

BUSINESS ADMIN ELECTIVES EMBA (NBAE)

NBAE 5010 - Data Analytics (1 Credit)

Data and analytics are transforming business and society. In this course, you will learn how these powerful tools can give you an edge in your career. We will examine real world examples and hands-on case studies to teach you how to interpret and apply data and analytics to better understand business situations and improve business outcomes. The course content will be organized around answering three types of critical business questions - Descriptive (what is happening now?), Predictive (what will happen in the future?), and Prescriptive (what decisions can improve performance?). Prior experience with this topic is not necessary to benefit from the class.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 5020 - Managerial Reporting (2.5 Credits)

This course introduces students to the science of designing, deploying and defending managerial reporting systems that help organizations achieve their goals. The course is about equally split between (1) general reporting systems and the issues confronting system those who design, use an operate within them, and (2) costing systems based on double-entry bookkeeping. General systems and issues include balanced scorecards, incentive compensation, budgeting, decentralization, outsourcing, job design, behavioral biases, gaming and occupational fraud, budgeting, costing systems include job order and process costing, variable costing, absorption costing, activity-based costing, capacity costing, and standard costing. The course is highly interdisciplinary, drawing a range of lessons from economics, psychology, philosophy and history, as well as most of the traditional disciplines in the business curriculum.

Enrollment Information: Enrollment limited to: Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 5030 - Technology Management Practicum (2 Credits)

Last Four Terms Offered: Spring 2025

Schedule of Classes

NBAE 5040 - Building Leadership Influence (1 Credit)

Last Four Terms Offered: Spring 2022, Spring 2021, Winter 2020, Spring 2019

Schedule of Classes

NBAE 5060 - Financial Analysis and Investment Management (2 Credits)

This course aims to provide the basic tools of financial analysis and investment management with a particular emphasis on equities. The first part of the course will focus on discussing topics in financial analysis including profitability analysis, cash flow analysis and key methods of valuation all of which are approached from an investor's perspective. The second part of the course will focus on the different topics in investing. We will discuss the role of investor biases in the possible decoupling of the value of a stock from its price. Strengths and limits of different approaches to investing including value and growth strategies, momentum investing, active and passive investing including index funds will be discussed. Investment vehicles including mutual and hedge funds will also be discussed. Throughout the course we will address current topics in investing like low-volatility strategies and the compressing fee structures. There will be a quiz at the end of the course. This will be individual and in class.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 5150 - Leadership Insights (1.5 Credits)

Schedule of Classes

NBAE 5240 - Macroeconomics and International Trade (2 Credits)

This course introduces basic concepts and tools from macroeconomic theory and applies them to current events. Its purpose is to help students become informed observers of the macroeconomic issues that are most frequently reported by and discussed in the media. Topics covered include, among others, economic growth, expansions and recessions, monetary and fiscal policies, inflation, unemployment, the public debt, interest rates, the trade balance, and global markets. Although focusing on the U.S. – currently the world's largest national economy – and paying special attention to its institutions and problems, the course emphasizes the global context in which it functions by periodically shifting attention to other economies around the world. Globalization-related issues such as international financial markets, exchange rates, and international trade are given special attention.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Fall 2025, Fall 2024, Fall 2023, Fall 2022

Schedule of Classes

NBAE 5360 - Investment Banking Essentials (2 Credits)

Last Four Terms Offered: Fall 2023, Fall 2022, Fall 2021, Fall 2020

Schedule of Classes

NBAE 5600 - Introduction to FinTech, Finnovation and Finalytics (1 Credit)

The goal of the course is to give a systematic and rigorous introduction to the emerging areas of financial technology, digital economy, and applications of big data, machine learning, and AI in business economics. This EMBA Elective is comprised of 5 intensive sessions (detailed in course outline) of lectures, discussions, guest lectures, and readings. A confluence of events and trends have provided the opportunity for technological disruption of the financial services, investments, and other business-related fields as never seen before. With an estimated \$90BN of annual financial services profitability at risk by 2020, there is a genuine demand for peer-to-peer interactions and functional trust systems. Customers, particularly millennials, are eagerly embracing startups over traditional financial services providers. Venture Capitalists are also providing easy money. Top employment talent is willing to forgo Wall St compensation for Fintech optionality. Yet financial institutions have been slow to embrace new product offerings and the digital economy (focusing on post-crisis balance sheet strength vs. customer needs, innovation, growth) and regulators are often left in quagmires due to the novelty and fast-evolving nature of the technologies and business models involved. Against such a backdrop, the course aims to provide a concise but insightful overview of technologies such as distributed ledgers or artificial intelligence, so that students without the technical background can still obtain a working knowledge of the fields when examining their applications in finance and business-related fields. Students will also analyze financial innovations in payments, lending, and crowdfunding, etc., to deepen their understanding of the economics of fintech and big data, as well as the use of analytics brought forth by advances in machine learning and data science. Our focus is on providing high-level pictures and an organizing framework based on rigorous academic and industry research that are rarely available from generic media discussion or popular books. In particular, we want to clarify misconceptions, identify links across various areas of FinTech, separate hypes from promising innovations, analyze past moves, discuss current trends, and shed lights on future opportunities for both researchers and practitioners. The insights from the course should guide the approach to real problems and solutions at start-ups, traditional financial services firms, and the VC and consulting communities which serve them. The course is designed for (i) executives and leaders who would like to effectively manage teams working on FinTech and economic big data; (ii) investors who need to evaluate startups and companies without being bogged down by the technical details; (iii) entrepreneurs with domain expertise but would like to understand the business and economic potential/aspects of the technologies; (iv) employees and managers who need to communicate or collaborate across fields to innovate at various workplaces. Students should have a passion to explore this emerging field rather than treating the course as a vehicle with light workload to passively fulfill program requirement.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 5650 - Corporate Governance (2 Credits)

The goal of this course is to introduce you to the area of Corporate Governance. Corporate Governance deals with the way corporations are governed, the way decisions are made in corporations and the interaction between the corporation and its stakeholders. Among the topics covered: the role, responsibilities, and strategies of the board of directors, shareholder activism and the mechanisms used to protect shareholders, the takeover market, the tender offer mechanism, and anti-takeover measures, the design of compensation contracts, and differences among the above mechanisms across different countries. I put a strong emphasis in this class on current events and real life examples.

Prerequisites: NCC 5060, or permission of instructor.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 5680 - Management Presentations (1 Credit)

Effective communication is a key leadership/management competency. The oral communication course exists to provide you with presentation practice, feedback, and coaching. As a result, your ability to structure and deliver a message/presentation will improve. The class size is necessarily small to allow for meaningful feedback from the instructor and your peers. Finally, presentations are videotaped allowing you to view and review your own presentations.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 5685 - Courageous Communication (1 Credit)

Last Four Terms Offered: Spring 2025

Schedule of Classes

NBAE 5700 - Leadership and High Performing Teams (2.5 Credits)

Leadership and High Performance Teams is a course on the theory and practice of high performance in task-performing groups. The aim of this first course in the program is to provide information and experiences that are useful during your time at Johnson as you work in your study teams, as well as being directly applicable to the teams you participate in and lead at work.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Fall 2025, Fall 2024, Fall 2023, Fall 2022

Schedule of Classes

NBAE 5710 - Cornell Management Simulation (1.5 Credits)

The Cornell Management Simulation (CMS) is a business simulation course in which each student works as part of a team to manage a manufacturing company. Each team is responsible for making yearly decisions in four broad areas: sales, marketing, operations, and finance. There will be three different industries, each operating in its own competitive space, and there will be four companies in each industry. Your competition, therefore, is limited to the other three teams in your industry. You will all start in the same position, competing with one another to gain market share, generate revenue, and increase profitability. Performance is measured by the relative success of each firm in creating shareholder value by paying dividends and increasing share price.

Enrollment Information: Enrollment limited to: Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 5750 - Technology Strategy (1.5 Credits)

This course is a comprehensive program in experiential education in the key aspects of envisioning, starting and running a new business or innovation project within an existing enterprise. The course is led and supported by Johnson faculty entrepreneurs with expertise in sales, marketing, computer science, entrepreneurial finance and design thinking who will work with teams throughout the program. We will focus on concepts and frameworks in entrepreneurship and innovation and on actually doing entrepreneurship, workshop style.

Last Four Terms Offered: Fall 2025, Fall 2024, Fall 2023, Fall 2022

Schedule of Classes

NBAE 5850 - Customer Preference, Demand and Pricing Analytics (2 Credits)

Understanding and effectively leveraging customer preferences, demand patterns, and pricing strategies are critical for achieving sustainable success in the current data-driven marketing landscape. This course offers a comprehensive exploration of key concepts, techniques, and tools needed to navigate this dynamic field. For instance, the course focuses on gaining insights into customer preferences through data-driven analysis and leveraging these insights to perform several managerial tasks, such as customer segmentation, demand forecasting, and product/service pricing. The course emphasizes a combination of statistical modeling, modern machine learning and artificial intelligence tools, and analytics. We will be utilizing industry-standard software and techniques for data analysis. A basic understanding of statistics and familiarity with data analysis tools such as Excel is recommended. This course would benefit students targeting careers in marketing, consulting, entrepreneurship, and market research.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024

Schedule of Classes

NBAE 5900 - Advanced Strategic Analysis (2 Credits)

The course will help students develop their strategic thinking, strategy formulation and execution skills. It will use a series of cases involving companies in different strategic situations such as in an emerging industry, mature industry, transforming industry, etc. and engage students in developing and / or evaluating appropriate strategies in these varied situations.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Fall 2025, Fall 2024, Fall 2023, Fall 2022

Schedule of Classes

NBAE 5980 - Global Business Study (4 Credits)

The program global study trips are designed to provide you with a broad economic, business, political and cultural overview of various important regions of the world. All of the global study trips will provide students with a survey of doing business in the region visited. Each trip will provide a broad global management perspective that also respects and accommodates the diversity of interests in the class and makes sure that there is something of interest for each student. Each trip will endeavor to provide that one (at least) unique and memorable experience that students would otherwise not experience on their own. Each trip will have some content around one common theme so that students can compare and contrast the locations during a final debrief. Students will be given the opportunity to network with Cornell and Johnson alumni and local business leaders.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 6030 - Strategies for Sustainability (1.5 Credits)

Firms are under increasing pressure to be more accountable for the environmental and social impacts that they create. These pressures create great challenges for managers, but they can also present you with tremendous opportunities. In order to unlock these opportunities, it is important to come to a more concrete understanding of what sustainability means for your company, and in this course we will examine frameworks that make the messy term sustainability more understandable.

Last Four Terms Offered: Fall 2025, Fall 2024, Fall 2023, Spring 2023

Schedule of Classes

NBAE 6060 - Raising Capital (1 Credit)

The objective of the course is to introduce you to the different ways in which corporations finance projects, and to give you some basic tools to assess and negotiate financing terms. Much of the course will involve case discussions. The cases are used to illustrate tradeoffs that firm face when choosing different financing options and the way they assess the best financing opportunities. We will touch on start-up financing, debt financing of mid-size projects, and project financing of large projects.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 6135 - Business Strategy in a World of AI (2 Credits)

Recently there has been a wave of technical breakthroughs in Artificial Intelligence (AI), mostly in the area of Generative AI (large language models). AI is showing the ability to significantly improve productivity (cost, speed) and quality of many business and human decision-making processes. This has led to a heightened set of expectations on the impact AI will have on society and work. However, for companies to drive long-term value from AI they will need to rethink strategy and business model design. AI-driven transformation will not be easy for mature businesses as it requires 'rearchitecting' many aspects of the organization. This course is intended to explore this topic - to challenge students to think strategically about what is possible but also pragmatically about what it will take to implement AI at scale in corporations.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024

Schedule of Classes

NBAE 6145 - AI Strategy and Applications (2 Credits)

Artificial Intelligence (AI) is a science and set of computational techniques (statistical modeling, data warehousing, data mining and machine learning) that are inspired by the way that humans use their nervous systems and bodies to sense, learn, reason and take action. In recent years, AI has emerged as one of the most important disruptions facing business and society over the next several decades. While AI is not new and has been around for more than 60 years, the confluence of certain trends over the last decades and accelerating technological change has introduced a new urgency into the study of the impact of AI on business, government and society. The core technologies underlying AI has progressed to a point that some landmark achievements have captured the imagination of the world about new possibilities enabled by AI. The overall business and societal implications of AI technologies remains an important domain to be explored and understood. While the core technologies of AI need to be studied, strategies regarding the effective application of AI to business need to be articulated and complemented with the requisite awareness of their associated human implications. There will be significant new opportunities as the underlying forces of AI disruption and value creation are understood and leveraged. Succeeding in this rapidly changing world will require both a solid understanding of AI enabled products, services and business models and an inspirational leadership style to be bold, take risks and lead complex change. The elective course should be of interest to all EMBA students. The goal of this elective course is to provide an effective combination of theory and practice of AI. Lectures and case studies will provide a rich forum for in-class discussions. EMBA students will be encouraged to assemble key insights along three important dimensions: core AI technologies (30% of course approximately), innovative business applications of AI (40%) and human and societal implications (30%). EMBA students will leave the elective better prepared to help their organizations to compete and win in an AI-enabled world.

Last Four Terms Offered: Spring 2023, Spring 2022, Spring 2021

Schedule of Classes

NBAE 6170 - Designing Data Products (2 Credits)

This course is successful if you leave with the understanding that Data Science is not a secretive skill. It is basic craftsmanship - building models that predict. Some models have existed for 100 years, and thus, they are well understood. This course focuses on the models, the intuition behind designing data products and mapping models to business questions.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 6320 - Core Leadership Skills for a VUCA World (1 Credit)

Core Leadership Skills for a VUCA World is designed to provide students with an opportunity to expand their knowledge and understanding of the key leadership skills required for success in today's volatile, uncertain, complex, and ambiguous business world through discussion and interaction with an experienced practitioner and former leader of the United States Army. The course will be comprised of four modules: 1) Leadership Principles for a Volatile, Uncertain, Complex and Ambiguous World; 2) Developing and Communicating Vision and Strategy; 3) Setting Conditions for Success; and, 4) Character and Leadership. Coursework to include readings, discussion, and a final paper.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 6340 - Product and Brand Strategies (2 Credits)

This course equips students with essential concepts to tie together product and brand strategies with digital and data strategy. From Wall Street to Main Street, products form the core foundation of any business. Every executive needs to discover, develop, and deliver the right products to the right customers. We will start the course with various product strategy frameworks from innovation, value creation, business models, and product policy planning. Even the best products often do not stand on their own. As companies grow, products must coexist with other products and brands. The second section of the course covers the fundamentals of brand strategies and management. With new sources of data, always-on telemetry, and encroaching competition from digital-native firms, every company must now be a data and technology company. In the final section of the course, we shine a spotlight on how businesses must evolve their product and brand strategies in the digital age.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 6400 - Behavioral Science for Marketing Decisions (2 Credits)

Last Four Terms Offered: Spring 2023, Spring 2022, Spring 2021, Winter 2020

Schedule of Classes

NBAE 6420 - Supply Chain Strategy (2 Credits)

Last Four Terms Offered: Spring 2023, Spring 2022, Spring 2021, Winter 2020

Schedule of Classes

NBAE 6440 - Disruptive Innovative Companies from China and Other Emerging Markets (1 Credit)

Over the last decade, emerging multinationals from Asia and Latin America have expanded aggressively on a global scale. Coming from regions, which were very volatile before and from countries with lower purchasing power than developed countries, how have some of these companies have been able to succeed internationally? How are they changing the competitive environment for multinationals from the developed world? What can we expect from them over the next years? This course will review: Business Strategies for emerging markets, Internationalization drivers and preferred modes of entry and Reverse innovation and, Blue Ocean Strategy.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 6560 - Valuation (1-2 Credits)

Last Four Terms Offered: Fall 2023, Fall 2022, Fall 2021, Fall 2020

Schedule of Classes

NBAE 6561 - Investment Banking: Valuation and Transactions (4 Credits)

Investment Banking: Valuation and Transactions combines corporate finance theory with real world corporate transaction experience in an academic environment. Executive MBA students, working individually and in teams, will learn the theory of intrinsic and relative corporate valuation. Students will then apply that theory as they play the role of investment bankers, working on all aspects of the capital raising, leveraged buyout, and merger & acquisition processes.

Enrollment Information: Enrollment limited to: Cornell Executive MBA Metro New York Degree program students.

Last Four Terms Offered: Fall 2025, Fall 2024

Schedule of Classes

NBAE 6630 - Managerial Decision Making (2 Credits)

Last Four Terms Offered: Spring 2022, Winter 2020, Spring 2018, Spring 2017

Schedule of Classes

NBAE 6660 - Negotiations (1 Credit)

Managers certainly need technical and analytical skills to develop high-quality solutions to the business problems they face. Negotiation skills, too, are critical for the manager to get his/her solutions accepted by others and implemented. Through lectures highlighting best practices and an experiential approach designed to encourage students to gain confidence using new tools, the course aims to make students more effective negotiators. Lessons include how to negotiate when you lack power, how to get what you need from a deal without sabotaging your relationships, and how to bargain confidently when your options are limited.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022

Schedule of Classes

NBAE 6682 - Crisis Communications for Business Leaders (1.5 Credits)

Last Four Terms Offered: Spring 2023, Spring 2022, Spring 2021

Schedule of Classes

NBAE 6750 - Leading Digital Transformation and Innovation (1 Credit)

We are in the midst of a digital tsunami. Digital technologies have progressed exponentially over the last decades and a tipping point has been reached. We are seeing new intelligent programs such as DeepMind and Watson beat the best human experts in complex domains (Go and Jeopardy respectively), a feat that was not thought easily possible before. We are witnessing the emergence of new digital leaders such as Amazon and Alibaba that are dominating multiple business sectors on the strength of their agile digital platforms/services and are threatening to beat traditional leaders (such as Walmart) by significant margins. Further the pace of progress in digital technologies shows no signs of slowing down. All industries are susceptible to the forces of digital transformation and most executives are or will soon be confronted by the dynamics of digital disruption. There will be significant new opportunities as the underlying forces of digital disruption and value creation are understood and leveraged. Succeeding in this rapidly changing world will require both a solid understanding of digital products, services and business models and an inspirational leadership style to be bold, take risks and lead complex change. The elective course should be of interest to all executives, especially those working in sectors that are most affected today by the forces of digital disruption. The goal of this elective course is to provide an effective combination of theory and practice in digital transformation and innovation for executives. Lectures and case studies will provide a rich forum for in-class discussions. Executives will be encouraged to share experiences from their own firms and the class will aggregate key lessons for an organizational digital roadmap along four important dimensions: data platforms, organizational agility, customer customization and ecosystem leverage. Executives will leave the elective better prepared to help their organizations to compete and win in the digital world. The expected workload for this elective consists of: (a) reading pre-readings and cases (b) participating in class discussions (c) writing two short blog posts on aspects of digital transformation (details will be provided in class) and (d) writing a short note as a group about digital transformation in a chosen firm.

Last Four Terms Offered: Spring 2025, Spring 2024, Fall 2022, Fall 2021

Schedule of Classes

NBAE 6755 - Customer and Digital Advertising Analytics (2 Credits)

This course deals with the use of data to make decisions in two important marketing domains: customer relationship management, and digital advertising. It introduces concepts, methods, and applications of analytics to these domains. In module 1, we introduce analytic approaches such as the scoring model (used for targeting attractive prospects) and customer lifetime value model (used for valuation, which underlies both acquisition and retention activities). In Module 2 we focus on analytic frameworks to understand the buying and selling of digital advertising. We will discuss advertising auctions, metrics to measure the effectiveness of digital advertising, multitouch attribution, the impact of privacy on advertising decisions, and the use of randomized experiments. Students are not expected to do any programming; I will only use Excel. We will use some statistics, primarily regression. Since you should have seen regression before, I will do a quick refresher of how to run a regression in Excel and interpret the output.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024

Schedule of Classes

NBAE 6780 - Machine Learning Applications in Business (2 Credits)

Schedule of Classes

NBAE 6830 - Innovation and New Venture Creation (3.5 Credits)

Innovation and New Venture Creation and The Customer Experience is a comprehensive program in experiential education in the key aspects of envisioning, starting and running a new business or innovation project within an existing enterprise. The course is led by Prof. Steven Gal, a career entrepreneur, and supported by a team of Johnson faculty entrepreneurs with expertise in sales, marketing, computer science, entrepreneurial finance and design thinking who will work with teams throughout the program. We will focus on concepts and frameworks in entrepreneurship and innovation and on actually doing entrepreneurship, workshop style.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Fall 2025, Fall 2024, Fall 2023, Fall 2022
Schedule of Classes

NBAE 6910 - Entrepreneurship of Physical Products (1 Credit)

This course is targeted at both individuals interested in starting or joining a physical product company as well as students currently working in or looking at a product management role at an existing business creating physical products. Unlike engineering courses that focus on the nuts and bolts of creating a physical product, this course will examine the creation of the product business. The course will explore the recent renaissance in physical product development being driven by desktop tools, new funding models, small batch manufacturing, production techniques and offshore volume manufacturing. An important component of the course will be a discussion on user center design techniques and incorporating user feedback in the successive iterations of the prototyping process. The course will also look at the unique organizational, financial, and marketplace considerations for physical product businesses. The final day of the course will be held at Rev (Ithaca's startup incubator) with a hand-on look at Rev's rapid prototyping facility.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Spring 2022
Schedule of Classes

NBAE 6915 - Executive Presence (1.5 Credits)

Executive presence and leadership communication skills are essential for career success. They allow executives to engage effectively in different contexts because they are the basis for building trusting relationships, convincing tough stakeholders, and showing confidence at a senior level. These courses enable students to grow and develop the executive presence and leadership communication skills to inspire, empower, and influence outcomes in their workplace. Both courses involve the advancement of students' interpersonal aptitude and professional affect, yet they focus on different aspects. Executive Presence I explores themes and skills, such as presenting with confidence and impact; stakeholder management; crisis communication; media interviews; and pitches that sell. Executive Presence II focuses on active listening; giving and receiving feedback; managing conflict and difficult conversations; emotional intelligence; self-branding and reputation management. The courses are designed based on applied learning (role plays, presentations, simulations), and a continuous cycle of practice and feedback from peers and executive coaches. Learning is enhanced through self-assessments and personalized executive presence development plans.

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Fall 2025, Fall 2024, Fall 2023
Schedule of Classes

NBAE 6920 - Executive Presence II (1.5 Credits)

Enrollment Information: Enrollment limited to: students enrolled in the Cornell Executive MBA Metro New York Degree program.

Last Four Terms Offered: Spring 2025, Spring 2024
Schedule of Classes