st century technologies on business decisions. The course is highly interactive and students are encouraged to participate in articles and case discussions, and may be called upon to discuss and illustrate their understanding of the materials.

ECON 651: MANAGERIAL ECONOMICS

This course covers the essential principles and tools of Managerial Economics. The course examines the principles of microeconomics and illustrates how they apply to managerial decision-making. Participants who master these materials will be better prepared for leadership positions in business, not-for-profit, and government entities.

The first part of the course discusses basic economic concepts such as supply, demand and costs. We move from these basic concepts to studying how firms behave when they have market power. Topics include differences between perfectly and imperfectly competitive markets, optimal pricing for firms with monopoly power, and the use of advanced pricing such as bundling and versioning to capture value. The final section of the course focuses on advanced topics in market analysis. These include the role of externalities and imperfect orasymmetric information.

Teaching will be supplemented by case studies. Cases are designed to allow participants to apply core elements from managerial economics to a remarkably rich business environment. They can be used as the basis for an «open-ended» discussion of business strategy, or they can be assigned requiring the students to apply specific tools from managerial economics to the case.

MKTG 605: MARKETING MANAGEMENT IN MANUFACTURING FIRMS

This is a senior managerial approach to advanced problems in marketing with primary emphasis on case studies, set in a manufacturing sector context. Traditional analysis and application of marketing principles on both the sides of consumers and executive decision-makers generally remain valid. On the other hand, this course investigates the principles that underpin the marketing process and how they apply in manufacturing firms. It is a broad-based module providing a general overview of marketing for all students and a foundation for further study in the specialist area of marketing. Therefore, this course focuses on providing marketing executives with better understanding of the role of marketing management in converting opportunities and threats they face in such a competitive marketplace into corporate proficiency, profitability, and sustainability.

Upon completion of the course, participants should be able to understand the role of marketing in highly turbulent environments under which manufacturing companies are operating, and appreciate the marketing mix, focusing selectively on the elements of marketing appropriate to the manufacturing sector. Participants should also gain knowledge of how relevant marketing strategies and programs aid an organization in achieving its objectives and be able to apply various marketing concepts and principles to actual day-to-day business encounters.

FINC 610: FINANCIAL MANAGEMENT

The central focus of the financial management for corporate strategy course is on the role of financial management in maximizing the value of the firm. This course is aimed at introducing MBA participants to the essentials of modern corporate finance, financial management, and the process of financial decision-making. By the end of this course, participants should gain a thorough understating of financial techniques and tools used in problem solving and decision-making at the corporate level.

The course focuses on how corporate strategy can be translated into investment projects that maximize stakeholders' wealth. Stakeholders' wealth creation in imperfect markets can only be achieved by choosing investment projects with competitive advantages (that yield positive net present values). As investment projects are risky and need to be financed, the course studies how to: analyze risky projects, diversify the firm's projects portfolio, and hedge against unwanted foreign exchange exposure and other financing and general business risks. Financing costs are examined in depth so that the value added of the corporate strategy is not eliminated by high cost financing. Modern financing derivative instruments such as swaps, forwards, futures contracts and options contracts are examined and analyzed for both speculation and hedging purposes. The course also covers an overview of the value added through mergers and acquisitions. Emphasis is on financial decision-making through the extensive use of cases and real-world examples.

MGMT 650: GLOBAL OPERATIONS MANAGEMENT

The key to improving productivity in today's economies lies in the effective management of manufacturing and/or bundled service operations. This course focuses on designing and improving products/services and processes in organizations. Topics covered will include strategy through value creation; new product and process design; facility layouts; process flow management and improvement; total quality management, cost of quality and six sigma; scheduling and sequencing; supply chain management; inventory management; lean systems; and capacity and constraint management. These concepts will be illustrated with examples from the UAE manufacturing and industrial environment. The course will also examine the interactions among operations management and other functions and areas of research, particularly marketing, information systems, and organizational behavior.

MBA Class In Session

MGMT 610: STRATEGIC HUMAN RESOURCES MANAGEMENT

Effective management of human resources in a contemporary knowledge economy (a goal of both the UAE vision 2021 as well as the Abu Dhabi vision 2030) is vital for the success of any country and of any organization. To gain and maintain sustained competitive advantage, any organization needs to utilize the full potential of human resources. Thus, the course is designed to examine the strategic challenges faced by both policy makers and managers in formulating and administering human resources policies and procedures in different types of organizational and national settings. Contemporary issues related to strategic human resources management, human resource planning, job/work analysis, hiring, training, performance management, and compensation will be examined with particular focus on the manufacturing and industrial sector. Most important of all, this course is relevant to the UAE work environment, a s it builds on contemporary research conducted in the UAE and on topics relevant to SHRM.

MGMT 660: STRATEGIC MANAGEMENT

Unlike other business courses that concentrate narrowly on a particular function or piece of the business – accounting, finance, marketing, production, human resources, or information systems - strategic management is a big picture course. It cuts across the whole spectrum of business and management. The center of attention of this course is the total enterprise – the industry and competitive environment in which it operates its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success.

The mission of the course is to explore why good strategic management leads to good business performance for manufacturing organizations, to present the basic concepts and tools of strategic analysis and to drill into the participants the skills of crafting a well-conceived strategy and executing it competently. Participants will be called upon to probe, question, and evaluate all aspects of a company's external and internal situation thereby sizing up a company's standing in the marketplace and its ability to go head to head with rivals. Participants will also learn to distinguish between winning strategies from mediocre strategies, as well as become trained in spotting ways to improve a company's strategy or its execution.

MGMT 620: ENTREPRENEURSHIP AND INNOVATION

The purpose of this course is to explore the mystery of the entrepreneur and the process of entrepreneurship while developing and organizing technology-driven innovations in bothentrepreneurial and established manufacturing firms. We will examine how to build organizations that excel at identifying, building and commercializing innovations. Case analysis of both successful and failed businesses will be carried out with deploying and diffusing products and services through entrepreneurial action. By focusing on live and historical cases, we will cover the broad spectrum of challenges and opportunities encountered during starts-up and development stages of enterprises. Major topics include how the innovation process works; creating an organizational culture that rewards innovation and entrepreneurship; designing appropriate innovation processes including business model, business plan, funding, business incubation, commercialization and managing growth. The course consists of an integrated package of seminars, workshops, videos, role plays, case studies, web resources, and class activities designed to immerse participants. An attempt is made to integrate the theory and the practice of entrepreneurship. Learning environment is designed to encourage high interaction amongst participants and the course facilitator.

MGMT 630: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Business ethics and corporate governance have gained immense importance over the last decade. If the 19th century focus was on how to create a business and the 20th century how to manage it, the 21st century is the governance era par excellence. The early 2000s scandals such as Adelphia Cable, Enron, Global Crossing, ImClone Systems, Parmalat, Tyco, and WorldCom have become linked to a growing trend of unethical business behavior and a failure of corporate governance. This course addresses the "big picture" questions surrounding the relationships between business ethics, business management and governance, and society as a whole: Why does an organization exist? Who does the organization serve? What are its responsibilities to stakeholders? How can it serve its institutional economic and social role?

The course drives the UAE's rite of passage into the global business environment. Its sustainable economic and business model to maintain high economic growth and development and to maintain high standards and quality of life requires the business sector, manufacturing and service, foreign and domestic, big and small corporations to be responsible to protect and serve all stakeholders. UAE manufacturing companies may offer unique case-studies in business ethics and corporate governance. Designing and implementing effective governance, internal controls, risk management and assurance framework is vital to remain focused on the needs of society as a whole and to ensure sustainable development. Corporate governance and business ethics is about promoting total quality, innovation, balanced risk taking, and a performance culture, within a caring community and cleaner and greener environment spirit.

PROJECT-BASED MBA ELECTIVES

The Project-based electives are structured completely on building executive skill mastery - through real-world applied business projects. The description below shows the types of mastery students can expect as they complete each project course and project sequence. The team projects are organization-based with students working with other professionals to perfect their executive ability. The following section shows a template-by-example of a typical project sequence.

PROJECT SEQUENCE: STRATEGIC LEADERSHIP

Participants develop / enhance strategy for an organization, subsidiary, division, department, or section using external and internal analyses to form a SWOT process. Learners develop strategic plans and tactical reactions to help the entity realize its mission, vision, values, and goals. Mission, vision, values, and goals will be developed within an ethical exploration framework. A team of interested executives is to be formed and a subsidiary, division, or business unit is selected to apply the project on. This project sequence is structured as displayed below.

GBUS 610

- **Ethics & Corporate Responsibility**
- Business Case analysis Decision making using multiple ethical models exploring the future global firm leaders' ethical beliefs.
- CSR models and their applicability to the project at hands

GBUS 620

- **Creativity & Competitive Advantage**
- Mission, vision, values, and goals evaluation.
- New statement crafting based on competitive advantage.
- Creativity models applied to the real working environment.

GBUS 630

- **External Firm Analysis**
- External impact (opportunities/threats to the firm given its core competencies, mission, and vision).
- Exploration of social, legal, economic, political, and technological change using value chain approach.
- The impact of those changes on the firm's operations.
- Competitive analysis applied to the firm under consideration.

GBUS 640

- **Internal Firm Analysis and Business Level Strategy**
- Internal capabilities and processes analysis.
- Classifying those into strength and weaknesses.
- Formulating business strategy and building core competencies and competitive advantage.

Learners analyze business cases and decisions using multiple ethical models to explore their own ethical beliefs of executives leading global firms. Learners evaluate models of corporate social responsibility and the ways in which they might be applicable in their organizations.

GBUS 620: CREATIVITY AND COMPETITIVE ADVANTAGE

Learners evaluate mission, vision, values and goals statements for their firm to evaluate their effectiveness, and craft new statements that are based on competitive advantage. Learners explore creativity models to find innovative ways to solve business problems.

GBUS 630: EXTERNAL COMPANY ANALYSIS

Learners evaluate external impacts that may serve as opportunities and/or threats to their firm given its core competencies, mission and vision. Learners use a value chain approach to explore dimensions of social, legal, economic, political, and technological change, and to classify how those may impact the firm's operations. Learners perform competitive analysis for their firm and industry to evaluate competitive position and to identify additional opportunities and threats.

GBUS 640 - I: INTERNAL COMPANY ANALYSIS

Learners use multiple approaches to analyze their firm's internal capabilities and processes, and classify those as strengths and weaknesses. Learners evaluate their firm's ability to manage and lead technological change within their industry.

GBUS 640-II: BUSINESS LEVEL STRATEGY

Based on the mission, vision, values and goals of their firm, Learners use their findings from the external and internal analyses to formulate strategy that will maintain and build on their firm's core competencies and competitive advantages. Learners develop plans for strategy implementation.

PROJECT SEQUENCE-TEAM: TEAM STRATEGY PROJECT

Learners work in a team setting to solve a strategic problem for a real firm. Through the project, Learners demonstrate their ability to lead and manage teams, manage projects, establish metrics and milestones, facilitate meetings, present results effectively, provide feedback to peers, and evaluate team performance.

PROJECT SEQUENCE 3 - ENTERPRISE PERFORMANCE

Learners analyze processes within firms to evaluate process performance, and make recommendations for process innovation to more effectively meet operational goals. Learners use balanced scorecard method to evaluate performance across the firm. Learners develop and interpret financial statements, balance sheets and cash flow for individual firms. Learners compare financial performance across multiple firms within an industry in both national and international aspects. Learners evaluate return on investment, internal rate of return, capital asset decision making, and funding sources. Learners develop a financial forecast (pro forma) for new products/services in new markets. Learners manage projects, set and measure performance metrics, and lead teams.

SAMPLE PROJECT LEADS

PROJECT SEQUENCE 2 - CONSUMERS IN MARKETS

Learners use quantitative tools to analyze markets, including price determination, consumer preferences, and other factors that influence markets and demand. Learners segment and target populations within markets. Learners develop marketing plans for new products/services in new markets, analyzing both national and international factors. Learners evaluate and develop customer relationship management programs for firms. Learners develop marketing dashboards to evaluate marketing effectiveness, establishing metrics and evaluating performance.
Learners leadteams, negotiate, manage projects, and facilitate meetings.
Learners present ideas to multiple audiences.

PROJECT SEQUENCE 4 - IMPLEMENTING STRATEGY

Learners develop optimal organizational structures to implement strategic direction of the firm in national and international contexts. Learners analyze the alignment of innovation and productivity with organizational cultures. Learners explore corporate governance and fiduciary responsibilities to optimize board interaction and leadership. Learners communicate vision and implementation plans to external and internal stakeholders. Learners develop management plans for new products/services in new markets. Through self-reflection, learners assess their ability to manage projects and lead teams.

PROJECT SEQUENCE 5 CAPSTONE BUSINESS PLAN

Learners develop a full business plan for a new product/service for an existing firm, or for a new venture, including industry analysis, market analysis, marketing plan, financial plan, operations plan, management plan, and implementation strategy. Learners undertake primary market research to gauge visibility and fundability. Learners present their plan to faculty and community business leaders as part of their final program evaluation.

When students complete this project-based sequence of courses, what they know is important - but what they can DO with what they know is the critical success factor of this structure, and that is what the project-based electives are all about. Instead of taking courses, students work on cross-disciplinary projects stemmed from their work environments. While students work on a project, they have a UAEU-CBE faculty member or more who serve(s) as their coach(es) to help them build and demonstrate their mastery. The projects they are working on look just like the work executives and leaders do on a day-to-day basis, and are real projects they do using real business situations:

- External firm analysis
- Internal firm analysis
- Segmenting and targeting markets
- Developing and implementing strategy
- Industry financial analysis
- Balanced Scorecard
- Financial pro-forma for new products/services
- Business Plan for a new product or service (for your firm or for a firm you'd like to start)
- Building an innovative organization
- Corporate governance and fiduciary responsibility
- Process review and revision

Being an executive is not just about business concepts - it's also about managing projects, leading teams, facilitation and negotiation, presentation and writing ability, etc.

Contact Information

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