EMBA Program Handbook – 2025

Welcome to the Executive MBA Program, where Immersive Learning Experiences redefine executive education. Our program goes beyond traditional online classroom learning, offering dynamic opportunities for executives to engage in hands-on activities, simulations, and collaborative projects that mirror real-world business challenges. Students navigate through interdisciplinary scenarios, drawing from economics, finance, marketing, and more to develop holistic insights and strategic decision-making skills. From metropolitan field studies to intimate industry fireside chats, our immersive experiences are meticulously crafted to resonate with each participant's unique background and aspirations, fostering both personal and professional growth within the dynamic realm of business leadership. Join us on this transformative journey, where learning transcends boundaries and empowers executives to thrive in today's dynamic business environment. This Program Playbook outlines your cohort's unique live and virtual immersive experiences, core courses, course structure, and program policies.

Contents

Application and Eligibility

Thank you for your interest in the Executive MBA (EMBA) program at Excelsior University. Our EMBA program is designed to cultivate leadership and forward thinking among experienced professionals, and we are excited to consider you as a candidate. Your background and experience will play a crucial role in contributing to the diversity and richness of our cohort.

Eligibility for the EMBA is five or more years of professional experience and management of people and projects. This criterion should be demonstrated in the following materials that you will submit with your application to application@excelsior.edu:

Curriculum Vitae/Resume:

- Your CV/resume should detail your professional experience, including job titles, responsibilities, and achievements.

2 Letters of Recommendation:

- First letter: This should be from a supervisor or board member who can speak to your professional accomplishments, leadership skills, and managerial experience.
- Second letter: Acquire an additional professional reference that highlights your qualifications and suitability for the EMBA program.
- Self-employed applicants: If you are self-employed, your application will be reviewed on a case-by-case basis. You will need to provide a similar letter of recommendation from a colleague or client who can attest to your professional interactions and managerial capabilities.

Letter of Intent:

- Detail your credentials and professional background.
- Cite specific examples of your experience in overseeing people and managing projects.
- Explain how your professional experiences align with the objectives of the EMBA program.

In addition, EMBA candidates must meet the other general eligibility requirements for an Excelsior University master's degree.

Deadlines for each application round will be listed on the business application requirements page.

We look forward to reviewing your application and learning more about your qualifications and experiences.

Program Description

Our one-year hybrid Executive MBA program comprises a blend of industry-involved and location-informed experiences, emphasizing resilient, entrepreneurial, and forward-thinking business practices. With a tight-knit cohort model, emerge as a leader with a comprehensive view of leadership in a dynamic, socially conscious business environment. Join us for a year of industry projects, experiential opportunities, exploration of major metropolitan markets, and network-building that can be leveraged for a lifetime.

Curriculum

The Course Experience*

- **SkillSource Skills:** The School of Business SkillSource is housed in the School of Business Hub, found in Canvas, and provides foundational business knowledge for students taking business courses. Each course requires the completion of one or more Skills, which teach foundational skills and competencies the program is built on. Students only need to complete each Skill once in their program journey.
- **Residency Component:** The Executive MBA program has a residency requirement. Students need to attend an on-site residency during the first week of terms 1, 3, and 5, respectively. Students need to attend a synchronous virtual residency during the first week of terms 2, 4, and 6, respectively. During the residencies, students complete their Immersive Learning Experiences. For questions, please contact the EMBA coordinator.
- **Immersive Learning Experiences**: Immersive Learning Experiences are several-hour activities that offer focused, hands-on, experiential learning opportunities to truly teach and authentically assess top

business skills and competencies. Students in the EMBA program complete their Immersive Learning Experiences during the first week of each term (see above).

- **Course Content:** The active online asynchronous part of the course further exposes students to expert insights, teaches foundational business theories and practices, and offers ways for students to share and discuss their learnings with other students and faculty. The program takes a situational learning approach, so online course activities include case studies to apply theories, and each discussion becomes a space to try out and debrief skills and competencies in mock experiences. Students focus on the course content during weeks 1–6 of each term.
- **Verbal Competency Session:** Students are assessed on their knowledge through verbal competency exams. They sign up for a time slot and in Week 6 receive a prompt that corresponds to that term's work. In Week 7, students have 20 minutes to present on the prompt and are then given three faculty-crafted questions to answer. This opportunity allows students to articulate the knowledge, ideas, and skills verbally that they developed in the term's Immersive Learning Experiences and coursework.
- **Presentation Symposium:** During Week 8, students have a chance to present their work and findings based on the immersive projects, in a virtual symposium. Students are notified of the presentation symposium date and presentation time slot during the first week of the term.

*If students face any issues attending any of the synchronous components in this course, they must contact their faculty member immediately.

Core Courses

MBAE 509 Resilient Leadership and Organizational Behavior
This course equips students with the knowledge and skills to navigate dynamic organizational environments through resilient leadership. Participants evaluate resilient leadership theories, formulate strategies for fostering workplace resilience, and analyze case studies to discern their impact on organizational culture and performance. The course emphasizes creating innovative solutions, applying resilient leadership for positive organizational change, and synthesizing research contributions to scholarly discourse and practical applications. Additionally, students develop a comprehensive resilience plan, integrating leadership principles to fortify organizations in ever-evolving contexts. This holistic exploration prepares leaders to thrive in dynamic professional landscapes.
Outcomes: 1. Evaluate theories and formulate strategies for resilient leadership to foster workplace resilience. 2. Create innovative solutions by applying resilient leadership to drive positive organizational change. 3. Analyze case studies to discern the impact of resilient leadership on organizational culture and performance. 4. Synthesize research that contributes to scholarly discourse and practical applications in resilient leadership. 5. Develop a comprehensive resilience plan that integrates leadership principles for organizational resilience in dynamic environments.
SkillSource Skills*: • Communications • Leadership • Management
Immersive Learning Experiences:** • **Corporate Social Responsibility Workshop:** The Corporate Social Responsibility Workshop provides a comprehensive exploration of the principles and practices of corporate social responsibility (CSR). Participants delve into key topics such as ethical

business practices, sustainability, community engagement, and social impact. By the end of the workshop, attendees are equipped with the knowledge and tools to champion CSR initiatives, fostering a commitment to ethical and socially responsible leadership in their future careers.

- **Organizational Behavior Field Study:** In the Organizational Behavior Field Study, students engage in comprehensive on-site observations and interviews within an assigned organization, applying organizational behavior frameworks and theories to document and analyze specific examples. Based on the collected data, students create well-founded recommendations for improving organizational behavior, showcasing their advanced application of organizational behavior theories.

Course Content*:
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Verbal Competency Session**:
- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

Presentation Symposium***:
- Organizational Behavior Field Study Project

MBAE 521 Operations and Project Management

Students learn about advanced project management principles and develop schedules focusing on key concepts. The emphasis is on applying operations strategies for optimal processes, resource use, and efficient supply chains to enhance organizational performance. Through advanced techniques, students navigate project and operational risks for successful outcomes. Quality management, including Six Sigma methodologies, ensures high-quality deliverables. The course incorporates data analytics and quantitative methods for informed decision-making, utilizing KPIs to measure and improve performance. Essential team management skills, team development, conflict resolution, and effective project communication tools are integral components. This learning experience equips students for success in the dynamic fields of operations and project management.

Outcomes:
1. Develop innovative project management strategies that incorporate diverse principles to realize successful outcomes and communication tools.
2. Create a project schedule with a work breakdown structure, emphasizing key scheduling concepts like networks, duration estimation, and critical path definition.
3. Recommend operations strategies for optimal processes, resource use, and an efficient supply chain, enhancing overall organizational performance.
4. Evaluate project and operational risks via advanced risk management techniques.
5. Formulate advanced quality management, integrating Six Sigma and other methodologies to ensure high-quality deliverables in projects and operations.

**SkillSource Skills*:
- Operations
- Project Management

Immersive Learning Experiences:
- **Agile Approaches Project**: Students immerse themselves in an Agile project designed to provide practical insights into Agile methodologies. Working in iterative cycles, participants tackle a simulated project with changing requirements, fostering adaptability and flexibility. Students take on various roles such as scrum master, product owner, and development team members to understand the dynamics of Agile project teams. This hands-on experience aims to deepen students' understanding of Agile

project management and prepare them for Agile-oriented roles in dynamic project environments.

- **Kaizen Boot Camp:** Students immerse themselves in a kaizen workshop, a dynamic and collaborative event aimed at continuous improvement. Participants, organized into cross-functional teams, analyze specific processes within a simulated or real organizational context. Through a series of workshops, students employ kaizen principles, including gemba walks, value stream mapping, and collaborative problem-solving sessions. The focus is on identifying inefficiencies, reducing waste, and implementing small but impactful changes to enhance overall process performance.

Course Content***:
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Verbal Competency Session****:
- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

Presentation Symposium*****:
- Agile Approaches Project

MBAE 524 Corporate Finance and Accounting

This comprehensive course equips students with the essential skills for strategic financial decision-making. Through a blend of theoretical understanding and practical application, participants learn to conduct financial analyses that integrate accounting and auditing, ensuring accurate and transparent reports. The course delves into optimizing capital structures, incorporating auditing principles to assess the impact of financing options on financial health. Students gain proficiency in analyzing a firm's performance using financial statements and explaining complex financial transactions such as mergers, leveraged buyouts, and divestitures of assets. Moreover, the course focuses on the development of integrated financial plans, incorporating accounting, auditing, and forecasting for informed and strategic decision-making.

Outcomes:
1. Conduct financial analyses integrating accounting and auditing for accurate, transparent reports in strategic decision-making.
2. Optimize capital structures, incorporating auditing principles to assess the impact of financing options on financial health.
3. Analyze a firm's performance using financial statements.
4. Explain mergers, leveraged buyouts, and divestitures of assets.
5. Develop integrated financial plans, incorporating accounting, auditing, and forecasting for strategic decision-making.

SkillSource Skills*:
- Accounting
- Auditing
- Finance

Immersive Learning Experiences**:
- **Compliance Audit and Investigation Simulation**: Students engage in a realistic and complex case scenario involving a fictitious company facing compliance challenges. Students are assigned specific roles within the simulated scenario, such as compliance officers, auditors, legal advisors, and executives. Each role will come with unique responsibilities and perspectives. As part of the simulation, students investigate identified compliance issues, formulate corrective action plans, and prepare a comprehensive report for the company's leadership.

- **Financial Management Project:** In this project, students undertake a real-world financial management challenge that requires the integration of accounting, finance, and auditing principles. They analyze financial statements, assess the financial health of an organization, and conduct a thorough audit of its financial processes. This activity aims to provide a holistic understanding of accounting, finance, and auditing by immersing students in a realistic and integrated financial management experience.

Course Content***:
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Verbal Competency Session****:
- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

Presentation Symposium*****:
- Financial Management Project

MBAE 532 Ethical Risk Management and Compliance

Businesses face various risks, including financial, operational, strategic, compliance, and reputational risks, in this volatile and unpredictable world. The goal of risk management is to not only minimize the negative impact of potential threats but also capitalize on opportunities that may arise. This course provides a comprehensive exploration of ethical risk management and compliance in the business context. Participants apply ethical theories and frameworks to navigate complex business scenarios, ensuring adherence to laws, regulations, and industry standards. The course emphasizes the development of ethical expectations, policies, and procedures to foster an organizational culture of ethical awareness and compliance. Participants also learn to prioritize ethical conduct in managing stakeholder relationships and effectively navigate complex global business interests. Furthermore, the course equips individuals with the skills to apply risk mitigation techniques, establishing a resilient organizational framework that places a premium on ethical conduct and compliance.

Outcomes:
1. Evaluate ethical theories and frameworks in complex business scenarios.
2. Compare laws, regulations, and industry standards for effective compliance program development and implementation.
3. Develop ethical expectations, policies, and procedures to cultivate an organizational culture of ethical awareness and compliance.
4. Justify ethical conduct in managing stakeholder relationships and navigate complex global business interests.
5. Recommend risk mitigation techniques to establish a resilient organizational framework that prioritizes ethical conduct and compliance.

SkillSource Skills*:
- Compliance
- Ethics
- Risk Management

Immersive Learning Experiences**:
- **Ethics Panel Discussion and Real-World Scenarios with Experts**: This interactive session brings together seasoned experts in business ethics for a thought-provoking panel discussion on various ethical theories and their practical applications. The panelists, drawn from diverse industries, share their insights, experiences, and best practices, offering students a valuable opportunity to deepen their understanding of ethical decision-making in the corporate world. The event aims to foster critical thinking and equip students with the tools needed to navigate ethical challenges in their

professional journeys, promoting a culture of integrity and responsible business practices.
- **Enterprise Resource Planning (ERP) Analysis Project:** In this activity, students engage in an ERP integration analysis project that combines SAP applications with Microsoft Excel, Office, and Outlook functionalities. The activity provides a practical understanding of how these software applications synergize in an enterprise environment. Students gain proficiency in SAP applications and Microsoft tools while learning to streamline business processes and enhance collaboration through ERP integration.

Course Content***:
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Verbal Competency Session****:
- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

Presentation Symposium*****:
- ERP Analysis Project

MBAE 570 Information Technology
In this course, students explore the strategic role of information technology (IT) in modern organizations. They learn to recommend and justify the adoption of advanced business technologies, focusing on enhancing productivity and organizational efficiency. Students delve into the transformative power of IT, justifying its role in fostering innovation, enabling new business models, and maintaining competitiveness in dynamic markets. Additionally, they gain insights into the risks associated with IT, becoming proficient in implementing measures to ensure data security and privacy, with a particular emphasis on cybersecurity threats. The course also equips students with the skills to facilitate effective communication and collaboration within teams, utilizing collaborative tools and platforms. Furthermore, students develop the ability to create compelling data visualizations through data analysis, enabling them to communicate complex information and contribute to strategic decision-making processes.

Outcomes:
1. Recommend advanced business technologies for greater productivity and organizational efficiency.
2. Justify the role of IT in fostering innovation, enabling new business models, and staying competitive in the market.
3. Determine the risks associated with IT, including cybersecurity threats, and implementing measures to ensure data security and privacy.
4. Facilitate effective communication and collaboration within teams through collaborative tools and platforms.
5. Create compelling data visualizations using data analysis for communicating complex information and strategic decision-making.

SkillSource Skills*:
- Dashboard
- Data Analysis
- Microsoft Excel
- Microsoft Office
- Microsoft Outlook
- Power BI
- Python
- SAP Applications
- SQL

• Tableau

Immersive Learning Experiences**:
- **Strategic Technology and Innovation Workshop**: The Strategic Technology and Innovation Workshop is designed to empower graduate students with the knowledge and skills essential for leveraging technology and fostering innovation in their academic and professional endeavors. This interactive session covers topics such as strategic technology adoption, cultivating an innovation mindset, utilizing digital tools for research and collaboration, and exploring emerging trends in technology and education. The workshop aims to equip participants with a holistic understanding of how technology can be strategically employed to drive innovation, fostering an entrepreneurial and creative mindset essential for success in future careers.
- **Data Analysis and Visualization Project:** In this activity, students work on a comprehensive data analysis and visualization project. The project involves acquiring a dataset, cleaning and preprocessing the data, and database queries and manipulation. The activity culminates in the creation of visualizations to effectively communicate findings. This activity provides a holistic approach to integrating computer science principles, programming, and the context of data analysis and visualization.

Course Content***:
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Verbal Competency Session****:
- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

Presentation Symposium*****:
- Data Analysis and Visualization Project

MBAE 573 Strategic Brand Marketing
In this course, students master the art of creating impactful brand marketing campaigns, developing a deep understanding of various marketing frameworks and their applicability across diverse organizational cultures. They critically evaluate marketing contexts, examining the practical use of media to achieve organizational goals. The course also focuses on deriving value from social media activities, enabling students to generate a return on investment for time and resources invested. Additionally, students gain insights into the ethical and regulatory aspects integral to best-practice marketing programs, fostering a comprehensive understanding of responsible marketing strategies.

Outcomes:
1. Create an effective brand marketing campaign.
2. Compare and contrast possibilities and limitations of various marketing frameworks across organizational cultures.
3. Evaluate marketing contexts to assess the impact and practical use of media to achieve organizational goals and objectives.
4. Derive value from social media activities and campaigns to generate a return on investment for invested time and resources.
5. Identify the various aspects of ethical and regulatory compliance that must be part of any best-practice marketing program.

SkillSource Skills*:
- Marketing

Immersive Learning Experiences**:
- **Brand Audit and Strategic Analysis Consulting Project**: Students engage in a brand audit and strategic analysis project, involving an in-depth examination of an existing

brand within a chosen industry. Working individually or in teams, participants conduct a thorough brand audit, assessing elements such as brand identity, positioning, communication strategies, and consumer perceptions. Through market research, competitor analysis, and stakeholder interviews, students gather insights to evaluate the brand's current strengths and weaknesses.

- **Business Communication Live Case Analysis:** Students immerse themselves in live business communication cases unfolding in real time. Acting as consultants, individuals or teams engage with organizations facing authentic communication dilemmas, incorporating factors such as evolving industry trends, global dynamics, and contemporary workplace challenges. Students apply theoretical frameworks to swiftly analyze and propose strategic communication solutions, emphasizing adaptability, responsiveness, and real-time decision-making.

Course Content***:
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Verbal Competency Session****:
- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

Presentation Symposium*****:
- Brand Audit and Strategic Analysis Consulting Project

MBAE 595 Systems and Sustainability
In this course, students master advanced systems thinking, creating innovative and sustainable business strategies. They integrate corporate social responsibility into business practices, emphasizing ethical decision-making, community engagement, and responsible business conduct. Additionally, they develop strategies for business resilience, considering technological advancements, market changes, and societal trends, while cultivating an ethical organizational culture aligned with sustainability principles and values. The course prepares students to navigate complex challenges with creativity and contribute to responsible and sustainable business conduct.

Outcomes:
1. Recommend advanced systems thinking principles to solve complex problems in diverse organizational and societal contexts.
2. Create innovative business strategies that are grounded in sustainability principles and align with organizational goals and industry standards.
3. Integrate corporate social responsibility principles into business practices, emphasizing ethical decision-making, community engagement, and responsible business conduct.
4. Develop strategies to enhance business resilience, considering technological advancements, market changes, and societal trends.
5. Cultivate an ethical organizational culture that aligns with sustainability principles and values.

SkillSource Skills*:
- Process Improvement
- Sustainability
- Systems Thinking

Immersive Learning Experiences**:
- **Sustainability Project Challenge**: Students form interdisciplinary teams to participate in the Sustainability Project Challenge. Each team is tasked with identifying a real-world sustainability issue, such as resource conservation, environmental impact reduction, or

social responsibility, within a specific industry or community. Throughout the project, students conduct comprehensive research on the chosen issue, applying sustainability frameworks and theories. The teams develop actionable strategies and solutions, considering economic, environmental, and social dimensions.
- **Systems Thinking Simulation:** In this immersive learning activity, students participate in the Systems Thinking Simulation, designed to simulate dynamic real-world systems. Working in interdisciplinary teams, students tackle a complex problem that requires a holistic approach. The simulation guides participants through the identification of system components, relationships, and feedback loops. Through iterative rounds, students observe the consequences of their decisions on the overall system.

Course Content***:
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Verbal Competency Session****:
- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

Presentation Symposium*****:
- Sustainability Project Challenge

MBAE 508 Managerial Economics

In this course, students analyze real-world case studies to assess the application of economic theories in managerial decisions and propose alternative economic strategies for optimizing choices. They develop practical skills in formulating mathematical models, executing scenario analyses, and communicating economic insights through comprehensive reports and stakeholder-oriented presentations. The course also explores the impact of economic policies on business operations, guiding students in evaluating implications and devising adaptive or influential strategies. Additionally, students integrate economic principles into leadership strategies, fostering a culture of informed decision-making within organizations.

Outcomes:
1. Evaluate economic theories and principles in managerial decision-making.
2. Analyze business scenarios and inform decision-making using advanced economic models.
3. Synthesize economic concepts to develop strategic business recommendations.
4. Critique economic policies and their impact on business operations.
5. Integrate economic principles into effective managerial leadership.

SkillSource Skills*:
- Economics

Immersive Learning Experiences**:
- **Business Development Case Analysis and Pitch Presentation:** Students engage in an in-depth business development case analysis and pitch presentation project. Working individually or in teams, participants analyze real business development cases, focusing on challenges, opportunities, and strategic decisions made by organizations. The analysis encompasses market trends, competitive landscapes, and the identification of growth avenues. Drawing upon the insights gained, students then develop compelling pitch presentations, outlining strategic business development initiatives.
- **Strategic Sales Simulation**: In this activity, students engage in the Strategic Sales Simulation, designed to bridge theoretical knowledge with practical sales experiences. Working individually or in teams, participants navigate a simulated marketplace, where they act as sales professionals. The simulation includes sales scenarios such as client interactions, negotiations, and closing deals. Students apply sales strategies, leverage

market insights, and utilize effective communication techniques to achieve sales objectives.

Course Content***:
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Verbal Competency Session****:
- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

Presentation Symposium*****:
- Business Development Case Analysis and Pitch Presentation

MBAE 596 Strategy and Entrepreneurial Innovation
In this course, students acquire the skills to formulate strategic decisions aligned with organizational goals and responsive to dynamic market conditions. Emphasizing innovation and creative thinking, the course fosters a transformative culture, enabling students to apply effective strategies for organizational change and successful plan execution. Students gain the ability to identify opportunities for innovation and business growth in dynamic markets and execute global strategies for expanding market presence and achieving international outcomes. This comprehensive approach prepares them for leadership roles in evolving business landscapes, emphasizing sustainability and strategic decision-making.

Outcomes:
1. Formulate strategic decisions by aligning them with organizational goals and adapting to dynamic market conditions.
2. Establish a culture of innovation and creative thinking to facilitate organizational transformation.
3. Apply effective strategies for implementing organizational change, managing resistance, and ensuring successful execution of strategic plans.
4. Identify opportunities for innovation and business growth within dynamic and competitive markets.
5. Execute global business strategies to expand market presence and achieve international outcomes.

SkillSource Skills*:
- Business Development
- Computer Science
- Data Analysis
- Entrepreneurship
- Innovation
- Planning
- Process Improvement
- Sales
- Strategic Planning

Immersive Learning Experiences**:
- **Inclusive Entrepreneurial Leader Workshop:** The Inclusive Entrepreneurial Leader Workshop is a dynamic and transformative experience designed for emerging and established leaders eager to cultivate an inclusive and diverse entrepreneurial ecosystem. This workshop aims to equip participants with the knowledge, skills, and mindset necessary to lead with inclusivity at the forefront of their entrepreneurial endeavors. Through interactive sessions, participants explore strategies for fostering diversity within their teams, breaking down barriers to inclusion, and leveraging the unique strengths that diverse perspectives bring to the entrepreneurial landscape.

- **Strategic Planning Consulting Project:** Students have the opportunity to act as strategic planning consultants, working on a project for a real-world client. The consulting project involves engaging with an external organization facing strategic challenges or opportunities. Students conduct a comprehensive analysis, including market research, competitive analysis, and organizational assessments. The activity culminates in a formal presentation to the client, where students present their strategic plan and rationale for implementation.
- **Leadership Theory Simulation**: In this fictional scenario or historical case where a group faces a leadership challenge, students are assigned a specific leadership theory (e.g., transformational, servant leadership, contingency) to apply within the simulation. Students make decisions based on their assigned leadership theory. Participants are encouraged to discuss, strategize, and implement leadership practices. After the simulation, students reflect on how well their chosen theory addressed the challenges, discussing the successes, failures, and adaptations made during the exercise.
- **Human-Computer Interaction and Innovation Panel and Discussion**: This engaging session brings together experts in human-computer interaction and innovation for a thought-provoking dialogue. The discussion delves into emerging trends, challenges, and opportunities at the crossroads of HCI and innovation. Experts share real-world scenarios, drawing from their experiences in designing user interfaces, integrating emerging technologies, and fostering innovative solutions. Participants leave with a nuanced perspective on HCI's role in shaping innovative solutions and its impact on various industries.

Course Content***:
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Verbal Competency Session****:
- This prompt layers the course outcomes, immersive outcomes, and current applicable events.

Presentation Symposium*****:
- Strategic Planning Consulting Project

MBAE 699 Business Strategy Capstone
In the Capstone course, students integrate their acquired knowledge into a self-designed and -led final project. They apply inclusive, sustainable business practices, leverage technology for efficiency, and make informed strategic decisions within the context of their project. Emphasis is on fostering inclusive teams, effective leadership communication, and navigating dynamic environments, all woven into their unique project. The experience encourages students to leverage business networks within their project, generating new ideas and opportunities. This culmination prepares students for leadership roles by integrating multidimensional skills for impactful contributions to the business landscape through their self-directed project.

Outcomes:
1. Develop innovative strategies for leading resilient, entrepreneurial, and forward-thinking business practices in organizations.
2. Implement technology-driven solutions for organizational efficiency, competitiveness, and success.
3. Evaluate the impact of strategic decisions using business acumen.
4. Implement initiatives to enhance team inclusivity and performance in diverse contexts.
5. Develop effective communication strategies using multiple channels to align organizational vision with diverse stakeholders.
6. Develop long-term sustainability plans for organizations in dynamic environments and with a forward-looking approach.

7. Initiate collaborative projects to generate new ideas and enhance their business networks.

SkillSource Skills*:
- Social Media

Immersive Learning Experiences:**
- **Networking and Social Media Analytics Boot Camp:** Students actively engage in a hands-on experience focused on analyzing networking efforts and social media impact. The workshop covers advanced strategies for building professional connections both online and offline. Students explore various social media analytics tools, gaining insights into their online presence, audience engagement, and the effectiveness of networking initiatives.
- **Leadership Discovery Program:** This experience features guest speakers, workshops, and "industry speed dating." By the end, students develop a personal leadership prospectus, having identified their personal brand and leadership styles. They better understand how to best work toward their future goals. Lastly, they have a chance to "speed date" with prospective employers to better understand the employment process.

Course Content*:**
- Educational content (pages with text and media), which contains check-your-knowledge activities
- Case studies (assignments or other) and mock experiences (discussions or other)

Faculty Feedback Session:
- The session in Week 7 allows the student to share and receive feedback about their Capstone project before presenting it in Week 8.

Presentation Symposium***:**
- Capstone Project

- *SkillSource Skills must be completed by the end of the course.
- **Immersive Learning Experiences will be completed in Week 1.
- ***Course Content: Weeks 1–6 feature educational content (pages with text and media), which contains check-your-knowledge activities. Weeks 2–6 feature case studies (assignments or other) and mock experiences (discussions or other).
- ****Verbal Competency Session: Students receive the prompt in Week 6 and schedule a session with their faculty member in Week 7.
- *****Presentation Symposium: Students present their Immersive Learning Experience project at this three-hour event in Week 8.

Course Structure

In developing this program, we rethought the ways we could comprehensively teach these skills and competencies in a hybrid way. Students in the EMBA program complete foundational Skills, engage in Immersive Learning Experiences, complete case studies in mock experiences as part of their course content, present in verbal competency sessions, and participate in a presentation symposium every term.

SkillSource Skills

The School of Business SkillSource is housed in the School of Business Hub, found in Canvas, and provides foundational business knowledge for students taking business courses. Each course requires the completion of

one or more Skills, which teach foundational skills and competencies the program is built on. Students only need to complete each Skill once in their program journey.

Immersive Learning Experiences

Immersive Learning Experiences are several-hour activities that focus on learning a particular set of skills in an intensive and engaging way. They include experiences like:

- Tabletop Exercise and Business Continuity Plan Development
- Strategic Planning Consulting Project
- Business Development Case Analysis and Pitch Presentation

Students in the EMBA program complete four or more Immersive Learning Experiences in the first week of each term. In terms 1, 3, and 5, Immersive Learning Experiences are conducted at an in-person residency. In terms 2, 4, and 6, Immersive Learning Experiences will be conducted at a virtual residency, synchronously.

Course Content

The active online asynchronous part of the course further exposes students to expert insights, teaches foundational business theories and practices, and offers ways for students to share and discuss their learnings with other students and faculty. We've taken a situational learning approach, so online course activities include case studies to apply theories, and each discussion becomes a space to try out and debrief skills and competencies in mock experiences.

Verbal Competency Sessions

In Week 7, students are assessed on their knowledge through verbal competency exams with a School of Business faculty member. In Week 6, students receive a term-relevant prompt to prepare for. In Week 7, they have 20 minutes to present and are then given three faculty-crafted questions to answer during their allotted session. This opportunity allows students to verbally articulate the knowledge, ideas, and skills that they developed in the term's Immersive Learning Experiences and coursework.

Presentation Symposiums

During Week 8, students have a chance to present their project-based work and findings in a virtual symposium. Symposium dates and times are announced in Week 1 of each term. Students receive time slots to present their Immersive Learning Experience projects and Capstone projects. The multihour Presentation Symposium feels like a virtual conference, with multiple classes of students presenting their projects. Students attend other sessions and are able to engage other School of Business classmates.

Program Orientation

The EMBA orientation is housed in the School of Business Hub found in Canvas. It is self-paced and reiterates some of the major points about the program found in this handbook. Students must complete the orientation before attending the Term 1 residency.

Policies

Students in the EMBA program are expected to follow all university policies. A few to note, particularly regarding the in-person and unique virtual and synchronous components of this program, include the following. If students cannot comply due to extraneous circumstances, they must contact their advisor immediately to discuss their options.

Academics

- Students in the EMBA are required to take two courses a term in terms 1–4, as well as one course per term in terms 5 and 6, to start and complete the program as part of a cohort.
- Students are dismissed from the EMBA upon earning a D or F in any course.

Accommodations

- Excelsior University is committed to the principle that every individual should have an equal opportunity to participate in a degree program that holistically aligns their academic, personal, and professional aspirations toward gaining knowledge, experiences, connections, skills, and competencies under appropriate conditions to complete a degree and reach goals. We provide reasonable accommodations for individuals with disabilities recognized under the Americans with Disabilities Act of 1990 (ADA). Learn more about Excelsior's accommodations for students with disabilities.

Attendance

- Students in the EMBA program are required to attend all components and events of the in-person and virtual residencies, as well as participate in the synchronous Verbal Competency Sessions and all components of the synchronous Presentation Symposiums. Absence from any event may result in dismissal. If they are unable to attend any of the components, a student must contact their program chair and advisor (in-person and virtual residencies) or faculty member (Verbal Competency Sessions and all components of the synchronous Presentation Symposiums) to discuss any options that are available.

Conduct

- Students are expected to conduct themselves in a way that respects the cooperative standards of the Excelsior community and accords with the University's educational mission. This includes obeying federal, state, and local laws as well as University policies. Not knowing or understanding these standards and policies is not a defense or excuse. Please see Student Conduct for more information.