

## **Descriptions of Courses**

### **Executive MBA Program**

#### **EMB510 Leadership & Organizational Change**

This course provides the basic frameworks and theories of organizational behavior and management of organizations. The main course subjects include personality, motivation, and human relationships at the individual level, management of conflicts and teams, leadership, organizational structures and cultures for managing efficient and effective organizational change in a turbulent environment.

#### **EMB511 Strategic Management**

Why do some firms perform so much better than others? The answer, in great part, lies in their strategies, which are the focus of this course. This course will provide for the development of managerial skills and in developing winning strategies for the evolving and sometimes turbulent business environment a firm competes in. This course will help executive managers understand their corporate capabilities and to learn how to leverage them to create competitive advantages. Managers will learn that strategy must follow the firm's long-term goals; it encompasses choices of products and markets, how the firm will serve customers better than competitors, what vehicles will be used to grow or shift the mix of businesses, decisions about the sequencing of initiatives, and a clear, compelling economic logic. This course is designed to provide personalized learning through the individual participation of executive members and various case studies.

#### **EMB513 Global Strategic Management**

The main objective of this course is to understand the strategic management of multinational firms (MNCs) (i.e. firms that operate in more than two countries). Executive members will study how firms decide whether and how to develop operations in foreign countries and how firms can become successful once their operations cross national boundaries. In particular, this course focuses on both the forces of globalization and their impact upon the modern firm and its appropriate organizational and strategic response to global challenges. Most of the information in this course is presented through in-class readings, participation, discussions, and case studies.

#### **EMB514 Managerial Economics**

This course provides an economic foundation for competitive advantage, competition, market analysis and business model development. Topics include a concise economics review followed by horizontal and vertical boundaries of the firm, transaction costs of market exchange, industry and market analysis, diversification, strategic commitment, pricing rivalry, entry and exit, strategic positioning for and sustaining of competitive advantage. This course also discusses these topics from the digital economics point of view. This course tries to help students gain an analytic base, and generalizable and robust insights of business strategy by studying various case studies and thesis research

in such areas as core competence, competitive analysis and business model development. A minimum level of mathematics, such as the first order derivatives of functions, is required.

#### **EMB515 Global Economy & Corporate Management**

The objective of this course for students is two-fold: 1) developing an in-depth understanding of today's global economic environment and 2) fostering and training skills and abilities for applying such knowledge to actual business practices.

#### **EMB520 Marketing Management**

This course takes an analytical approach to the study of marketing problems of firms. Attention focuses on the influence of the marketplace and the marketing environment on marketing decision making; focus is also given to the determination of the organization's products, prices, channels, and communication strategies; and the organization's system for planning and controlling its marketing effort.

#### **EMB521 Strategic Brand Management**

This course deals with issues on how the brand equity is developed and how it can be utilized for strategic marketing activities. The main topics include (1) the nature of brand equity, (2) the process by which brand marketing is undertaken, (3) and the strategic management of brand equity.

#### **EMB530 Operation Managements & SCM**

This course deals with the strategy, design and diagnosis, development, operations and improvement of supply chains, on which business information and physical goods flow. Success of a business is determined by the competition among supply networks rather than the competition among individual firms. Competitiveness of a supply network depends on how the value creation activities of constituent firms are integrated and provide the values the market needs (price, speed, quality, variety, etc.). In order for a network to be successful, the product and process developments, information management (demand forecasting, order management, production planning), procurements, operations, logistics, and service activities of individual firms should be coordinated and/or integrated. This course prepares students to be able to approach the supply chain integration issues by providing strategic and analytic tools that can be used to evaluate the value creation and value transfer processes over a supply chain.

#### **EMB531 Entrepreneurship & New Business Development**

This course covers current issues, theories and practices on entrepreneurial management and new business development. The major issues covered include entrepreneurial process, internal corporate venturing, and new business development. Some emerging issues will also be discussed.

#### **EMB532 Innovation Management and The Entrepreneurial Manager**

This course covers current issues, theories and practices on innovation management and

entrepreneurship. The major issues covered include technology innovation management, innovation strategy, principles of entrepreneurial management, and required attitude, skills and knowledge for the entrepreneurial manager.

#### **EMB541 E-Business Strategy**

Electronic Commerce (EC) and E-Business were born with the propagation of the Internet. EC and E-Business have drastically changed retailing, manufacturer's direct marketing, banking and services. EC deals with the corporate relations with external customers, suppliers and other partners, while E-Business deals with the E-Transformation of internal parts of businesses including the manufacturing and procurement process. This course studies the key trends, principle technologies for EC and E-Business, and business strategies by reading texts, practicing sites, and discussing cases. Role playing is performed under real case scenarios.

#### **EMB542 IT Management**

This course is designed to provide a managerial perspective on the strategic and economic impact behind an organization's investment in information technologies. Students will learn major IS management issues such as IS strategic planning, IS architecture, IS organization, end user computing, IS implementation, and the evaluation of IS impact.

#### **EMB543 Social Responsibility Management**

This course will focus on the frameworks and concepts of responsible and sustainable management. The approaches used are those of multi-stakeholder approaches - integrating ethics issues, transparency, governance, social responsibility, environmental responsibility and the economic responsibility of firms. This is an emerging paradigm of business management both as a comprehensive corporate risk management framework and also as a sustainable value creation framework. Substantiality reporting (SR), ranking and evaluation models and socially responsible investment (SRI) will also be discussed.

#### **EMB561 Corporate Finance**

In a drastically changing business environment, students will learn the knowledge and judgement necessary for adequate financial decision making. They will examine the basic issues related to capital budgeting, risk and capital, capital structure, cost of capital, dividend policy, valuation and merger & acquisitions.

#### **EMB562 Accounting & Financial Statement Analysis**

This course examines the usage of financial statements in evaluation of the firm and its prospects.

#### **EMB565 Risk Management**

The purpose of this course is to study the definition, types, measurement, and management of risk. In particular, this course deals with the topics such as various risk

management techniques such as VaR, and how to hedge and manage various risks. Market risk, credit risk, operational risk as well the enterprise risk will be covered.

### **EMB566 Mergers and Acquisitions**

The purpose of this course is to study various thinking frameworks and practical issues in mergers and acquisitions. In particular, we will focus mainly on the topics such as firm valuation, possible synergies, defense strategies and financing issues, but also cover some accounting and legal issues appearing in the M&A process. Case analyses will be emphasized.

### **EMB571 International Field Trip I**

This course offers KAIST graduate business students an engaging experience on how business operates in the United States, China, or Europe in comparison to South Korea. Emphasis is placed on the economic, regulatory and managerial issues faced by multinational organizations-including ethical issues, intra-organizational relationships. The business outlook and opportunities for the entire region as governmental and economic structures change are also focused on.

### **EMB572 International Field Trip II**

This course offers the students an engaging experience on how business operates in foreign countries, in comparison to South Korea, through an intensive education at an overseas business school and visits to the foreign corporate sites. The students will have an opportunity to understand the cultural, economic and social issues of the country they visit and learn the critical success factors for Korean firms to compete in foreign markets.

### **EMB601 Managerial Decision Analysis**

Various probability models and statistical analysis are introduced to be able to reduce uncertainty. Decision models and methods for a quality decision are also introduced under uncertainty. Statistical and decision analysis are practiced for solving the related problems from industry as case studies.

### **EMB604 Managerial Quantitative Analysis**

This course explores analytical theories and models to help managers make optimal decisions. Based on the "bounded rationality" as suggested by decision theorists, the course focuses on understanding and solving diverse and complex management problems by taking into account management environment uncertainties and learning theories. Some of the key issues will include decision making under uncertainty, definition and value assessment of management information, and resource allocation through mathematical programming.

### **EMB631 Business Forecasting and Strategies**

Forecasting models and methods are introduced for analyzing the effect of management strategies in the related markets. Case studies on forecasting and marketing strategies

on major products over various industries are practiced, including forecasting systems related to SCM and CRM.

#### **EMB632 Negotiation & Conflict Management**

This course reviews the strategies and tactics of distributive and integrative bargaining approaches in the theory and practice of business and international negotiation. Students also practice, through various simulations and case studies, skills to achieve the best available objectives in various business and international negotiation settings.

#### **EMB633 Enterprise Risk Management**

The course provides various schemes of risk management to future entrepreneurial managers rather than academicians. The main course subjects include basic mathematical skills of finance (valuation of assets, portfolio theory, options, etc.), foreign exchange risk, operational risk, market & competition risk for increasing value of enterprises by effectively managing various risks in a corporate environment.

#### **EMB641 Strategic Customer Relationship Management (CRM)**

This course provides an overview of CRM from the strategic marketing perspective and explains how new information technologies can be deployed and managed to optimize interactive relationships between a firm and its customers. The main issues are economics of customer relationships, customer investment allocation, measurement of service quality, concepts of CRM, architecture and tools of CRM, customer optimization and practical applications.

#### **EMB642 Knowledge Management (KM)**

Based on the understanding of knowledge management concepts, concrete implementation methodologies and cases, this course provides a vision, system, process, and organizational culture for effectively establishing the corporate knowledge management strategies critical for achieving competitiveness in the 21st century knowledge-based competitive environment.

#### **EMB643 6 Sigma Management**

This course promotes understanding of the six-sigma technique globally regarded as the new paradigm for the enterprise-wide quality management and deals with issues on six-sigma implementation and performance evaluation.

#### **EMB670 Management of Cross Culture & Diversity**

This course is designed to provide participants with an intellectual and experiential forum for developing the interpersonal, inter-cultural communications and interaction skills necessary for international managers. As we move into the 21st century, where globalization is dramatically shifting and demographics are changing, it is vital that our workforce have a solid and practical understanding of the interrelationships between the self and the world economy.

**EMB671 Global Business Communication**

The primary objective of this courses is to help MBA students grow as global managers through global / international experiences. This courses consists of subjects such as global leadership, international negotiation, global management principles, community services and so on that encourage students to experience and practice what they have learned in classroom lectures.

**EMB690 Special Topic in EMBA I**

This is a special course reserved for new topics in the MBA area of current interest or with potential for development as a regular course.

**EMB691 Special Topic in EMBA II**

This is a special course reserved for new topics in the MBA area of current interest or with potential for development as a regular course.

**EMB964 Field Application Project**

This course is designed to provide students with realistic field experience in the management area. Students will participate in special projects or in daily operating in the consulting, manufacturing or service industries. They are expected to apply management theories, and practice what they have learned from other courses, to have hands-on experiences, and to build a personal network with other industry experts during the course.

**EMB965 Independent Subject Study****IM626 e-Business Strategy**

Today almost every company is trying to find out how best to develop e-business strategy, deploy the Internet through its value chain to improve operational effectiveness, entrench strategic position, and ultimately create sustainable competitive advantage. This course is to provides students with basic understanding of internet and e-business, e-business developing framework, and various options for managing and strategically positioning e-business.

**MGT661 Mergers and Acquisitions**

This course will cover various topics concerning mergers and acquisitions. Topics include theories and empirical evidence on M&A, valuation of a firm, takeover defense strategies, accounting issues in M&A, legal aspects of M&A, corporate governance issues in M&A, and IT problems in M&A.