MBA Course Descriptions

Graduate Programs Office

Academic Year 2013/2014

Course descriptions may be found online by clicking the course number while viewing the schedule on the student Link.
AC710  Financial Reporting and Analysis  
Credits: 3  Prerequisites: MG700  
Reserved for first year full time cohorted MBA students  
An introduction to financial accounting and how organizations provide financial information to external users (stockholders, creditors, and analysts). The focus is on understanding the impact of business activities and accounting choices on financial statements, and analyzing financial statements to infer the business activities undertaken. Topics covered include income statement and balance sheet format, purposes, and limitations; statement of cash flows; and analysis of the impact of different business models on financial performance.

AC711  Financial Reporting and Control  
Credits: 4  Prerequisites: none  
An introduction to accounting, and an examination of how it helps in decision-making. Financial accounting (information needs of stockholders, creditors, and analysts) and managerial accounting (information needs of managers) are stressed equally. Topics covered include income statement and balance sheet format, purposes, and limitations; statement of cash flows; analysis of financial statements; cost behavior; use of relevant costs in decision making; budgeting; and divisional performance measurement.

ES700  Executive Presentation  
Credits: 1  Prerequisites: none  
A presenter's delivery skills impact the audience's image of the presenter and the clarity of the message being communicated. A combination of lecture, discussion, and hands-on practice and simulation, this course is designed to help you exercise leadership through verbal communication.

ES701  Executive Written Communication  
Credits: 1  Prerequisites: none  
This course is a combination of lecture, discussion, and hands-on practice. It's designed to help you exercise leadership through writing and understand how strategies of written communication are an essential aspect of effective management, working relationships in the network era, and overall business strategy.

ES707  Managing Career Growth  
Credits: 1  Prerequisites: none  
Students who took ES711, ES713, ES715, or ES717 may not take this class.  
The MBA is simply a step along the path of a career. It provides the skills and tools necessary to take many steps forward, but you must manage where those steps lead and how. Managing Career Growth will provide you the understanding of to managing your own career going forward.  
The class will cover:

Career self-assessment (interests, values and skills)  
Networking and developmental relationships  
Career management/advancement strategies  
Developing your career marketing plan and professional portfolio  

All with the purpose of providing a foundation to not only manage your next steps but continuously assess, network, market and manage yourself. You are indeed a business of one and you are the one responsible for managing that business.

ES721  Teaming  
Credits: 0  Prerequisites: none  
Reserved for first year full time cohorted MBA students  
Teaming is one of the three elements of the Professional Skills course. Delivered through key interactions across the modular MBA core, teaming works to both support student work in teams while also provide an intellectual understanding of how to assess the dynamics by which teams form, develop, change, achieve success and transform or disband.
ES722 Executive Communication
Credits: 0  Prerequisites: none
Reserved for first year full time cohorted MBA students
Executive Communication is one of the three elements of the Professional Skills course. Beginning in the pre-term and delivered through key interactions across the modular MBA core, Executive Communication will provide students with essential skills in oral communication - including development of a presenter's delivery skills and message clarity - and written communication - including how to exercise leadership through writing and understanding how strategies of written communication are an essential aspect of effective management. Executive Communication skills delivery is also structured to provide supporting content linked to both the career and integrated project activities.

ES723 Career Management
Credits: 0  Prerequisites: none
Reserved for first year full time cohorted MBA students
Career Management is one of the three elements of the Professional Skills course. This professional development course is designed to assist students in transforming interests into professional goals, and these goals into an MBA level, candidate-driven internship and job search. The Career Management course integrates a set of complementary resources and activities: self-assessment, career management tools, skill building opportunities, and active involvement in a career development community. The course will help students to determine professional goals; develop and implement a plan for achieving them; acquire the specific skills and experiences needed to become market ready; build a personal brand and professional network.

ES740 Career Management
Credits: 2  Prerequisites: none
The Career Management course is jointly sponsored by the faculty, the Feld Career Center staff, and student clubs. This professional development course is designed to assist you in transforming your personal interests into professional goals, and these goals into an MBA level, candidate-driven internship and job search.

The Career Management course integrates a set of complementary resources and activities: self-assessment, career management tools, skill building opportunities, and active involvement in a career development community. The overall objective is to help you:
1. Determine your professional goals,
2. Develop and implement a plan for achieving them,
3. Acquire the specific skills and experiences needed to become market ready, and
4. Build your personal brand and professional network.

ES743 Career Community 3
Credits: 1  Prerequisites: ES741 and ES742
Early in semester 1, students will enroll in one section of ES741 that best aligns with their career interests and needs (ES741). There are nine career communities to choose from, as listed in the syllabus for ES740. Each Career Community will have a minimum of two meetings during each semester. Students will enroll in ES742 for second semester, and ES743 for the third semester. Generally, students will sign up for the same Career Community each term, unless they decide that another community aligns better with their evolving career interests and needs. Credit for participation in a Career Community is given for ES743 as students near the end of their MBA program.

FE721 Finance 1
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710
Reserved for first year full time cohorted MBA students
The objective of this course is to introduce the students to the theory and practice of corporate finance, and to provide the students with a set of analytical tools necessary to answer the most important questions related to firms’ valuation and investment decision making first under certainty and then under uncertainty. The course can be divided into the following three building blocks: valuation, investment decisions, and the relation between risk and return.

FE722 Financial Management
Credits: 4  Prerequisites: OB712/713, AC710/711 (or concurrently)
Financial Management examines three sets of problems: 1) saving and investment decisions by households, 2) investment and financing decisions by corporations, and 3) the role of securities markets and financial intermediaries in the economy. Decisions today affect the timing of and uncertainty about future flows of income; both timing and risk determine the current value of those future flows. This course develops the tools required to analyze these decisions and their interaction within the financial system.
FE730 Economics and Management Decisions  
**Credits:** 4  **Prerequisites:** OB712/713 (Recommend QM717)  
The aim of the course is to present many of the decision problems managers face and to present the economic analysis they need to guide these decisions. In the first half of the course, microeconomic tools are used to structure complicated decision problems about production, pricing, investment, and other strategic issues, address uncertainty through probabilistic forecasts and sequential decisions. An additional goal is to distinguish different market structures and apply competitive strategies using game theory. In the second half, the focus shifts to the study of the national and global economic environments within which companies operate. We identify the drivers of fluctuations in GDP, inflation, interest and exchange rates, and other key features of the economies. Since governments play key roles in determining the fate of economies and companies, the final theme is the rationale for and efficacy of government policy tools.

IS710 IT Strategies for a Networked Economy  
**Credits:** 3  **Prerequisites:** MG700, PL727, QM716, AC710, FE721, MK723, OM725, PL700  
*Reserved for first year full time cohorted MBA students*

This case-based course demonstrates the role that information technology plays in shaping business strategy and business models. It provides an overview of the key technologies that are important in today's business environment and introduces organization and management concepts relating to the information technology function. The course also illustrates the relationships between organizational performance and the ability to leverage knowledge assets.

IS711 IT Strategies for a Networked Economy  
**Credits:** 4  **Prerequisites:** OB712/713, AC710/711, QM716/717  
*Reserved for first year full time cohorted MBA students*

This case-based course demonstrates the role that information technology plays in shaping business strategy and business models. It provides an overview of the key technologies that are important in today's business environment and introduces organization and management concepts relating to the information technology function. The course also illustrates the relationships between organizational performance and the ability to leverage knowledge assets.

MG700 Ethical and Global Foundations  
**Credits:** 1  **Prerequisites:** none  
*Reserved for first year full time cohorted MBA students*

This experience, delivered during the pre-semester, will deliver ethical and global foundations which provide students a broad exposure to concepts that will be applied throughout the MBA experience. The foundation contains two elements. First, an intensive three day element - Ethics, Values, and Responsibility – is designed to lay a conceptual foundation, introduce frameworks, provide a common language for ethics and ethical decision-making, and provoke awareness of one’s values and ethical frontier to help guide principled thought and analysis. Second, Global Foundations will expose students to the complexities of operating in a global environment, discuss challenges associated with globalization, consider strategic factors when approaching global business problems, gain understating of global institutions, and provide a foundation on approaching country contexts.

MG790 Ethical Leadership in a Global Economy  
**Credits:** 3  **Prerequisites:** MG700, PL727, QM716, AC710, OM725, MK723, FE721, PL700, IS710, OB713, SI750  
*Reserved for 2nd year full time cohorted MBA students*

Ethical Leadership in a Global Economy will provide students with a unique 2nd year learning experience on how the global economy is transforming economic sectors, presenting new risks, calling forth innovation, and challenging traditional values and norms. Through engagement with select firms, governmental, and civil society organizations, students will develop an appreciation of how new realities challenge traditional business integrity, strategy, and values in the global economy. Course projects and content will include both sector and functional based experiences. This course will provide opportunity for students to apply concepts which have been building through the pre-term, core, and professional skills courses.

MK723 Marketing Management  
**Credits:** 3  **Prerequisites:** MG700, PL727, QM716, AC710  
*Reserved for first year full time cohorted MBA students*

This course provides a practical understanding of how business strategies and tactics are driven by marketing’s dual focus on customers and competition. Students will learn how to leverage marketing tools and emerging technologies in the creation (e.g., customer insight, product and service design, branding), delivery (e.g., communication and distribution), and capture (e.g., pricing, customer life time value) of marketplace value. Across business contexts including B2C, B2B, products versus services, global versus domestic markets, small/medium/large organizations, for-profit versus social enterprises, the course builds the fundamental skills involved in analyzing market challenges and opportunities and making decisions for the formulation and implementation of successful and sustainable marketing programs.
MK724  Marketing Management  
Credits: 4  Prerequisites: AC710/711 taken before or concurrently
This course builds an in-depth understanding of basic marketing concepts and applies those concepts to a variety of management situations, including non-profit and public sector settings. The course provides working knowledge of the tools of marketing (product policy, pricing, distribution, promotion, consumer behavior), and the ways in which these tools can be usefully employed. The course builds practical skills in analyzing marketing problems and opportunities, and in developing marketing programs.

OB712  Managing Organizations and People  
Credits: 4  Prerequisites: none
This course introduces you to some fundamental concepts, models and frameworks to help you become better acquainted with the organizations for which you work, the teams in which you work, the people with whom you work, and your own personal development. Specifically, this course considers: 1) how to develop yourselves as managers, 2) how to work well within teams, 3) how to assess and manage interpersonal dynamics, 4) how to structure more effective organizations, and 5) how to manage organizational change. Tying all of these elements together, we will devote particular attention to the traits, skills and behaviors that are indicative of good leadership and how organizations and managers can be transformed for better alignment with the business demands of the future.

OB713  Managing Organizations and People  
Reserved for first year full time cohorted MBA students
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710, FE721, MK723, OM725, PL700
This course introduces concepts, models and frameworks to help you become better managers of the organizations you work for, the teams you work in, the people you work with and your own professional development. Emphasis will be on behavioral science concepts and research findings related to the major challenges managers face — how to organize individuals in order to fulfill the objectives and strategies of the firm. Topics that will be examined include: the nature and dynamics of the organization (organizational structure and culture, performance systems and metrics, reward systems, selection and socialization); the elements of individual leadership and personal development (power, decision-making, emotional intelligence, career development, developmental needs, feedback, and mentoring and coaching); managing change within organizational contexts (the dynamics and stages of organizational change and the skills and tactics employed by change agents); and the relationships between the firm and the external environment in which it operates. The course objective is to provide analytical skills and strategies, substantive knowledge, and a professional sensibility that will increase your ability to take effective action in firms, agencies and other organizations.

OM725  Creating Value Through Operations and Technology  
Reserved for first year full time cohorted MBA students
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710
This MBA core course is case-oriented and focuses on topics of use to managers in any environment: process analysis, process improvement, supply chain management, and strategic operations decision-making. The course emphasizes the importance of effectiveness and efficiency and evaluates the potential trade-offs between them.

OM726  Creating Value Through Operations and Technology  
Credits: 4  Prerequisites: OB712/713, AC710/711, QM716/717, (Recommend MK723/724 & FE721/722)
This MBA core course is case-oriented and focuses on topics of use to managers in any environment: process analysis, process improvement, supply chain management, and strategic operations decision-making. The course emphasizes the importance of effectiveness and efficiency and evaluates the potential trade-offs between them.

PL700  Introduction to Business Law  
Credits: 2  Prerequisites: none
This course will survey contemporary issues in selected areas of law and ethics. We will introduce pivotal areas of law, so that students begin to anticipate legal problems, analyze how to avoid them, and realize how legal principles can be employed to add value in their chosen fields. The subjects are torts, contracts, employment law, securities regulation and corporate governance. We expect that this overview of a few disciplines will encourage students to explore other legal topics relevant to their business interests. We will also offer an analytic structure that enables students to identify ethical issues in business, analyze options and make choices consistent with their own values.

PL727  Organizations, Markets, and Society  
Reserved for first year full time cohorted MBA students
Credits: 3  Prerequisites: MG700
Understanding and analyzing the core strategic decisions facing businesses in competitive markets. Students will examine how businesses achieve their fundamental goals given the need to produce goods and services efficiently and a market environment reflecting consumer preferences (demand) and the strategies and strengths of competitors. Students will develop analytic skills necessary for understanding core business models and how different models create value for the business as well as the larger society.
QM716 Business Analytics: Data Analysis and Risk  
Credits: 3  Prerequisites: MG700  
Reserved for first year full time cohorted MBA students  
The overall goal of this course is to improve student ability to learn from data, specifically to 1) assess the validity of conclusions that have been drawn from statistical analyses; 2) recognize the extent to which variation characterizes products and processes, and understand the implications of variation on organizational decisions when interpreting data; and 3) portray, summarize and analyze data to support operational and strategic decisions associated with the core business models. Students will increase their understanding of the use of probabilities to reflect uncertainty; how to interpret data in light of uncertainty to assess risk; and how to build and interpret regression models, which can be used to inform core business and organizational decisions.

QM717 Data Analysis for Managerial Decision-Making  
Credits: 4  Prerequisites: OB712/713  
Managers deal with a large amount of information in quantitative form. Effective managers must understand the conditions under which quantitative techniques may be appropriately applied for decision-making. In this course, students develop skills in using the computer to examine and report data. The focus is on deriving meaning from particular data sets, and the use of statistical estimation, hypothesis testing, and regression/correlation analysis in decision-making.

SI750 Competition, Innovation, and Strategy  
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710, FE721, MK723, OM725, PL700  
Reserved for Full-time cohort MBA students only.  
"Competition, Innovation, and Strategy" is an integrative course designed to capitalize on your understanding of Finance, Operations Management, Marketing, and other functional issues. The course draws on a number of academic disciplines, especially economics, organization theory, and sociology, to build a fundamental understanding of how and why some firms achieve and sustain superior performance. We also study why some firms persistently generate returns that are lower than average. The course is analytically focused and requires that you evaluate both the external environment and the internal capabilities of organizations. Corporate diversification and global management are important topics that are also featured.

SI751 Competition, Innovation, and Strategy  
Credits: 4  Prerequisites: OB712/713, AC710/711, MK723/724, OM725/726  
Replaces SP751  
"Competition, Innovation, and Strategy" is an integrative course designed to capitalize on your understanding of Finance, Operations Management, Marketing, and other functional issues. The course draws on a number of academic disciplines, especially economics, organization theory, and sociology, to build a fundamental understanding of how and why some firms achieve and sustain superior performance. We also study why some firms persistently generate returns that are lower than average. The course is analytically focused and requires that you evaluate both the external environment and the internal capabilities of organizations. Corporate diversification and global management are important topics that are also featured.
Strategies for Sustainable Development

Credits: 3.0  Prerequisites: OB712/713, AC710/711, QM716/717, MK723/724, FE721/722, FE727/730, IS710/711, OM725/726
Replaces PL870

Strategies for Sustainable Development is a broad and far-reaching course in scope and topics. After an introduction to the concepts of the limits-to-growth and global sustainability challenges resulting from population growth, resource scarcity, environmental degradation and climate change students dive deep into the cultural, societal and economic development issues of globalization, study the implications of globalization on the current social and economic development of nations/regions/industries and explore new development models (for-profit and non-profit entrepreneurship) for sustainable development at the international, national, and sub-national levels. This Course replaces Government, Society and the New Entrepreneur. Students who took that course may not take PL870.

The Course has three major themes:

• The first major theme of the course is a series of country cases that explore the cultural, social, political and economic context in which business enterprise has historically been conducted.

• The second major theme of the course overlays the international institutions that emerged from Bretton Woods; the UN, GATT/WTO, the World Bank and the IMF, (the emerging World Environmental Organization, WEO) onto the country cases and explores emerging topics of international Intellectual Property Rights (IPR), Corporate Social Responsibility (CSR) and International Environmental Protection (IEP).

• The third major theme of the course explores the emergence of new models of sustainable development; contrasting bottoms-ups collective action and entrepreneurship against classic aid-based models as a force for change and driver of sustainable development.
Electives

AC814  Financial Statement Analysis & Investor Decisions
Credits: 3  Prerequisites: OB712/OB713, AC710/711, QM716/717, MK723/724, FE721/722
This course is designed to develop skills in interpreting and analyzing the financial reports prepared by firms for investors and creditors. The following topics are covered: 1) analyzing profitability and risk, (2) understanding the major accounting choices affecting financial statements and managerial incentives that influence these choices, (3) assessing the quality of earnings, (4) using cash-flow based and earnings-based valuation models. The course also includes a brief review of some important accounting principles, emphasizing areas that were not covered in AC710. [Lectures, exercises, exams, and project.]

AC841  Advanced Accounting 1
Credits: 3  Prerequisites: AC710/711, AC847 and AC848 (or concurrently)
Examines accounting principles and practices related to business combinations and foreign operations (accounting for mergers and acquisitions, constructing consolidated financial statements, recording foreign currency transactions and hedging exchange risk, translating foreign subsidiaries’ local currency financial statements), business segments, reporting for local governments, and the impact of the SEC and international standards on financial reporting.

AC847  Intermediate Accounting 1
Credits: 3  Prerequisites: AC710/711
Topics covered: 1) Review of generally accepted accounting principles, especially matching concept and revenue recognition rules. 2) Consideration of balance sheet and income statement classification issues. 3) Accounting and reporting issues related to cash, accounts receivable, inventories, investments, intangibles, and plant assets.

AC848  Intermediate Accounting 2
Credits: 3  Prerequisites: AC710/711, AC847
This course focuses on the recognition and measurement of issues in accounting related to income taxes, lease obligations, and pension liabilities and equity. It focuses further on the preparation of, and uses for, statement of cash flows; calculating, reporting, and interpreting financial measures, including earnings per share; the nature and purpose of segment and interim reporting; and accounting for changing prices. The course also provides a brief overview of the auditor's opinion.

AC865  Auditing Issues & Problems
Credits: 3  Prerequisites: AC710/711, AC847 and AC848 (or concurrently)
Introduces the basic concepts underlying auditing and assurance services (including materiality, audit risk, and evidence) and demonstrates how to apply those concepts to audit and assurance services through financial statement audits.

AC869  Principles of Income Taxation I
Credits: 3  Prerequisites: AC710/711
Federal income tax law common to all taxpayers--individuals, partnerships, corporations. Tax returns for individuals. Topics include tax accounting, income to be included and excluded in returns, tax deductions, ordinary and capital gains and losses, inventories, installment sales, depreciation, bad debts, and other losses.
FE810 Finance 2  
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710, OM725, MK723, FE721, PL700, IS710, OB713, SI750  
This course extends fundamental concepts of corporate finance and asset pricing introduced in the core. The course is required for finance concentrators and prepares them for all finance electives offered in the second year. Corporate finance concepts covered are capital structure decisions, payout policy decisions, and real options. Asset pricing topics include market efficiency, multifactor models for the risk and return, arbitrage pricing theory and contingent claim analysis and its use in valuation and risk management. The concepts are illustrated in practical examples that prepare students for their summer internships.

FE820 Corporate Financial Management  
Credits: 3  Prerequisites: FE721/722  
This course provides an in-depth analysis of financial considerations relating to corporate growth. It addresses the setting of financial or corporate goals in terms of maximizing shareholders' equity, and relationships among dividend policy, debt levels, capital costs, return on investments, and growth.

FE821 Advanced Corporate Finance  
Credits: 3  Prerequisites: FE721/722, FE820  
This course is designed for students who are pursuing careers in corporate finance within industrial corporations, corporate finance departments of investment-banking firms or in investment banking. The course provides follow-up on the basic financial frameworks and analytical methods outlined in introductory courses. Three primary areas are covered: risk management; agency, information, and psychology; and real options.

FE822 Fixed Income Markets  
Credits: 3  Prerequisites: FE721/722  
This is a course primarily on fixed-income debt securities and markets. Emphasis is placed on the factors that determine bond yields, factors such as the coupon and maturity structure, liquidity, credit risk, and tax status of the security, and on measures of return and risk, statistics such as the yield to maturity, horizon yield, duration, and convexity. We will cover government debt (Treasuries and municipals), corporate bonds (investment-grade and high-yield), agency (Fannie Mae and Freddie Mac) and mortgage-backed debt created via securitization (i.e., collateralized mortgage obligations). We will emphasize how interest rate and credit derivatives are used to manage portfolios of fixed-income securities.

FE823 Investments  
Credits: 3  Prerequisites: FE721/722  
This course looks at speculative markets, including organized security markets and exchanges; definitions of securities; relevant tax law and sources of investment information; principles of stock and bond valuation; and security price behavior. Also discussed in this course are problems and models associated with portfolio analysis and management.

FE825 Advanced Topics in Investments  
Credits: 3  Prerequisites: FE721/722, FE727/730, FE823  
This course is about the theory and practice of integrated wealth and risk management. It is intended for students who plan a career in the financial services. It focuses on building quantitative decision models for individual investors, investment firms, and pension funds. Subjects covered include the framing and quantitative modeling of lifecycle saving, investing, and risk-management decisions, and the design and production of retirement products, and other structured investment contracts to achieve targeted objectives.

FE827 International Financial Management  
Credits: 3  Prerequisites: FE721/722  
This course examines the acquisition, investment, management, and conversion of funds in the international context. Other areas of discussion include: foreign exchange exposure and risk, investment decisions, international capital markets and banking, trade financing and tax planning, balance of payments and national goals, and financial planning from a multinational perspective.

FE829 Futures, Options & Financial Risk Management  
Credits: 3  Prerequisites: FE721/722  
Futures and stock options are recognized as important tools of investment and risk reduction. This course covers the theory of futures and option pricing and develops a framework for analyzing hedging and investment decisions using futures and options. Attention is paid to practical considerations in the use of these investments, tax and accounting issues and the institutional features of the market in which the various instruments are traded.

FE850 Private Equity: Leveraged Buyouts  
Credits: 3  Prerequisites: FE 820  
Private Equity (PE) has become a major force in the capital markets. This course will expose students to, and de-mystify, the world of PE. The focus will be centered on LBOs and their position in the “alternative asset” class. Students will learn about the activities of a PE firm including formation, fundraising, investing (including deal structure, terms, due diligence and governance) and exiting. We will also discuss what other industry sectors serve or are affected by PE and who the players are. Case study and class participation will be the primary mode of learning.
FE854 Entrepreneurial Finance
Credits: 3  Prerequisites: AC710/711, FE721/722
The focus of FE854 is on the development of financial and business skills to identify, evaluate, start and manage new ventures. A comprehensive understanding of finance is an essential ingredient in the "recipe" for business success. No longer can the assumptions underlying financial projections be treated as "black boxes." In many cases, the answer is less important than the analytical process used to calculate it. Readings for the course will primarily be in the form of case studies, and will be supplemented by guest speakers, presentations, and readings from academia and industry.

FE918 Doctoral Seminar in Finance
Credits: 4  Prerequisites: none
*DBA course open to MBA students with instructor’s permission.*
This doctoral course, is designed to provide students with an introduction to financial economics. This lecture-based course will cover no arbitrage conditions, preferences and risk aversion, portfolio selection, the capital asset pricing model, asset pricing and dynamic asset pricing. In addition to lectures, this class will include readings and assignments. Open to MBA students with faculty member’s permission. Must have strong quantitative background and several courses in finance or economics.

FE920 Advanced Capital Markets
Credits: 4  Prerequisites: none.
*DBA course open to MBA students with instructor's permission.*
This course provides a comprehensive and in-depth treatment of modern asset pricing theories. Extensive use is made of continuous time stochastic processes, stochastic calculus and optimal control. In particular, martingale methods are employed to address the following topics: (i) optimal consumption-portfolio policies and (ii) asset pricing in general equilibrium models. Recent advances involving nonseparable preferences, incomplete information, incomplete markets, constraints and agents diversity will be discussed.
HM703  Health Sector Issues and Opportunities  
Credits: 3  Prerequisites: none  
This course provides a dynamic introduction to the health sector, beginning with the burden and distribution of disease and current patterns of expenditures. While the emphasis will be on the American system, a global context will be developed. The basic elements of insurance and payment, service delivery, and life sciences products will be described, and put in the context of the unique economic structure of the sector. The intense challenges of the sector will be explored, as well as both the ethical issues presented and the opportunities that emerge. Public policy and technological and practice development as drivers of change will be addressed throughout.

HM710  Health Service Delivery: Strategies, Solutions and Execution  
Credits: 3  Prerequisites: HM703  
This course will provide knowledge and skills needed to develop and implement systems capable of delivering accessible, high quality, efficient health care services. It will draw upon relevant information from disciplinary areas of study including strategy, operations, marketing, finance, law, human resources, quality improvement, and information technology.

HM717  Drugs, Devices and Diagnostics: New Challenges, Strategies and Execution  
Credits: 3  Prerequisites: HM703, FE721/722, MK723/724 and SI750/751  
This course will examine issues and opportunities in life sciences including the pharmaceutical, biotechnology, medical devices sectors and the life sciences service industry supporting these sectors. The course will investigate who manages these companies and what are the strategies that are used to build successful enterprises. There will be a review of the expertise that is needed in these companies or that must be out-sourced including development, manufacturing, marketing and finance. The principals governing the industry including patent law, regulatory and FDA compliance will be addressed.

HM801  Bench-to-Bedside: Translating Biomedical Innovation from the Laboratory to the Marketplace  
Credits: 3  Prerequisites: none  
The subject of the course is the translation of medical technologies into new products and services for the healthcare system.  

The course begins with a rigorous study of intellectual property, licensing and the core aspects of planning, creating, funding and building new entrepreneurial ventures. Concepts and tools are presented for assessing new technologies and their potential to be the basis for a new entrepreneurial venture. Comparisons will be made of how technologies can be sourced and commercialized out of three very different environments: universities, national laboratories and corporate laboratories. Cross-disciplinary teams of students will be formed which will evaluate translational research projects currently being developed at Boston University and their potential for transformation into a start-up company to commercialize the technology, providing a unique linkage between the scientific research activities of the university and the professional schools. Each week there will be a case study which will discuss examples of both success and failure in technology commercialization. Some of these case studies examine Boston University life sciences spin-out companies, and the founders and CEO’s of these ventures will share their experiences with the class.

HM817  Health Information Technology  
Credits: 3  Prerequisites: HM703  
This course provides students with the knowledge and skills to evaluate and manage information technology in health care organizations. In particular it focuses on the role of IT in driving organizational change and supporting quality improvement and elimination of medical errors. Topics include electronic health records, computerized provider order entry, interoperability, management decision support, and provider pay for performance. The perspective of the course is that of the chief information officer (CIO) and other managers and users of health care information systems, not that of the technical specialist. The course will consist of a series of lectures, cases, and discussions - some of which will be led by guest lecturers who are experts in the field of health care information technology and systems. Course requirements include a quiz, a 10-page paper, and a class presentation.

HM833  Health Sector Marketing  
Credits: 3  Prerequisites: AC710/711 and MK723/724  
This elective provides an in-depth understanding of health sector marketing in the for-profit and not-for-profit sectors for both products and services (hospital, managed care and health services of all types, life sciences, pharma and biotech, medical devices, medical software, and so on). The course explores how the tools of marketing (e.g., consumer behavior, pricing, promotion, channels, branding, segmentation, etc.) can be employed in the rapidly changing health sector with particular attention to changing organizational structures, financing, technologies, market demands, laws, channels of distribution, on-line applications, and regulations which require new approaches to marketing. Topics to be addressed include marketing to physicians, DTC (Direct-to-Consumer) Marketing, new product development particularly for pharmaceuticals and medical devices, adoption of medical and service innovations, typical decision making units in the health sector, and social marketing. (The course is still in development so there will likely be more topics added.) The course will have you keep in mind always while making marketing decisions that medicine, in the purest sense, is a profession with an intellectual discipline, a tradition of service, and an ethical code of conduct, and that service to the patient, as individuals and in the aggregate, is foremost in marketing decision making.
This is an applied consulting project course. Students enrolled in this course will be divided into teams of 4 students during the first class; the assignment of teams is largely dependent upon having a shared interest in one of the number of prospective consulting projects. Each team will select from a pre-designated list of business development-strategy-marketing consulting projects. Projects in the past have ranged from developing an international pricing strategy for the introduction of a new product by Genzyme to providing a marketing plan for a web-based entrepreneurial venture (a medical website targeted toward providing health care clinicians with products, services and information related to electromyography) to developing a strategy for the Dana-Farber Cancer Institute to maintain the loyalty of their referring physicians.

Client companies/organizations have requested these projects, are paying the school for the privilege of having an MBA team, and are covering all expenses associated with the projects. In return, they anticipate receiving a consulting report from the student team at the end of the semester. The deliverables for this assignment are the consulting report as well as a 30 minute in-class presentation followed by a 10 minute question-and-answer period. The team may also be asked by the client to make a presentation to the client’s management. These projects constitute a way to apply what you are learning in the MBA program to a real health sector management situation; an opportunity to gain experience and broaden your familiarity with health sector organizations with which you have had little or no direct experience; a way for local, regional, and national health sector organizations to benefit from your expertise and hard work in solving a management problem; and a continuing linkage of the Boston University MBA and Health Sector Management Programs to the health sector community.
In this course we focus on the management challenges associated with developing strategies and managing the operations of companies whose activities stretch across national boundaries, especially in high-growth and developing economies. Operating in an international rather than a domestic arena presents organizations with many challenges and opportunities. Having a worldwide operations not only gives companies access to new markets and diverse resources, it also opens up new sources of information and knowledge that stimulate future innovation and strategic moves, as well as assessing Corporate roles in social responsibility. With opportunities, however, come challenges that are more complex, diverse, and uncertain than those faced by companies that operate only within a given nation's borders. As a result of taking this course students will acquire new and useful skills, competencies, an perspectives that will help them as they consider perusing a career in international management.

How do we prepare for the emerging opportunities and challenges that China’s economic development and Asia’s growing presence continue to create? This two-week seminar through six cities in China and Korea provides future global business leaders with an opportunity to contemplate answers to the above question. We visit companies (both multinational and local) competing in this dynamic market, meet governmental officials to hear about policies and implications, learn from local MBA professors about what they see our strengths and weaknesses are, participate in real market activities, and develop global network of knowledge with local MBA students and BU alumni in the region. Through this process, students will deepen their understanding of the unique nature of opportunities and challenges in the region, become more comfortable with the myriads of cultural and communicational details, and explore professional opportunities located in the region.

The European Field Seminar gives students an appreciation of "competing in Europe." The European competitive landscape is changing rapidly. Three Boston-based class sessions introduce students to topics such as the history of the European Union, European Community Law, Member States, European Monetary Union and Competition Policy. During a two week period, the class visits a variety of organizations in Europe to learn about relevant competition issues; students experience first-hand how firms are dealing with them (or should be dealing with them). The wide variety of sectors covered appeals to broad segments of the MBA population.

This intensive ten day seminar will provide students with a broad understanding of the ways in which business strategies can create value at the base of the economic pyramid. Students will gain first hand experience of how businesses, NGOs (non-governmental organizations) and government are using models of social enterprise to address social and economic issues in the fields of health, education and the environment in the context of an emerging market—in this case, Brazil. This study program will include extensive site visits throughout the country to social enterprises, multi-national firms, NGO ventures and government organizations. Students will also hear from a wide variety of Latin American specialists in topic areas. A broad range of topics will be covered including: renewable energy, sustainable development, eco-tourism, new models for providing health and education services to underserved populations, social enterprise, micro-enterprise, corporate social responsibility and public/private partnerships.

This program is designed for MBA students who seek to understand the rapidly changing global forces of the health sector, as they intersect with the dynamics of an emerging country, through the vehicle of experiencing and learning about India. Following a series of meetings in Boston, 20 students will travel through India over twelve days in January 2010, visiting Delhi, Mumbai, and Bangalore. The field study program will include visits to government agencies, hospitals, pharmaceutical companies, health sector start-up companies, health centers, research laboratories, and academic research settings. Issues of particular interest include technology and bio-pharma development, effective service delivery with limited resources, the role of entrepreneurial initiative in complex environments, international trade and competition in the health sector, and the potential to leapfrog development in underdeveloped settings. Open to all MBA students.
IS714 Mastering IT Strategy  
Credits: 3  Prerequisites: none  
Required MS-MBA course. Non MS-MBA students may enroll with instructors permission.  
This is a capstone course to integrate the key concepts and approaches to managing IT in modern corporations. Using a set of leading-edge case examples, frameworks, the students will have an opportunity to understand how IT strategy supports current business models while shaping tomorrow's business models. Students will master the intricate challenges of placing IT at the core of modern enterprises. They will have an opportunity to apply their learnings to a company of their choice through a course project.

IS717 IT Applications in Management  
Credits: 3  Prerequisites: none  
Winter Intensive in January  
The objective of this course is to provide an introduction to IT/IS technologies and to provide a hands-on, tutorial-driven, application development experience. The course will be divided into two sessions on each day. For three days, the first session will offer a strategic application of a technology, and the second session, will provide an overview of the technological components that enable this technology. Technologies to be discussed include enterprise systems applications such as ERP systems, SCM systems, and CRM systems. The other two days of the course will focus on using a programming environment to develop one or two simple applications. The "instructional" half of the day will cover the key constructs and components of the programming environment and the second half will be a hand-on tutorial on the application of the concepts covered.

IS827 Platforms and Information Markets  
Credits: 3  Prerequisites: IS710/711, FE727/730, SI750/751, or permission of instructor  
To thrive in modern economies, managers, entrepreneurs and investors need a thorough understanding of business platforms. Thousands of firms, from Facebook to Salesforce, now operate as open ecosystems that match buyers and sellers, gain value and market share from network effects, and harness their users to innovate. Drawing on cases from social media, entrepreneurship, enterprise software, mobile services, healthcare, and consumer products, students will analyze and learn to negotiate platform startup, convert existing businesses, and make vital decisions on issues of openness, cannibalization, and competition. Students will interact with execs of major firms such as Cisco and SAP and with startups. They will learn to apply concepts from two sided networks, industrial organization, information asymmetry, pricing, intellectual property, and game theory to real problems. Known worldwide for his work on network business models, Professor Van Alstyne provides students with the tools to leverage key principles into hands-on creation and management of real-world platforms.

IS828 Managing Information Security  
Credits: 3  Prerequisites: none  
This MBA elective (also open to undergraduates) will combine a technical and business approach to the management of information. It will address technical issues such as cryptography, intrusion detection and firewalls along with managerial ideas such as overall security policies, managing uncertainty and risk and organization factors. We will examine different aspects of computer security such as passwords, virus protection and managing computer security in dynamic environments. Topics will also include network security and how to secure wireless application and services. These technical details will be placed in a business context. The class will have a practical focus as we examine current best practices. There will be several guest speakers in the security area. This will be a project oriented class and students will present their research projects during the last several classes.

IS841 Advanced Business Analytics: Data Mining  
Credits: 3  Prerequisites: none  
The widespread proliferation of IT-influenced economic activity leaves behind a rich trail of micro-level data about consumer, supplier and competitor preferences. This has led to the emergence of a new form of competition based on the extensive use of analytics, experimentation, and fact-based decision making. In virtually every industry the competitive strategies organizations are employing today rely extensively on data analysis to predict the consequences of alternative courses of action, and to guide executive decision making. This course provides a hands-on introduction to the concepts, methods and processes of business analytics. We will learn how to obtain and draw business inferences from data by asking the right questions and using the appropriate tools. Topics to be covered include data preparation, data visualization, data mining, text mining, recommender systems as well as the overall process of using analytics to solve business problems, its organizational implications and pitfalls. Students will work with real world business data and analytics software. Where possible cases will used to motivate the topic being covered. Prior courses in data management and statistics will be helpful but not required.
Practicing IT Strategy, Management and Delivery

Credits: 3  Prerequisites: none

_MBA elective. Non MS-MBA students may enroll with instructors permission._

For future business leaders who want to understand, influence and leverage technology investments more effectively. The course provides effective strategies, pragmatic options, and leading practice alternatives for linking Business and Technology Strategies, defining effective governance and organization models, and successfully delivering new technology innovation. Students will master the complex methods and practices needed to frame a problem and propose an actionable solution that would be expected from future Business Executives and Technology Managers. Students will master the complex methods and practices to frame a problem and propose an actionable solution that would be expected from Business Executives (e.g., CEO, Marketing Executive, CIO, CFO) and Technology Executives (e.g., Product Manager, Consultant, Program Manager, Sales).

Digital Transformation: Immersive Interactions and Insights at Silicon Valley

Credits: 3  Prerequisites: IS710/711

_Field Seminar_

This course will be a one week intensive held in Silicon Valley. The course is designed to achieve two objectives. First, to develop an appreciation for the role of Silicon Valley in Digital Innovation and, secondly, to examine how digital innovations are impacting key shifts in specific sectors. This year, the course will focus on three sectors; Healthcare, Energy and Digital Content/education/media. Students will be placed into teams and be expected to develop specific insights as the basis to engage in interactions with corporate executives, alumni and follow classmates. Teams will also visit leading companies involved in each sector and develop and present their team’s perspective on key digital trends and leadership challenges for their sector.

Designing Systems for Data Management

Credits: 3  Prerequisites: IS705, IS707, IS889

_Required MS-MBA course. MS-MBA students only._

The first objective is to introduce the student the concept of design in information systems. Although the design concepts covered largely focus on data management, it will include high level systems design concepts as well. The second objective of this course is to introduce the student to the practical applications of databases and database management systems. The students will learn the fundamentals of data management starting with the basics of data design. The students will learn querying and managing the data in a database, defining the structures for storing data, and implementing business rules in relational databases using the Structured Query Language (SQL). The two objectives will tie in together as the students will be expected to integrate systems design with data design to design a prototype information system. This exercise will walk the students through the process of eliciting requirements, defining the scope, designing a restricted set of functions, designing the database, implementing the database, and explaining how restricted set of functions will use the data. The programming requirements will be very minimal. Besides the basics of data management, this course will also cover relevant in topics in data management such as database security, data quality management, and data auditing (if time permits).

Telecommunications and Business Networks

Credits: 3  Prerequisites: none

_MBA students only (summer intensives course)_

Examines the data communication hardware and software characteristics that are relevant to the applications software designer, and presents a general overview of communications network design. Topics include issues in the design and use of both local area networks and wide area networks, the impact of communications technology on organizations, and trends in the communication industry.
**MK841 Customer-Driven Growth Strategies**  
*Credits: 3  Prerequisites: MG700, PL727, QM716, AC710, OM725, MK723, FE721, PL700, IS710, OB713, SI750*

*Modular Elective. 1st year FT students only.*

Because companies face constant pressure to develop markets – both existing and new – to feed demands for growth, we propose a course that would equip MBA students with a nimble yet robust approach to identify, quantify and leverage opportunities that facilitate growth. This course proposal comprises experiential “modules” that are based on real-world scenarios designed in collaboration with corporate executive partners (e.g., BU alumni, recruiters, major area employers, network contacts). Modules pose growth challenges partners have experienced in the sectors of (1) healthcare and pharmaceuticals, (2) digital, (3) retail and (4) consumer-packaged goods.

**MK845 Social Media Marketing**  
*Credits: 3  Prerequisites: MK723/724*

Social technology is continuously transforming the way consumers interact with each other and firms. Because of these changes, consumers have greater opportunity to voice their opinions and connect with other consumers and as well as increased influence over marketers and brands. This course covers the implications of the evolution of communication on marketing strategy in the new landscape where traditional and digital media coexist and interact. In this course, we examine how organizations capitalize on social media and these consumer-to-consumer interactions to support their marketing efforts. Specifically, we’ll examine how this new technology can be used to (a) listen to consumers and monitor their behavior; (b) reach specific groups of consumers with messages via a variety of social media channels; (c) deliver content that draws consumers to the organization and to each other and motivates them to act; (d) effectively distributes content to a target audience; and (e) tracks the effectiveness of these efforts. We will particularly focus on the social aspect of social media and how social influence drives behavior. Because the pace of change in this area is so fast, we will challenge ourselves to look toward the future and predict where we think the field will go over the next five years. Throughout the course we will focus on 1) linking strategy and tactics and 2) measuring results. We will use a hands-on approach in examining these topics.

**MK849 Debiasing Decision Making**  
*Credits: 3  Prerequisites: MK723/724*

The objective of this course is to inform future managers, consultants, and advisors of the psychological processes and biases underlying the decisions made by customers, competitors, colleagues, and themselves, with emphasis on how to incorporate such insights into marketing and business strategies. Applications of these processes and biases will be examined within the domains of the sustainability and health sectors. The course will provide students with a broad overview of important results from various behavioral sciences (e.g., behavioral decision research, cognitive and social psychology, behavioral economics, consumer research) that demonstrate the several biases that can affect the quality of our strategic decisions. It is intended to provide students with knowledge about applying these findings to topics in marketing, strategic management, and organizational behavior. Classroom time will be devoted to a combination of lectures, discussions, cases, and exercises illustrating the main concepts.

**MK852 Marketing Analytics**  
*Credits: 3  Prerequisites: MK723/724, QM716/717*

This course will focus on developing marketing strategies driven by marketing analytics. Topics covered include market segmentation, targeting, and positioning, new product test marketing, market response models, customer profitability, social media, and marketing resource allocation. The course will draw on and extend students’ understanding of issues related to quantitative analysis and principles of marketing. The course will use a combination of cases, lectures, simulations, and a hands-on project to develop these skills.

**MK853 Global Strategic Marketing**  
*Credits: 3  Prerequisites: MK723/724*

This course focuses on the key strategic marketing decisions managers must make: deciding whether to market globally; selecting countries in which to market; choosing marketing strategies and tactics for entry and growth; and organizing for and managing the implementation of global marketing strategies.

**MK854 Branding**  
*Credits: 3  Prerequisites: MK723/724*

This is a course about branding, and the ways that brands acquire and sustain value in the marketplace. The course is embedded in sociological, anthropological, and psychological theories of consumer behavior and culture, and relies on these disciplines for insight into effective strategic management of the brand. The cases, readings, in-class discussions, and assignments are designed to provide you with: an understanding of brands as co-creations of consumers, marketers, and cultures, and brand management as a collaborative process of meaning management; a sound foundation in consumer-brand behavior; and a capacity to think creatively and with increased precision about the strategies and tactics involved in building, leveraging, defending, and sustaining strong brands. Select topics we will cover include brand (re)positioning, brand design, brand community, product placements and grassroots marketing, internal branding, brand relationships, brand architecture, brand leverage and extensions, brand metrics, and brand stewardship. A group brand planning project weaves content throughout the course; individual write-ups allow you to explore select branding topics in more detail. Several guest speakers from the branding services, consulting, and practice sides will provide their insights throughout the course.
MK856 Consumer Behavior
Credits: 3  Prerequisites: MK723/724

In order to successfully implement strategy, marketers need to understand their consumers – who they are, what they want, how they make decisions, and how their behavior is influenced by marketers’ actions. This course will cover topics such as the role of culture, psychological processes (e.g. motivation, perception, memory, attitudes, etc.) and marketplace behaviors (e.g. in retail settings, online, post-purchase, etc.). We will also look at such marketing concepts as segmentation strategy, value-based pricing, brand equity, new product adoption, and customer relationship management.

The course involves a team project focused on discovering an unmet consumer need and designing a product and marketing plan to address that need.

MK857 Services Marketing and Management
Credits: 3  Prerequisites: MK723/724

This course takes both a practical and conceptual approach to the marketing of services. The marketing literature views quality as being defined by customer expectations and perceptions. This course looks at key components of services that affect these expectations and perceptions as well as issues of demand management; developing systems that address custom problem solving and complaint management; and the overlap between operational, organizational, behavioral, and marketing issues in service management. The focus of the course varies by class to include professional services, small service, large service organizations and businesses that produce services as a key and necessary line extension to products that they produce.

MK858 Customer Relationship Management
Credits: 3  Prerequisites: MK723/724

The course is designed to give students a working knowledge of the concepts and practices of Customer Relationship Management (CRM). The course will emphasize management of the customer experience and how to modify customer behavior using CRM. Key CRM components will be explored, including: database marketing, campaign management, marketing channels – including social media, marketing technology, marketing planning and measurement, and pricing. Instruction will be a combination of lectures, class discussion, cases, group activities, and guest lecturers.

MK862 Marketing High-Tech Products
Credits: 3  Prerequisites: MK723/724

This course provides you with a good understanding of how marketing works in a high-tech context. When it comes to marketing, there are five important characteristics that make high-tech offerings (products and services) special: technological uncertainty, customer uncertainty, competitor volatility, high-tech offerings are often used not singly but in larger overall systems, and high-tech offerings often exhibit network externalities. These five characteristics have a big impact on the type of challenges, analysis, and marketing decisions made in high-tech industries. The overall purpose of this course is to impart concepts, tools, and frameworks that you can apply as you pursue careers as marketers of high-tech offerings, consultants, investment bankers, and service professionals. The key objectives of the course are to:
- Understand the special challenges involved in marketing high-tech products
- Learn how to analyze high-tech marketing problems which involve significant customer, market, and technological uncertainties;
- Examine approaches to improve the market orientation of, and the marketing-R&D interface in, high-tech companies;
- Understand the impact of diffusion of technology and adoption of innovation on targeting and segmentation decisions;
- Explore the effect of complementary products, databases, and systems on product and pricing decisions;
- Identify the challenges and drivers of success at different stages in a technology’s life-cycle; and,
- Understand the concept of value networks and the role of complementors, partners, and competitors in high-tech industries.

MK864 Pricing Strategy and Tactics
Credits: 3  Prerequisites: MK723/724, PL727/FE730, QM716/717

This course focuses on the practical needs of the marketing manager making pricing decisions. Students learn the techniques of strategic analysis necessary to price more profitably by evaluating the price sensitivity of buyers, determining relevant costs, anticipating and influencing competitors’ pricing and formulating an appropriate pricing strategy.
Globalization, increasing transparency in business operations and the prevalence of social media have forever changed the way stakeholders view and interact with organizations. Societal and business imperatives are not only often considered compatible; they can be increasingly viewed as one and the same. People today often communicate, organize and engage based on mutual interests, and, generally, place greater trust in organizations and individuals that work for a better world. Marketing has often been referred to as the “science of sales.” Whether you are selling a product, an intervention or an idea, it can be a powerful tool for advancing social change in today’s dynamic environment. The strategic integration of a relevant social purpose into a product, business or nonprofit organization through brand-building citizenship activities can drive consumer and donor recall, consideration, acquisition, retention and propensity to recommend. However, these efforts do not usually constitute a “silver bullet” and may not be the best solution to a business problem or societal need at all. In the worst cases, ill-conceived citizenship marketing strategies can result in damaging consequences. Practitioners must be pragmatic when engaging in marketing social change. Understanding how to apply best practice, identify opportunities, address challenges, engage stakeholders and innovate strategically are essential skills in this rapidly evolving sector. The purpose of this course is to provide students with an in-depth understanding of how marketing principles can be applied to create both short-term and lasting social change. Students will explore dimensions of the modern landscapes of brand, corporate and nonprofit “citizenship” and how they relate to marketing. Areas of study include: cause-related marketing and cause branding; nonprofit branding and social movements, as well as corporate social responsibility and shared value creation. This class is taught by Kristian Darigan Merenda. Professor Merenda holds a BS in Marketing from Providence College and an MBA from Boston University. She is an author and award-winning consultant to Fortune 250 corporations and leading NGOs in their efforts to deliver mutually beneficial solutions for their business and society. If you have questions about the course, you can contact Professor Merenda directly at merenda@bu.edu or kristian.merenda@edelman.com.
OB830  Leading the Mission-Driven Organization  
Credits: 3  Prerequisites: none
Mission-driven organizations are created in order to accomplish goals that extend beyond profits for stakeholders and owners. Missions vary, ranging from, among many others: improving health care, providing meaningful work opportunities, educating or protecting youth, safeguarding the planet, eradicating poverty, building sustainable organizations, and enabling spirituality. Such missions occur in the context of various organizations, including non-profit and for-profit, philanthropic and religious, public and private, governmental and non-governmental. This course focuses on leadership theories, frameworks, and practices that take seriously the nature of workers, including both professional staff and volunteers, and their reasons for choosing to work in such organizations. This course is designed to build the capacities of students to use specific tools related to leadership, conflict, and change that are particularly useful in leading mission-driven organizations, and enable them to develop particular insights about specific mission-driven organizations of interest, related to their effectiveness and capacities for change.

OB835  Leading Sustainable Enterprises  
Credits: 3  Prerequisites: none
This course is designed to deepen students’ appreciation for the leadership challenges and opportunities posed by the emerging realities of a more crowded, interconnected, and increasingly resource constrained globe - a world of unprecedented transparency, increasing consumer and investor power and more NGO (non governmental organizations) oversight than ever before. Independent of rank within a company, it is certain that managers, leaders and entrepreneurs will meet or be met with issues that were not a part of management lexicon a decade ago. More specifically, pressures to deliver bottom line results are now compounded by challenges of how such results are delivered. In order to achieve excellence, managers and leaders of tomorrow must be attuned to the traditional strategic framework for competition, and the context of the ecosystem in which they operate. Leaders of tomorrow will compete consciously and generatively to improve the lives of stakeholders including: shareholders, consumers, employees, suppliers and the planet. This course will leverage systems thinking, case studies, debate, discussion, a blog and outside speakers from the world of commerce (e.g. the former CEO of Timberland, founder of QUINN Popcorn) and NGOs (e.g. EDF, TruCost, 1% for the Planet). The course will blend theory and practice to provide students the context, tools, and frameworks to operate as sustainable stewards and leaders in the global economy.

OB840  Management Consulting Field Project  
Credits: 3  Prerequisites: none
The purpose of this course is to provide students with an in-depth understanding of the management consulting process and its practical application. The course simulates a small consulting firm where students are consultants. Students complete significant fieldwork outside of classroom time. Students explore dimensions of defining and understanding the consulting framework, engagements, work methodology, client relationship management, value creation, developing and delivering presentations and client follow-up. This course includes one primary deliverable: the initiation, scoping and completion of a consulting field project. This class is designed and best suited for second year students who have 3-5 years work experience in the public, private or nonprofit sectors.

OB841  Fundamentals of Nonprofit Management  
Credits: 3  Prerequisites: AC710/711
Formerly AC840
The purpose of this course is to teach students about the distinctive challenges of managing high-performing organizations in the nonprofit sector. The course will cover a broad range of topics and it is intended to be a gateway course to the sector and to potential electives and pathways of future learning. The two major projects in the semester (one is individual, one in a team) offer students the chance to choose an area of interest to explore in depth. Other assignments challenge students to identify and analyze key indicators of nonprofit performance and to communicate effectively about those issues to selected stakeholders. A strong grounding in nonprofit accounting and financial management is extremely valuable and so we devote considerable attention to those topics. The course also addresses nonprofit marketing, evaluation, fundraising and revenue generation, growth strategy, impact investing, and the confluence of charity and commerce. The course is oriented to practice and will engage experts in the field.

OB844  Managing Organizational Change  
Credits: 3  Prerequisites: OB712/713
Change is crucial for the success and survival of organizations. Managing change is central to the role of senior leaders, middle managers and frontline supervisors alike; each needs to understand the change process and develop the skills necessary to engage that process effectively. This course focuses on both the knowledge and the set of skills that enable change to be effectively managed across various organizations and industries. Students will learn about how to be effective agents of change, in the context of different types of roles--tops, middles and bottoms--and organizations. We will explore the nature of both proactive and reactive change, examining the conditions under which such change is successful and the skills necessary to ensure that success. Students will also have the opportunity to learn about themselves as change agents, in the context of considering their own tendencies, skills, and capabilities amidst proactive and reactive change. The course is particularly appropriate for students who wish to develop their leadership and consultation capabilities.
OB847  Leading High Performance Teams and Project Groups
Credits: 3  Prerequisites: none
This course introduces the challenges of leading and participating in teams and project groups. It emphasizes the role of leadership in composing teams, motivating members, and creating an environment in which teams and their members grow in capacity over time. This course will use cases, experiential exercises, and group projects to help students gain both knowledge of team dynamics and the skills to shape them.

OB848  The Leadership Challenge
Credits: 3  Prerequisites: OB712/713
This course examines the essence of leadership; its relationship to managing; and the behaviors, attitudes and perspectives that distinguish leaders. Leadership is considered in a variety of ways: leadership in crises, at the top, in the middle, and in groups. Case studies, students' past experiences, instruments, and other learning activities provide opportunities for students to assess and develop their leadership talents.

OB853  Negotiations
Credits: 3  Prerequisites: OB712/713
This course uses the theory and research on effective negotiating strategies to build students' understanding of, and skills for, managing differences and negotiation situations. The course considers, among other topics, the issues of negotiating across functions, between levels, across national and cultural differences, over race and gender differences, and between organizations. Students examine: 1) problems of influence and self-defense in highly competitive “hardball” negotiations; and 2) the art of using differences for creative problem-solving and “mutual gain” outcomes. The emphasis is on developing practical skills for effective negotiations that can be applied to concrete situations. Students should be prepared to learn from their own experiences and practice in this course.

OB861  Leading Through Coaching
Credits: 3  Prerequisites: OB712/713, PL727/FE730, QM716/717, AC710/711, FE721/722, MK723/724, OM725/726, ES707/ES721
This course is designed to develop the practical knowledge and applied coaching skills needed in any supervisory, managerial, team or leadership position. Students will develop skills related to coaching and working with individuals, group facilitation, relational capability, and guiding individuals and groups through role clarification, goal setting, conflict resolution, contracting, and increasing performance. The course begins with a facilitation training retreat followed by weekly class meetings. Students will also have an opportunity to develop practical skills working with faculty and applying, reviewing and enhancing their skills with various student, community and service organizations. In addition to the faculty students will be engaged with external professionals from the Boston Coaching Group, the Executive Development Roundtable and the Center for Creative Leadership to enhance their skills.
OM840  Managing and Improving Quality: Six Sigma Green Belt Certification  
**Credits:** 3  **Prerequisites:** OM725/726, QM716/717  
Six Sigma is a powerful management tool that promotes process improvement, cost reduction and significant enhancement of bottom-line profitability. The purpose of this course is to thoroughly examine the concept of quality, to define it in terms that are useful for managers, to survey the ideas of major quality thinkers and theorists, to develop proficiency in the use of quality tools, and to consider the challenges of quality program implementation in real business situations. Throughout the course we will investigate similarities and differences between quality management in manufacturing and service contexts.

The course has three major objectives. The first goal is to define quality and explore important philosophies and useful frameworks for managers or consultants. The second goal is to focus on the Six Sigma tools available for the pursuit of lasting quality improvements. The third is to bring the experiences of Six Sigma practice into the classroom. We’ll benefit from the expertise and experience of Six Sigma professionals who will help us to understand the challenges of Six Sigma implementations and analyze the lessons they have learned from projects they have undertaken.

OM845  Clean Technologies and Supply Chains  
**Credits:** 3  **Prerequisites:** OM725/726  
The clean technology industry is one of the largest sectors of the economy and yet still undergoing significant growth and attracting a plethora of new entrants. It has been characterized by a great deal of experimentation around new technologies and around business models in the face of regulatory and market place disruptions. The course uses a combination of cases, simulation and analytical exercises to review trends and their co-evolution within the clean technology/energy eco-system. It aims to build a skill set around risk and opportunity assessment, and allied implementation challenges. This course is being set up as an MBA elective that is aligned with the needs of Entrepreneurship, PNP and Strategy concentrations.

OM854  Supply Chain Management  
**Credits:** 3  **Prerequisites:** OM725/726  
This course presents tools and modeling frameworks that are relevant to solving today's supply-chain problems. The class will offer a mixture of case discussions, lectures, games, and outside speakers. Case discussions will cover subjects including designing new-product supply chains, optimizing inventory levels, quick response, the role of B2B exchanges, and managing capacity for short life-cycle products. Games, including the distribution game, the OPT game, and the Beer Game, will reinforce the concepts in a constructive way. Finally, outside speakers will present real-world examples of how supply-chain models are being deployed in practice. This course is for students who will be working in consulting or supply-chain management. For those interested in finance or marketing, the course provides solid exposure to an area that is integral to product-focused companies.

OM855  Project Management  
**Credits:** 3  **Prerequisites:** OM725/726  
Projects are increasingly the way that work gets done in companies of all types and sizes. In this new course you will learn the strategic dimensions of project management, including critical aspects of project selection, definition, planning, execution, and monitoring. Concepts and approaches for dealing with complexity, uncertainty, vague mandates, temporary staff, partners, stakeholders, dynamic risk, and time-critical deadlines are emphasized. Cases and readings cover a wide range of industry and organizational contexts. This course requires that students apply these topics and considerations to a real project of their choice either by analysis of publicly available information or direct field study. Many MBAs are tested on the job through tough assignments in project settings. Your performance there is highly visible. Doing especially well can accelerate your subsequent career opportunities. Prepare now for success in strategic project management by developing the skills and perspectives covered in OM855!
OM865 Idea Lab

Credits: 3  Prerequisites: OM725/726 and MK723/724

Participants will be expected to read assigned material on visualization of ideas, and engage in the generation of promising ideas prior to starting this class.

Make sure you have basic familiarity with how the web works. You need not be technical, nor have deep experience with the web development. Rather, you simply should understand the basic ideas behind URLs, HTML, and how web browsers work. You can figure this out by reading the wikipedia entry (http://en.wikipedia.org/wiki/World_Wide_Web). We will also provide you with a mock-up of a typical website along with a tutorial on how to upload and edit this web site.

This is an experiential course aimed at developing ideas for digital products and services (“web services”), within the context of a multi-stage “innovation tournament.” The tournament structure will force the “screening” of certain ideas in the initial stages, and in such cases, some students will get reassigned to the surviving ideas. Participants will learn specific tools, methods, and concepts related to the creation of such services (e.g., opportunity sensing, management of variation, innovation/business analytics, crowd sourcing vs out sourcing decisions, existing versus incremental enabling technologies, idea interdependence and information architecture, task sequencing for enhancing cycle time and service quality) and will be required to develop web based test tools. For the next offering, the class will be divided into two sub-tournaments. The first tournament will focus on “Healthcare,” and the second on the “SMART Cities and Energy” sector. Students who wish to start their own digital businesses in these sectors, either full time or part time, are strongly encouraged to take this course. The instructor anticipates that the best performing ideas will have high potential for entrepreneurial development. Thus, this course can serve as a front end to conduct follow on development by working either in the IS, operations, health sector management, energy or entrepreneurship concentration courses, and/or by working with affinity groups in the BU community, such as, ITEC.

OM880 Product Design and Development

Credits: 3  Prerequisites: OM725/726

This course explores central managerial challenges in the effective design, development, and introduction of new products. Topics covered include reducing the time to market while meeting cost and quality targets; managing cross-functional projects and inherent technological risks while keeping a focus on customer requirements; and integrated problem-solving by industrial designers, engineers, manufactures, and marketing specialists. [Case studies, readings, guest lecturers, field project]
PL815  Competitive Decision Making  
Credits: 3  Prerequisites: PL727/FE730  
This course explores the strategies of decision-makers in a variety of competitive situations. The main topics include 1) bargaining, negotiation, and arbitration; 2) market competition; 3) competitive bidding; 4) group decisions in organizations; and 5) game theory. In most of these settings, optimal decisions call for cooperation as well as competition. Examples are drawn from a wide variety of managerial settings. [Text, cases and other readings; simulations.]

PL834  Macroeconomics in the Global Environment  
Credits: 3  Prerequisites: none  
Macroeconomics is the study of the aggregate behavior of global market participants, i.e. consumers, firms, workers, governments, central banks, foreign investors. Decision making by investment bankers, product/sales managers, policy makers, or consumers inevitably rely on an understanding of the main forces driving GDP, inflation, unemployment, interest rates, and exchange rates. Consider these questions: 1. Should new consumer durable products be launched during recessions? 2. Are countries that experience high productivity growth good investment targets? 3. Will interest rates drop if the US government starts buying back its debt? 4. With significant liquidity demands by the US economy from the public sector, the household sector and businesses, what explains the low US interest rates? Are these factors expected to keep interest rates low also in the future? 5. Can the Euro boost productivity in Europe in the medium to long run and what are the competitiveness challenges for US businesses of such changes? 6. What are the economic effects of wars and how should they be financed? These and other issues will come up in the course. The main goal of this course is to provide a coherent framework that you can use to understand economic events as you confront them in your work environment.

PL837  Strategic Fundraising and Corporate Philanthropy  
Credits: 3  Prerequisites: none  
This course is designed to help students develop a sophisticated understanding of the field of philanthropy and its role in building successful nonprofit organizations. The course is designed for students who want to become effective nonprofit managers and development professionals, securing financial resources for charitable organizations from foundations, corporations, and individuals. It is also designed to help students become thoughtful stewards of philanthropic funds as a foundation trustee or program officer, corporate giving officer, or individual philanthropist. Accordingly, the course will alternately adopt the perspective of the grant-seeker and the grant-maker. This approach will help prepare future leaders in the field, whether providers of funding or applicants for it, to understand the current and historical context of their work and to ask the right questions of prospective funders, prospective grantees, and their own organizations. The course will consider diverse viewpoints on philanthropy and explore some alternatives to traditional grant-making.

PL845  Improving Your Decisions  
Credits: 3  Prerequisites: none  
The main aim of “Improving Your Decisions” is to present many of the decision problems managers face and to identify the most effective ways to make sound decisions -- as well as the pitfalls, biases, and mistakes that should be avoided. A key element of the course is to present students with a series of decision challenges: What would you do? In other words, you must come to grips with actual decisions and defend your actions. The assigned readings also convey the most recent research findings in behavioral economics: how individuals and managers actually make decisions. The second half of the course centers on group decision making: how groups with common and not-so-common interests decide. A key topic here is the art and science of negotiation, thereby shifting the focus of attention from individual choices to competitive decisions. Again, students are challenged to test their group decision making skills and strategies in a series of simulations and face-to-face negotiations.

PL849  Global Sustainability  
Credits: 3  Prerequisites: none  
Global Sustainability explores the underpinnings of today’s global sustainability challenges and how entrepreneurial thinking can be applied to government, NGOs, multinational corporations, small startups and the capital markets to address these challenges. Though lecture, case discussion, computer simulation and a unique guest speaker program, students will gain deeper understanding of both root cause, the interconnected and interdependencies across sectors such as energy, the environment and the global food and water supplies along with entrepreneurial thinking, methods, models and practices being employed by innovative individuals and organizations at the forefront in the search for solutions.
### PL850 Social Entrepreneurship
**Credits:** 3  **Prerequisites:** AC710/711, OB712/713, MK723/724, FE721/722, OM725/726, QM716/717, IS710/711, FE727/730, SI750/751

The Social Entrepreneurship course is designed to:

1. explore the concepts, practices, opportunities, and challenges of social entrepreneurship;
2. provide frameworks and tools that will help students be more effective in this sector; and
3. provide an opportunity for students to create a business plan for a new social enterprise or an income-generating initiative of a nonprofit organization. In the business plan project, student teams will partner with external organizations. Students will identify and analyze opportunities, resources, and risks and apply skills from marketing, accounting, organizational behavior, strategy and other disciplines. Special emphasis will be placed on aspects of business planning and organizational strategy that are particularly challenging or distinctive in the social sector, including mission definition, leadership, organizational structure, raising capital, and measuring results.

### PL864 Managing Political, Economic, Social and Technology Country Risk
**Credits:** 3  **Prerequisites:** none

This case-based course introduces students to conceptual tools and frameworks that allow them to think systematically about environmental changes that restructure companies, industries, and countries, preparing them to deal with those changes. The course explores political, economic, technological, and social change, as well as natural disasters and political risk. Students will map the flow of events and experiences that shape political or business leaders' attitudes and will be introduced to the analyses of countries, systems, trends, stakeholders, scenario developments, cross-impact, and payoff assessments. They will assess probable shifts in stakeholder power within the industry or country and suggest potentially successful leadership and change strategies.

### PL870 Government, Society and Sustainable Development
**Credits:** 3  **Prerequisites:** OB712/713, AC710/711, QM716/717, MK723/724, FE721/722, FE727/730, IS710/711, OM725/726  **Replaces SP870**

Government, Society and Sustainable Development is broad and far-reaching course in scope and topics. After an introduction to the concepts of the limits-to-growth and global sustainability challenges resulting from population growth, resource scarcity, environmental degradation and climate change students dive deep into the cultural, societal and economic development issues of globalization, study the implications of globalization on the current social and economic development of nations/regions/industries and explore new development models (for-profit and non-profit entrepreneurship) for sustainable development at the international, national, and sub-national levels. This Course replaces Government, Society and the New Entrepreneur. Students who took that course may not take PL870.

The Course has three major themes:

- The first major theme of the course is a series of country cases that explore the cultural, social, political and economic context in which business enterprise has historically been conducted.
- The second major theme of the course overlays the international institutions that emerged from Bretton Woods; the UN, GATT/WTO, the World Bank and the IMF, (the emerging World Environmental Organization, WEO) onto the country cases and explores emerging topics of international Intellectual Property Rights (IPR), Corporate Social Responsibility (CSR) and International Environmental Protection (IEP).
- The third major theme of the course explores the emergence of new models of sustainable development; contrasting bottoms-ups collective action and entrepreneurship against classic aid-based models as a force for change and driver of sustainable development.

### PL882 Public Policy Analysis
**Credits:** 3  **Prerequisites:** FE730/PL727

This course explores the economics of the public sector and the impact government policy and programs have on society and business. The course provides students with tools to systematically examine the financing and measure the impact of government policies and regulations. It explores the rationale for government intervention, appropriate levels of intervention and how to measure the effectiveness of policies and regulations. This course is helpful to those who desire a deeper understanding of the central role government plays in the economy and how government impacts the business and nonprofit sectors.
QM880  Business Analytics: Spreadsheet Optimization and Simulation
Credits: 3  Prerequisites: QM716/717

The modeling process illustrated throughout the course will significantly improve students' abilities to structure complex problems and derive insights about the value of alternatives. You will develop the skills to formulate and analyze a wide range of models that can aid in managerial decision-making in the functional areas of business. These areas include finance (capital budgeting, cash planning, portfolio optimization, valuing options, hedging investments), marketing (pricing, sales force allocation, planning advertising budgets) and operations (production planning, workforce scheduling, facility location, project management). The course will be taught almost entirely by example, using problems from the main functional areas of business. This course is not for people who want a general introduction to or review of Excel. This course is for students who are already comfortable using Excel and would like to use it to create optimization and simulation models.
SI814  Intellectual Property Strategies in Life Sciences and Technology  
**Credits:** 3  **Prerequisites:** OB712/713, MK723/724, QM716/717, AC710/711, FE721/722, or permission of the instructor  
This course covers the ways in which companies use intellectual property to protect their investments in knowledge assets. Traditionally a concern for technology-intensive businesses, patents, copyrights, trademarks, and trade secrets have become important business tools throughout the knowledge-based economy. A good understanding of what IP assets are and how they work has become essential for managers in all types of organizations. This is not a law course, nor a how-to manual rather it is intended to develop your analytical understanding of fundamental economic and legal aspects of intellectual property systems, and how they drive competition and strategy.

SI830  Corporate Strategies for Growth  
**Credits:** 3  **Prerequisites:** SI 750/751  
This course will examine strategies for firm growth that involve expanding the range of the firm’s business activities. We will study strategic logics underlying vertical integration, franchising, related and unrelated diversification, alliances, corporate venturing and spinouts, and other such strategies. We will also study the management challenges associated with these strategies, including designing organizational structures and managerial incentives, managing acquisitions, structuring supplier relationships, and fostering organizational cultures.

SI835  Real Estate Management  
**Credits:** 3  **Prerequisites:** QM716/717, OM725/726, MK723/724, FE721/722  
*Previously PL835*  
This is an introductory course that covers the basics of real estate investing and managing. Subject materials include mortgages, lenders, forms of ownership, tax laws effecting real property, financial analysis and valuation techniques.

SI836  Social Enterprise & Environmental Sustainability  
**Credits:** 3  **Prerequisites:** PL727/FE730  
This course introduces students to the Social Enterprise and Environmental Sustainability sector. Firm actions have increasingly broad and visible social consequences; private, non-profit, and public leaders need to be able to respond to the challenges and opportunities that these consequences impart. In this course, we will discuss a broad set of contexts, including “green” products, renewable energy, carbon markets, and worker health and safety, unified by their creation or destruction of social value. This course provides students with an understanding of how the tools and concepts of business apply to contexts of significant social value, where there are often externalities generated by firm actions that call forth regulation and public policy, NGO activism, and consumer attention. It explores how the social and environmental impact of firm actions can provide both challenges and opportunities for firms to create and capture value.

SI839  Design and Innovation Strategy  
**Credits:** 3  **Prerequisites:** none  
This class will examine how managers and leaders can create the conditions for innovation at the individual, team and organizational levels – and how those conditions differ for startup and mature organizations. Managing innovation includes the generation of ideas; the integration of ideas into new product concepts; and the commercialization of ideas. While core strategy courses address the questions of what innovations to pursue and whether and when those innovations will bring value, this course addresses the question of how managers can create organizations to deliver innovations of value. Thus, the course will focus on the practices and processes that mangers need to put in place to enable organizations to execute on an innovation strategy. In doing so, students will evaluate how to balance the challenges of organizing, managing and leading innovation with the need to produce concrete, routine and expected outcomes within the organization. To be innovative, any new idea must resolve the innovation paradox – introducing enough novelty to appeal to new markets while retaining enough familiarity to tap into existing behaviors. Because design and innovation are frequently inseparable in managing this paradox, the class will assess how design contributes to innovation in product, process and business models across industry sectors. The course will also consider the role that all sources of innovation play – including communities, networks, brokers and other forms of open innovation. Students will be asked to reflect upon innovations that have been critical to their lives, and how these innovations were produced and gained market traction. Final group projects will explore how to “rescue” innovations in trouble with turnaround teams.

SI842  Real Estate Development  
**Credits:** 3  **Prerequisites:** none  
The course provides a framework for evaluating the aspects underlying successful real estate development from concept and feasibility, through site control to regulatory review and construction. The course is taught utilizing class discussion, cases and outside speakers to reinforce the functional areas in the development process.
SI845 Technology Strategy
Credits: 3 Prerequisites: AC710/711, QM716/717, PL727/FE730, MK723/724, OM725/726, FE721/722
Technology Strategy focuses on the interface between technological innovation and strategic management. This advanced strategy course covers the tools and concepts needed to understand how technological change creates new markets and new wealth; how technology-intensive industries differ from other industries; and the type of capabilities that technology-based firms need at different stages of their rapidly evolving industries. Some of the key topics covered include: platform dynamics and business models, standards wars, technology diffusion, technological discontinuities and disruptive innovation, models of industry evolution, dominant technological designs, complementary assets needed to profit from an innovation, and mechanisms to protect intellectual property.

The course provides a rigorous treatment of the topics covered, combined with hands-on exercises and projects to help students apply the concepts to specific companies and technologies. Teaching methodology is a combination of interactive class discussions, online simulations, digital multimedia cases, paper-based cases, and guest speakers from industry. The course has been designed to provide students with a solid foundation of theories, tools, techniques and practices that will allow them to understand how to compete successfully in technology-intensive environments.

SI849 Global Sustainability
Credits: 3.0 Prerequisites: none
Global Sustainability explores the underpinnings of today’s global sustainability challenges and how entrepreneurial thinking can be applied to government, NGOs, multinational corporations, small startups and the capital markets to address these challenges. Though lecture, case discussion, computer simulation and a unique guest speaker program, students will gain deeper understanding of both root cause, the interconnected and interdependencies across sectors such as energy, the environment and the global food and water supplies along with entrepreneurial thinking, methods, models and practices being employed by innovative individuals and organizations at the forefront in the search for solutions.

SI852 Starting New Ventures
Credits: 3 Prerequisites: QM716/717, OM725/726, MK723/724, FE721/722
Replaces SP852
This course focuses on the process of identifying and obtaining the necessary resources to launch an entrepreneurial venture through the development of a business plan. A well-written business plan will communicate the business concept in a way that attracts the various resource providers necessary for the venture’s success. Students will individually develop a business concept and prepare and present a professional business plan.

SI855 Entrepreneurship
Credits: 3 Prerequisites: AC710/711, OB712/713, QM716/717, MK723/724, FE721/722
Students who took SI851 or SI853 may not enroll.
The course is a comprehensive introduction to the entrepreneurial process from idea generation through venture launch and later growth. Initial lectures and case studies focus on idea generation and concept feasibility along with the skills, competencies and perspectives entrepreneurs must develop to manage the organization through each phase of development. Later lectures and cases emphasize the issues faced by entrepreneurs in scaling innovative enterprises; use of strategic alliances, attracting funding and managing investors, managing growth expansion and choosing among exit options.

SI856 International Entrepreneurship
Credits: 3 Prerequisites: none
This course focuses on international entrepreneurship, covering the development of skills to identify, evaluate, start and manage ventures that are international in scope. Specific topics will include market entry, forming alliances, managing growth and crossborder financing in different regions of the world. Support from local governments and the cultural, ethical, legal, and human resource issues facing the entrepreneur will also be discussed. Readings will primarily be in the form of case studies and will be supplemented with outside articles and guest speakers. Team projects addressing current events, international negotiations, and business strategies will be used to integrate the course material.

SI859 Strategy Implementation
Credits: 3 Prerequisites: OM725/726, MK723/724, FE721/722
Replaces SP859
Gain the skills and know-how to manage up and across your organization, passing the normal organizational tests along the way from technical expert to cross-functional integrator to directing the future course of your organization. This is strategy implementation for the middle manager who needs to 1) size-up the situation and 2) determine how to gain the power needed to achieve their objectives. One of the qualitative factors that will be explored in great detail is personal style choice vis à vis different stakeholders and organizational politics and the resultant perceptions of you and your programs. Students will study both successful and less-successful managers through cases and readings, honing their own, personal managerial style.
SI863  Strategic and Financial Analysis and Design
Credits: 3  Prerequisites: OB712/713, AC710/711, FE721/722, QM716/717, FE727/730, IS710/711, MK723/724, OM725/726, SI750/751

The purpose of this course is to increase students' awareness of what they already know about business and what they can know through strategic corporate financial analysis. Students will use numeric thinking and documentation to reduce uncertainty and to bring the strategic and limiting factors of managerial decisions into focus. The course is appropriate for students who have financial savvy as well as those who want to develop their analytical capabilities. It is case-based, emphasizing business sense first, and developing through first-hand experience a sense of the strengths and limitations of corporate financial data, financial theory and strategic evaluation models. It stresses fast approximate analysis to achieve managerial insights over precise calculation.

SI871  Strategies for Bringing Technology to Market
Credits: 3  Prerequisites: none

Strategies for Bringing Technology to Market is a unique course that guides student teams as they undertake commercial go-to-market strategy for scientific and engineering breakthroughs. By collaborating with faculty and graduate students in the University's research labs and mentors from the business community, teams will assess the economic and social prospects of recent technology innovations, outline the technical and market risks and the key commercial milestones and make recommendations for the most effective commercialization strategy. Project work is supported by lectures that focus on critical skills required. Guidance will be provided in assessing critical commercialization milestones by a combination of faculty and mentors from the business community.
AC710  Financial Reporting and Analysis  
Credits: 3  Prerequisites: MG700  
Reserved for first year full time cohorted MBA students  
An introduction to financial accounting and how organizations provide financial information to external users (stockholders, creditors, and analysts). The focus is on understanding the impact of business activities and accounting choices on financial statements, and analyzing financial statements to infer the business activities undertaken. Topics covered include income statement and balance sheet format, purposes, and limitations; statement of cash flows; and analysis of the impact of different business models on financial performance.

AC711  Financial Reporting and Control  
Credits: 4  Prerequisites: none  
An introduction to accounting, and an examination of how it helps in decision-making. Financial accounting (information needs of stockholders, creditors, and analysts) and managerial accounting (information needs of managers) are stressed equally. Topics covered include income statement and balance sheet format, purposes, and limitations; statement of cash flows; analysis of financial statements; cost behavior; use of relevant costs in decision making; budgeting; and divisional performance measurement.
ES700  Executive Presentation  
Credits: 1  Prerequisites: none  
A presenter's delivery skills impact the audience's image of the presenter and the clarity of the message being communicated. A combination of lecture, discussion, and hands-on practice and simulation, this course is designed to help you exercise leadership through verbal communication.

ES701  Executive Written Communication  
Credits: 1  Prerequisites: none  
This course is a combination of lecture, discussion, and hands-on practice. It's designed to help you exercise leadership through writing and understand how strategies of written communication are an essential aspect of effective management, working relationships in the network era, and overall business strategy.

ES707  Managing Career Growth  
Credits: 1  Prerequisites: none  
*Students who took ES711, ES713, ES715, or ES717 may not take this class.*

The MBA is simply a step along the path of a career. It provides the skills and tools necessary to take many steps forward, but you must manage where those steps lead and how. Managing Career Growth will provide you the understanding of to managing your own career going forward.

The class will cover:

Career self-assessment (interests, values and skills)  
Networking and developmental relationships  
Career management/advancement strategies  
Developing your career marketing plan and professional portfolio

All with the purpose of providing a foundation to not only manage your next steps but continuously assess, network, market and manage yourself. You are indeed a business of one and you are the one responsible for managing that business.

ES721  Teaming  
Credits: 0  Prerequisites: none  
*Reserved for first year full time cohorted MBA students*

Teaming is one of the three elements of the Professional Skills course. Delivered through key interactions across the modular MBA core, teaming works to both support student work in teams while also provide an intellectual understanding of how to assess the dynamics by which teams form, develop, change, achieve success and transform or disband.

ES722  Executive Communication  
Credits: 0  Prerequisites: none  
*Reserved for first year full time cohorted MBA students*

Executive Communication is one of the three elements of the Professional Skills course. Beginning in the pre-term and delivered through key interactions across the modular MBA core, Executive Communication will provide students with essential skills in oral communication - including development of a presenter's delivery skills and message clarity - and written communication - including how to exercise leadership through writing and understanding how strategies of written communication are an essential aspect of effective management. Executive Communication skills delivery is also structured to provide supporting content linked to both the career and integrated project activities.

ES723  Career Management  
Credits: 0  Prerequisites: none  
*Reserved for first year full time cohorted MBA students*

Career Management is one of the three elements of the Professional Skills course. This professional development course is designed to assist students in transforming interests into professional goals, and these goals into an MBA level, candidate-driven internship and job search. The Career Management course integrates a set of complementary resources and activities: self-assessment, career management tools, skill building opportunities, and active involvement in a career development community. The course will help students to determine professional goals; develop and implement a plan for achieving them; acquire the specific skills and experiences needed to become market ready; build a personal brand and professional network.
ES740  Career Management  
Credits: 2  Prerequisites: none  
The Career Management course is jointly sponsored by the faculty, the Feld Career Center staff, and student clubs. This professional development course is designed to assist you in transforming your personal interests into professional goals, and these goals into an MBA level, candidate-driven internship and job search.

The Career Management course integrates a set of complementary resources and activities: self-assessment, career management tools, skill building opportunities, and active involvement in a career development community. The overall objective is to help you:
1. Determine your professional goals,
2. Develop and implement a plan for achieving them,
3. Acquire the specific skills and experiences needed to become market ready, and
4. Build your personal brand and professional network.

ES743  Career Community 3  
Credits: 1  Prerequisites: ES741 and ES742  
Early in semester 1, students will enroll in one section of ES741 that best aligns with their career interests and needs (ES741). There are nine career communities to choose from, as listed in the syllabus for ES740. Each Career Community will have a minimum of two meetings during each semester. Students will enroll in ES742 for second semester, and ES743 for the third semester. Generally, students will sign up for the same Career Community each term, unless they decide that another community aligns better with their evolving career interests and needs. Credit for participation in a Career Community is given for ES743 as students near the end of their MBA program.
**FE721  Finance 1**  
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710  
*Reserved for first year full time cohorted MBA students*

The objective of this course is to introduce the students to the theory and practice of corporate finance, and to provide the students with a set of analytical tools necessary to answer the most important questions related to firms’ valuation and investment decision making first under certainty and then under uncertainty. The course can be divided into the following three building blocks: valuation, investment decisions, and the relation between risk and return.

**FE722  Financial Management**  
Credits: 4  Prerequisites: OB712/713, AC710/711 (or concurrently)

Financial Management examines three sets of problems: 1) saving and investment decisions by households, 2) investment and financing decisions by corporations, and 3) the role of securities markets and financial intermediaries in the economy. Decisions today affect the timing of and uncertainty about future flows of income; both timing and risk determine the current value of those future flows. This course develops the tools required to analyze these decisions and their interaction within the financial system.

**FE730  Economics and Management Decisions**  
Credits: 4  Prerequisites: OB712/713 (Recommend QM717)

The aim of the course is to present many of the decision problems managers face and to present the economic analysis they need to guide these decisions. In the first half of the course, microeconomic tools are used to structure complicated decision problems about production, pricing, investment, and other strategic issues, address uncertainty through probabilistic forecasts and sequential decisions. An additional goal is to distinguish different market structures and apply competitive strategies using game theory. In the second half, the focus shifts to the study of the national and global economic environments within which companies operate. We identify the drivers of fluctuations in GDP, inflation, interest and exchange rates, and other key features of the economies. Since governments play key roles in determining the fate of economies and companies, the final theme is the rationale for and efficacy of government policy tools.
This case-based course demonstrates the role that information technology plays in shaping business strategy and business models. It provides an overview of the key technologies that are important in today's business environment and introduces organization and management concepts relating to the information technology function. The course also illustrates the relationships between organizational performance and the ability to leverage knowledge assets.

Reserved for first year full time cohorted MBA students

Credits: 3  Prerequisites: MG700, PL727, QM716, AC710, FE721, MK723, OM725, PL700

This case-based course demonstrates the role that information technology plays in shaping business strategy and business models. It provides an overview of the key technologies that are important in today's business environment and introduces organization and management concepts relating to the information technology function. The course also illustrates the relationships between organizational performance and the ability to leverage knowledge assets.

Credits: 4  Prerequisites: OB712/713, AC710/711, QM716/717
MG700  Ethical and Global Foundations  
Credits: 1  Prerequisites: none  
Reserved for first year full time cohorted MBA students  
This experience, delivered during the pre-semester, will deliver ethical and global foundations which provide students a broad exposure to concepts that will be applied throughout the MBA experience. The foundation contains two elements. First, an intensive three day element - Ethics, Values, and Responsibility – is designed to lay a conceptual foundation, introduce frameworks, provide a common language for ethics and ethical decision-making, and provoke awareness of one’s values and ethical frontier to help guide principled thought and analysis. Second, Global Foundations will expose students to the complexities of operating in a global environment, discuss challenges associated with globalization, consider strategic factors when approaching global business problems, gain understating of global institutions, and provide a foundation on approaching country contexts.

MG790  Ethical Leadership in a Global Economy  
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710, OM725, MK723, FE721, PL700, IS710, OB713, SI750  
Reserved for 2nd year full time cohorted MBA students  
Ethical Leadership in a Global Economy will provide students with a unique 2nd year learning experience on how the global economy is transforming economic sectors, presenting new risks, calling forth innovation, and challenging traditional values and norms. Through engagement with select firms, governmental, and civil society organizations, students will develop an appreciation of how new realities challenge traditional business integrity, strategy, and values in the global economy. Course projects and content will include both sector and functional based experiences. This course will provide opportunity for students to apply concepts which have been building through the pre-term, core, and professional skills courses.
MK723  Marketing Management
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710

Reserved for first year full time cohorted MBA students
This course provides a practical understanding of how business strategies and tactics are driven by marketing’s dual focus on customers and competition. Students will learn how to leverage marketing tools and emerging technologies in the creation (e.g., customer insight, product and service design, branding), delivery (e.g., communication and distribution), and capture (e.g., pricing, customer lifetime value) of marketplace value. Across business contexts including B2C, B2B, products versus services, global versus domestic markets, small/medium/large organizations, for-profit versus social enterprises, the course builds the fundamental skills involved in analyzing market challenges and opportunities and making decisions for the formulation and implementation of successful and sustainable marketing programs.

MK724  Marketing Management
Credits: 4  Prerequisites: AC710/711 taken before or concurrently
This course builds an in-depth understanding of basic marketing concepts and applies those concepts to a variety of management situations, including non-profit and public sector settings. The course provides working knowledge of the tools of marketing (product policy, pricing, distribution, promotion, consumer behavior), and the ways in which these tools can be usefully employed. The course builds practical skills in analyzing marketing problems and opportunities, and in developing marketing programs.
OB712 Managing Organizations and People
Credits: 4  Prerequisites: none
This course introduces you to some fundamental concepts, models and frameworks to help you become better acquainted with the organizations for which you work, the teams in which you work, the people with whom you work, and your own personal development. Specifically, this course considers: 1) how to develop yourselves as managers, 2) how to work well within teams, 3) how to assess and manage interpersonal dynamics, 4) how to structure more effective organizations, and 5) how to manage organizational change. Tying all of these elements together, we will devote particular attention to the traits, skills and behaviors that are indicative of good leadership and how organizations and managers can be transformed for better alignment with the business demands of the future.

OB713 Managing Organizations and People
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710, FE721, MK723, OM725, PL700
Reserved for first year full time cohorted MBA students
This course introduces concepts, models and frameworks to help you become better managers of the organizations you work for, the teams you work in, the people you work with and your own professional development. Emphasis will be on behavioral science concepts and research findings related to the major challenge managers face — how to organize individuals in order to fulfill the objectives and strategies of the firm. Topics that will be examined include: the nature and dynamics of the organization (organizational structure and culture, performance systems and metrics, reward systems, selection and socialization); the elements of individual leadership and personal development (power, decision-making, emotional intelligence, career development, developmental needs, feedback, and mentoring and coaching); managing change within organizational contexts (the dynamics and stages of organizational change and the skills and tactics employed by change agents); and the relationships between the firm and the external environment in which it operates. The course objective is to provide analytical skills and strategies, substantive knowledge, and a professional sensibility that will increase your ability to take effective action in firms, agencies and other organizations.
OM725  Creating Value Through Operations and Technology
Credits: 3  Prerequisites: MG700, PL727, QM716, AC710
Reserved for first year full time cohorted MBA students
This MBA core course is case-oriented and focuses on topics of use to managers in any environment: process analysis, process improvement, supply chain management, and strategic operations decision-making. The course emphasizes the importance of effectiveness and efficiency and evaluates the potential trade-offs between them.

OM726  Creating Value Through Operations and Technology
Credits: 4  Prerequisites: OB712/713, AC710/711, QM716/717, (Recommend MK723/724 & FE721/722)
This MBA core course is case-oriented and focuses on topics of use to managers in any environment: process analysis, process improvement, supply chain management, and strategic operations decision-making. The course emphasizes the importance of effectiveness and efficiency and evaluates the potential trade-offs between them.
PL700  Introduction to Business Law  
Credits: 2  Prerequisites: none  
This course will survey contemporary issues in selected areas of law and ethics. We will introduce pivotal areas of law, so that students begin to anticipate legal problems, analyze how to avoid them, and realize how legal principles can be employed to add value in their chosen fields. The subjects are torts, contracts, employment law, securities regulation and corporate governance. We expect that this overview of a few disciplines will encourage students to explore other legal topics relevant to their business interests. We will also offer an analytic structure that enables students to identify ethical issues in business, analyze options and make choices consistent with their own values.

PL727  Organizations, Markets, and Society  
Credits: 3  Prerequisites: MG700  
Reserved for first year full time cohorted MBA students  
Understanding and analyzing the core strategic decisions facing businesses in competitive markets. Students will examine how businesses achieve their fundamental goals given the need to produce goods and services efficiently and a market environment reflecting consumer preferences (demand) and the strategies and strengths of competitors. Students will develop analytic skills necessary for understanding core business models and how different models create value for the business as well as the larger society.
QM716  Business Analytics: Data Analysis and Risk
Credits: 3  Prerequisites: MG700
Reserved for first year full time cohorted MBA students
The overall goal of this course is to improve student ability to learn from data, specifically to 1) assess the validity of conclusions that have been drawn from statistical analyses; 2) recognize the extent to which variation characterizes products and processes, and understand the implications of variation on organizational decisions when interpreting data; and 3) portray, summarize and analyze data to support operational and strategic decisions associated with the core business models. Students will increase their understanding of the use of probabilities to reflect uncertainty; how to interpret data in light of uncertainty to assess risk; and how to build and interpret regression models, which can be used to inform core business and organizational decisions.

QM717  Data Analysis for Managerial Decision-Making
Credits: 4  Prerequisites: OB712/713
Managers deal with a large amount of information in quantitative form. Effective managers must understand the conditions under which quantitative techniques may be appropriately applied for decision-making. In this course, students develop skills in using the computer to examine and report data. The focus is on deriving meaning from particular data sets, and the use of statistical estimation, hypothesis testing, and regression/correlation analysis in decision-making.
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<th>Course Code</th>
<th>Course Name</th>
<th>Credits</th>
<th>Prerequisites</th>
<th>Notes</th>
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<td>Competition, Innovation, and Strategy</td>
<td>3</td>
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<td>Reserved for Full-time cohort MBA students only.</td>
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"Competition, Innovation, and Strategy" is an integrative course designed to capitalize on your understanding of Finance, Operations Management, Marketing, and other functional issues. The course draws on a number of academic disciplines, especially economics, organization theory, and sociology, to build a fundamental understanding of how and why some firms achieve and sustain superior performance. We also study why some firms persistently generate returns that are lower than average. The course is analytically focused and requires that you evaluate both the external environment and the internal capabilities of organizations. Corporate diversification and global management are important topics that are also featured.