**What I have learned from Nexford MBA**

**BUS6100, Global Business**

Global Business gives learners an expansive understanding of international markets and how to manage cross-border transactions to effectively operate and compete in global, local, and emerging markets.

The course focuses on the complexities, strategies, risks, and rewards that arise due to “liquid borders,” technology, cross-cultural and political issues, international organizations, nongovernmental organizations (NGOs), trade agreements, foreign direct investment (FDI) in emerging markets, currency risk, challenges, and sustainability. Learners develop a market entry strategy analysis for a business operating in the global or local environment.

**Course competencies**

1. Analyze the role and interrelationships that culture, politics, economics, law, and technology play within the context of a boundaryless environment and across multiple regions.
2. Analyze the costs and benefits to home and host nations and government policy instruments used to influence Foreign Direct Investment (FDI)
3. Analyze the factors that determine currency exchange rates and change implications.
4. Create a market entry strategy for a business operating in a global, local, or hybrid business environment.
5. Evaluate present and future opportunities and risks of doing business internationally in multiple regions and in emerging markets.
6. Apply the various trade principles and potential impact on doing business from a financial, economic, labor, and sustainability perspective.
7. Recommend strategies to support corporate sustainability and social responsibility.

**BUS6070 Leadership and Organizational Development**

Leadership and Organizational Development examines individual and group interaction and helps learners gain a deeper understanding of how human behavior drives organizational behavior and development.

Drawing from neuroscience and cognitive science perspectives, learners transition from manager to leader through the lens of managing self, others, teams, and relationships. Learners examine principles of motivation, communication, leadership, organizational development and change relevant to contemporary issues.

**Course competencies**

1. Assess individual and group behavior in organizations and the influence on culture, motivation, and performance.
2. Analyze organizational diagnostic approaches to determine opportunities for improvement and change.
3. Develop an individual and team vision aligned with organizational and career strategy.
4. Create a leadership communication plan to support an organizational system change.
5. Evaluate the impact of organizational structure on individuals, teams, change, and culture.
6. Apply various leadership styles, conflict management strategies, and change models to organizational situations.
7. Recommend appropriate organizational development interventions based on diagnostic evaluation of organizational issues.

**OPM6090    Technology Operations Management**

Technology and Operations Management provides a comprehensive overview of technology utilization to drive a competitive advantage for company operations. Learners explore various technology solutions for business process automation, including value proposition analysis across organization functions.

You’ll also analyze how technology can be leveraged to improve product development during the four lifecycle phases. The course provides a detailed overview of the impact of technology on various operating models such as manufacturing, supply chain management, customer-facing, product development, and support functions (e.g., HR and finance).

**Course competencies**

1. Assess the technology architecture and infrastructure capabilities depending on various operating models.
2. Evaluate how technology-savvy human capital drives technology adoption in operations management.
3. Assess the value proposition of integration technology across operating functions, including cost reduction and revenue generation.
4. Develop a phased approach and methodology for embedding technology solutions across operations triggered by business value propositions and priorities.

**MKT6080 Marketing Strategy**

Marketing Strategy focuses on the advanced marketing and leadership skills required in today’s fast-paced technology driven global economy. Learners prepare for roles within the field of marketing, and gain a solid understanding of the role of marketing, both in traditional and digital platforms, in defining and maintaining a brand and in meeting business objectives.

You’ll examine how technology and transformational approaches are critical to developing future-forward marketing strategies. Topics include leadership, strategic partnerships, and negotiating skills that are key contributors to successful business growth and company culture.

**Course competencies**

1. Evaluate the importance of customer insights and consumer behavior on marketing strategy and successful brand development.
2. Analyze the component parts that make a global marketing strategy feasible and in alignment with other business objectives (including pricing strategies, competition, localization, partnerships, and international ethics).
3. Assess the importance of customer-driven strategy and the difference between marketing an experience versus marketing a product or service.
4. Examine the role of transformative technologies that impact global marketing strategy (including artificial intelligence, machine learning, voice computing, blockchain, and extended reality).
5. Examine the role that messaging has in connecting with customers and how targeted communication is critical in today’s marketplace.
6. Compare and contrast a local-only marketing strategy with a global approach.
7. Examine how leadership, team development, management, and negotiation skills are directly related to the way marketing supports and aligns with other business functions.

**ACC6050 Accounting and Financial Reporting**

Accounting and Financial Reporting engages learners in applying the principles of corporate finance and accounting to business decision making.

Course topics include financial statements and other reports, the basics of financial forecasting and budgeting, accounting analytics, and the communications and vocabulary related to financial statements. Learners reconcile financial transactions and accounting records, and examine the implications of international differences in accounting frameworks and financial reporting requirements.

**Course competencies**

1. Apply accounting analytical tools and techniques to current and prior period financial and accounting data.
2. Assess an organization’s financial performance and the quality of its financial reports.
3. Analyze intercorporate investments including financial assets, investments in associates, business combinations, and joint ventures.
4. Consolidate financial transactions with accounting records to build financial statements and reports.
5. Analyze the effects of accounting treatments on financial statements and ratios.
6. Translate financial statements for corporations with multinational operations across multiple foreign currencies to navigate international differences in accounting frameworks (including GAAP) and financial reporting requirements.

**BUS6110 Organizational Strategy**

Organizational strategy examines how the success of any organization is based in part on how effectively strategy is incorporated into its overall mission and vision. Develop an understanding of how adaptability and flexibility are two key aspects of a successful strategy.

Learners examine and apply principles and frameworks of a successful strategy across various industries and markets with the goal of creating a strategy which sustains and/or increases the competitive position of the firm. This course focuses on the domestic and international strategic approaches needed to solve business challenges, integrating all of the tools related to strategy formulation.

**Course competencies**

1. Develop the appropriate management strategy based on the internal/external environment in which the organization operates.
2. Analyze the domestic and international market to determine how to shift strategy to respond to shifting market conditions.
3. Create a plan to integrate strategy into the external environment to maintain or enhance the organization’s competitive position. Evaluate the strategic tools needed to create and sustain a competitive advantage.
4. Apply appropriate strategic tools to complex business challenges.

**BUS6120 Introduction to Intrapreneurship and Innovation**

Introduction to Intrapreneurship and Innovation provides a framework for how employees with an entrepreneurial mindset can navigate the complex and challenging environments within existing organizations to bring about meaningful, practical, and effective change.

Learners will understand the need for an innovative mindset, exploring the concept of intrapreneurship and how it can take place from within an organization. The course provides a roadmap for how individuals can plan, present, and execute innovative and entrepreneurial approaches.

**Course competencies**

1. Compare and contrast intrapreneurship and entrepreneurship.
2. Create a communication strategy that addresses relevant internal stakeholders for various innovations.
3. Develop a comprehensive plan for execution of an intrapreneurial project.
4. Assess the feasibility of internal opportunities identified for innovation for an organization.
5. Present a business case to build a coalition and advocate for intrapreneurial projects. Solve challenges in awareness, adoption, and implementation of intrapreneurial projects.

**FIN6060 Financial Decision Making**

Financial Decision Making prepares learners to apply financial data to make financing, investment, and business decisions that create value for the firm and align with internal financial priorities. Learners evaluate the firm’s capital needs by applying their corporate finance and decision-making skills to financial statement analysis, capital budgeting, operational and investment options, and the use of fintech and emerging financial services.

Learners build advanced financial models and apply them to corporate finance situations and financial risk management. This course prepares learners to apply key technologies to inform financial decision making.

**Course competencies**

1. Apply analytical tools and techniques to manage financial data and generate budgets, balance sheets, income statements, and statements of cash flow, shareholders’ equity, retained earnings, and other comprehensive income.
2. Measure financial risks and opportunities for international firms in order to inform decision-making.
3. Explore the use of debt, equity (IPO, SEO), and alternative (ICO) financing options to raise capital and make investment decisions to increase the firm’s value.
4. Determine the effects of corporate financial decisions on financial statements and ratios.
5. Calculate a corporation’s absolute and relative valuation to assess its financial position relative to competitors.

**SUS6160 Food and Agribusiness**

Food and Agribusiness explores how the next wave of innovation in the industry represents the biggest transformation since the industrial revolution. Through case analyses and practical agribusiness scenarios, learners examine global challenges faced within the food and agriculture industries and develop a sound understanding of what it takes to manage an agricultural business.

You’ll investigate how insurance and financing, supply chain management, global food trade, and innovative technologies such as machine learning, sensing, and customer behavioural understanding can improve the efficiencies and cost-effectiveness of food and agribusiness industries (FAEs), and broaden your knowledge and understanding of the global challenges being faced within the food and agriculture industries.

**Course competencies**

1. Examine the root causes of current food and agribusiness issues with specific focus on how these issues will impact our societies and environment in the future.
2. Apply appropriate quantitative and analytical techniques to create a proposal tailored to the target audience (financiers, investors, governments, community members, policy makers, etc.).
3. Apply knowledge of food and agribusiness practices through the evaluation of market opportunities to develop an agribusiness plan.
4. Evaluate quantitative and analytical techniques appropriate for assessing emerging food and agribusiness challenges and technologies.
5. Identify and evaluate the ethical obligations and responsibilities of FAEs in achieving UN SDG GOAL #2.

**SUS6170 Renewable Energy**

The Renewable Energy course provides learners with a foundational understanding of the applications of renewable energy practices. This course focuses on key business skills and competencies needed to determine successful economic, technical, and societal applications of renewable energy practices. Learners examine basic energy principles, terminologies, policies, and applications for domestic and international markets.

You’ll apply industry wide and/or industry sector renewable energy practices, and execute relevant management practices, principles, and perspectives related to sustainability and corporate social responsibility. These practices include corporate and executive management, operations management, entrepreneurship, venture capital and finance activities, infrastructure investment, management consulting, and other business related, technical specializations.

**Course competencies**

1. Examine the terminology, concepts, and technical and economic components of viable and emerging renewable energy technologies, including energy avoidance practices.
2. Apply appropriate interdisciplinary collaborations to optimize economic and technical applications of renewable energy for a given business use or purpose.
3. Develop a renewable energy strategy which aligns with corporate social responsibility policies informed by United Nations SDG Goals UN SDG Goal # 7, UN SDG Goal #13.
4. Evaluate renewable/avoidant energy options within the entire business value continuum from product and service innovation to consumer use.
5. Formulate opportunities for new business innovations or investments in renewable energy and scaled applications.

**SUS6180 Managing Healthcare**

Managing Healthcare is designed to help learners develop competencies for identifying and evaluating emerging markets within the healthcare industry. In this introduction to organizations in healthcare, you’ll examine the wide-ranging complexities encountered by management and critique current thinking in management and leadership.

Through case analyses and practical healthcare scenarios, you’ll analyze the global challenges faced within the healthcare industry and develop a sound understanding of what it takes to manage a global health business. You’ll also come away with a solid foundation in understanding and aligning the national health agenda with personal and organizational pledges to population-based wellness.

**Course competencies**

1. Examine a health organization’s ability to offer technology-based solutions to inform a plan for community-based wellness using analytical techniques and mind mapping.
2. Forecast the influence of reimbursement and payment systems when assessing alternatives for performance improvement.
3. Evaluate the value of leadership coaching to healthcare and for its impact on the performance and retention of high-quality talent.
4. Develop a plan for addressing future health and wellness programs that recognizes ethnic and cultural differences, challenges with current and future technology initiatives, and healthcare occupational shortages.
5. Apply a scorecard to track key measures (financial, customer, quality, and employee performance) focusing on sustainable healthcare and UN SDG Goal #3.
6. Evaluate key leadership development strategies (including “leapfrogging”) across healthcare management processes in connection with UN SDG Goal #3.

**BUS6140    Business Administration Capstone - Entrepreneurial Focus**

Business Capstone - Entrepreneurial Focus concentrates on the many dimensions of the entrepreneurial spirit in alignment with new venture creation and growth on the international stage. The principles and concepts apply to entrepreneurship in corporate for-profit and nonprofit settings. This course focuses on content and process questions as well as formulation and implementation issues related to conceptualizing, developing, and managing successful new ventures both nationally and internationally. Learners will apply and synthesize concepts and techniques from functional areas of strategic management, finance, accounting, managerial economics, marketing, operations management, and organizational behavior in the context of new venture development.

**Course competencies**

1. **Examine** the concepts of entrepreneurship, new venture creation, and innovation.
2. **Apply** entrepreneurial thinking and management as it relates to a for-profit and non-profit entity.
3. **Analyze** the process of conceptualizing, developing, and managing an entrepreneurial venture.
4. **Synthesize** the different functions and areas of management in the context of new venture development.
5. **Create**a plan for the development of a new venture from conceptualization to realization, incorporating the entrepreneurial process.
6. **Evaluate** the success of the phases of a new venture by integrating entrepreneurial practices.