

MBA Courses

Required Courses

ACCOUNTING

ACCT 5011. Financial Accounting

In this course we will study the three fundamental financial accounting issues, including (1) recognition, (2) measurement/valuation, and (3) classification/disclosure and consider how business transactions are reflected on the financial statements using generally accepted accounting principles (GAAP). We will cover the four primary financial statements (balance sheet, income statement, statement of stockholders' equity, and statement of cash flows), the supporting footnotes to these statements, and several reports (annual reports, proxy statements, and press releases). The course incorporates both a preparer's perspective (i.e. how to apply GAAP requirements for recording and presenting financial information) and a user's perspective (i.e. how an investor or analyst can interpret and use financial statement information). **2 credits.**

ACCT 5012. Strategic Cost Analysis

This course provides an introduction to cost concepts, cost behavior and cost systems. Understand how strategy, technology and the environment affect a firm's choice of cost system type and system design alternatives. Discuss how cost system choices, in turn, influence tactical and strategic managerial decision-making. Tools such as cost-volume-profitability analysis, customer profitability, value chain analysis and relevant-cost analysis are presented. Case discussions illustrate the application of course topics. **Prerequisite: Fall A required MBA coursework or equivalent. 2 credits.**

FINANCE

FIN 5302. Financial Management

Students will learn in this class how the decisions of a company affect shareholder value and what decisions can increase it. To understand the perspectives of shareholders, we will study basic principles of investing: time value of money, valuation of debt and equity securities, discounted cash flow as a foundation for stock prices, the impacts of diversification and leverage on portfolio risk, the relationship between risk and expected return in securities markets, and capital market efficiency. We will use these principles to analyze capital investment decisions by estimating cash flows and discounting them at the appropriate cost of capital. We will also study how shareholder value is affected by a firm's financing decisions, such as the choice of using debt or equity capital. **Prerequisite: Fall A required MBA coursework or equivalent. 3 credits.**

MANAGEMENT, POLICY, AND HUMAN RESOURCES

MGT 5302. Strategic Management

This capstone course provides an opportunity for students to integrate concepts from prior functional courses (marketing, operations, finance, accounting, managerial economics) through the development and implementation of a business strategy. The centerpiece of this course is an intensive, global business simulation. The exercise requires students to acquire, operate, and develop strategy for a simulated firm within a high technology industry. The course is designed to deepen students understanding of strategy formulation, competitive advantage, rivalry and competition, negotiation, and global management. To prepare for the simulation game, the course will examine topics of strategy formulation, industry analysis, global strategy, and managing in technology-intensive industries. **2 credits.**

MGT 5314. Critical Thinking and Impactful Communication (CTIC)

The objectives of this course are to help you to better formulate, analyze, and communicate your ideas about unstructured business problems, some of which involve multiple functional areas of business (marketing, operations, finance, etc.). The kinds of competencies you will develop in this course include problem formulation, elimination of faulty reasoning, persuasive communication and impactful communication. A central premise of the course is that critical thinking and communication skills are best learned through repeated cycles of practice, feedback from instructors and peers, reflection prompted by that feedback, and more practice. To that end, many of the class sessions will involve you making presentations and practicing interviews, evaluating others, and receiving feedback on your own performances. **2 Credits.**

MGT 5311. Introduction to Management and Strategy

This course focuses on the job, perspective, and skills of the general manager - an individual charged with developing and implementing the long-term strategy of a business organization. The course helps students develop skills in identifying and analyzing past and current strategies and with formulating and implementing new ones. During the course, students are introduced to concepts around strategy formulation, resource and capabilities assessment, industry and competitor analysis. **2 credits.**

MANAGERIAL ECONOMICS

MEC 5200. Fundamentals of Statistics

In order to succeed in the fall semester Core classes, students must have a basic, yet solid, understanding of a number of statistical concepts. Students are required to complete an online course prior to starting the program, and are given an exam during the Gateway:Olin (GO)! Orientation Program. **.5 credit.**

MEC 5400. Managerial Economics

This course introduces the basic principles of economics and their applications to managerial decision-making. The course begins with the analysis of the decision making of individual consumers and producers. The course then examines how consumers and producers interact with one another in a variety of market settings ranging from situations in which firms have many competitors and few tactical options to those in which there are a small number of firms competing vigorously along several strategic dimensions. Applications covered include decision making in risky situations, pricing policies in firms, and the relationship between market structure and the strategic choices that are open to the firm. **3 credits.**

MEC 5410. Managerial Statistics

Introduces the statistical methods for analysis of business and economic data. The role of probabilistic concepts such as independence, conditional probability, expectation, and variance, and probability models such as the Bernoulli, binomial, Poisson, and normal are examined. Particular emphasis is placed on topics that relate to model formulation, estimation of model parameters, hypothesis testing, and simple and multiple regression. **1.5 credits.**

MARKETING

MKT 5503. Marketing Management

The purpose of this course is to familiarize students with the foundational elements of marketing strategy and execution in various managerial contexts. Class sessions emphasize customer/market focus and competitor analysis to coordinate marketing tactics in a manner that drives growth in revenues and earnings. The course primarily uses case discussions, with lectures where appropriate. The cases provide students an opportunity to develop their oral and written skills in formulating and defending their marketing proposals. Recent developments in theory and practice are integrated into the course as appropriate. **Prerequisite: Fall A required MBA coursework or equivalent. 3 credits.**

ORGANIZATIONAL BEHAVIOR AND STRATEGY

OB 5620. Foundations for Leadership Effectiveness

As part of the MBA Gate: Olin (GO) Program held prior to the start of the fall semester core courses, this course examines leadership from the perspective of how individuals add value to organizations through the distinctive assets they contribute. The course begins with assessments that offer students and accurate evaluation of their individual assets and liabilities in their 'leadership portfolio.' It then shifts to teams, introducing techniques to enhance collaborative problem-solving by applying rubrics for critical and creative thinking. Finally, the course includes four 1 ½ hour sessions interspersed throughout the fall semester of year one featuring a series of case-based workshops dealing with leadership issues in organizations. The emphasis is on enhancing collaborative problem-solving by applying rubrics for critical and creative thinking. **2 credits.**

OB 5621. Leadership Development Workshop

Taught during the fall semester of year two, participants complete leadership assessments and interpret the results in light of critical incidents in their summer internship experiences through peer coaching and leadership development. The course culminates in the preparation of a Leadership Development Portfolio. **Prerequisite: OB 5620. 1 credit.**

OPERATIONS AND MANUFACTURING MANAGEMENT

OMM 5704. Operations Management

This course discusses the main principles and concepts in managing operations for competitive success. Among the topics covered are: operations strategy, capacity analysis and organization, queuing theory, service management, quality management, inventory management, and a brief introduction to supply chain management. Students learn the basics of how to manage the operations of a firm, and how operational issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. Most sessions consist of in-depth case discussion, integrated with theory. **Prerequisite: Fall A required MBA coursework or equivalent. 3 credits.**

Elective Courses

ACCOUNTING

ACCT 500C. Tax and Business Strategy: A Planning Approach

This course is intended to provide business students with an overall framework for taking tax considerations into account when making business decisions. More specifically, as the textbook authors point out in the preface to the book, the course is intended to provide students with “a solid understanding of the decision contexts that give rise to tax planning opportunities, how to integrate tax strategy into the bigger picture of corporate decision making, and the dramatic impact that changes to transaction structure can have on after-tax cash flows.” The course is not intended to provide students with an understanding of the technical tax rules that will be discussed during the course. However, many technical tax rules will be mentioned throughout the course and a general framework of the tax rules will be provided so as to facilitate a discussion of how these tax rules affect business decision-making. **Prerequisites: ACCT 567 or permission of the instructor.** 1.5 credits.

ACCT B60 500F. International Financial Reporting Standards

This course examines the advantages and disadvantages of using International Financial Reporting Standards (IFRS) rather than the Generally Accepted Accounting Principles (GAAP) commonly applied in the US. It reviews the arguments for and against the adoption of IFRS, the Security and Exchange Commission’s roadmap for the adoption of IFRS in the US, the International Accounting Standards Board’s and the Financial Accounting Standards Board’s convergence project. Key differences between IFRS and GAAP in revenue recognition, inventories, long-term and intangible assets, research and development costs, borrowing costs, taxes, and employee benefits are explored. **Prerequisite: ACCT 5011; Concurrent enrollment in or completion of ACCT 563 or equivalent.** 3 credits.

ACCT 501B. Financial Accounting B

This course is the second in the accounting sequence. It will build upon the first mini-course ACCT 5011. The issues that will be discussed are fundamental to an MBA’s training. The course content is important to all students, irrespective of their concentration. This course will enhance your ability to spot problem areas in a firm’s financial statements, which is very relevant, in the light of recent corporate scandals. The primary focus will be on the components of the balance sheet and how these components impact the income statement and cash flow statement. Students will learn the implications of financing with equity, debt or off-balance sheet financing. Students will be able to contrast investments in operating assets versus investments in securities. **MBA Prerequisite: ACCT 5011. PMBA Prerequisite: ACCT 5001.** Note: Students cannot take both this course and ACCT 501 for credit. 1.5 credits.

ACCT 502. Managerial Control Systems

Organizations face both information and incentive problems, usually simultaneously. Managerial control involves developing policies and systems to cost-effectively minimize these problems while helping the organization achieve its objectives. The course focuses on control issues by analyzing the financial aspects of planning, feedback, and performance measurement. Topics include: responsibility accounting, budgeting, benchmarking, target costing, variance analysis, productivity measures, transfer pricing and optimal design of performance measures. **MBA Prerequisite: ACCT 5012. PMBA Prerequisite: ACCT 5002.** 1.5 credits.

ACCT 503. Business Analysis Using Financial Statements

In this course we use concepts from financial accounting, finance, and strategy to develop models used by financial analysts in valuing equity securities (although we will focus on equity valuation, our approach is applicable to issues faced by managers considering investment opportunities). We will discuss/review a variety of models, including the dividend model, the free cash flow model, the method of comparables/multiples, and the asset-based valuation model. These more traditional models will be contrasted with the residual income valuation model, a relatively recent valuation innovation. **MBA Prerequisites: ACCT 5011, 501B, and FIN 5203. PMBA Prerequisites: ACCT 5001, ACCT 501, FIN 5201, and FIN 5202.** 1.5 credits.

ACCT 503B. Advanced Business Analysis Using Financial Statements

This course covers equity valuation, including such topics as forecasting free cash flows, using earnings for equity valuation, estimating risk-adjusted discount rates. We also explore the role of financial accounting in contracts, credit analysis, and forecasting financial distress. **Prerequisite: ACCT 503.** 1.5 credits.

ACCT 505. Advances In Management Accounting

As firms become more competitive, cost management becomes critical to firm survival. This course examines how firms measure the costs of customers, suppliers and product development. You'll also learn to use cost systems in service firms. The course concludes with an introduction to enterprise-wide resource planning systems (ERP). Taught using the case method. Guest lectures. This course is useful for those considering careers in general management, marketing, operations, or consulting. **MBA Prerequisite: ACCT 5012. PMBA Prerequisite: ACCT 5002.** 1.5 credits.

ACCT 506. Advances in Planning and Control Systems

Managerial control is central to firm success. Control systems enable management to communicate firm strategy, as well as prevent employees from engaging in inappropriate conduct. Students learn about strategic risk, the alignment of goals and incentives, the use of different types of control systems, profit planning and performance measurement. A Balanced Scorecard simulation and actual firm performance measures illustrate concepts. Because of the strategic and tactic importance of control systems, this course is appropriate for all career paths. The course is also relevant to entrepreneurs who will one day transfer aspects of control to professional managers. Taught using the case method with guest lecturers. **Prerequisite: ACCT 502 or consent of instructor.** 1.5 credits.

ACCT 507/FIN 536. Financial Issues in Leasing

This course is devoted to studying the various elements that are involved in identifying leasing opportunities and structuring a lease. Topics covered include accounting and tax issues related to leases, the legal and financial structure of a lease, options embedded in lease agreements, and the marketing and negotiation of leases. **MBA Prerequisites: FIN 5302 and ACCT 5011. PMBA Prerequisites: FIN 5201, FIN 5202, and ACCT 5001.** 1.5 credits.

ACCT 508. Financial Reporting from the CFO's Perspective

This course will (1) enhance students' understanding of the role of the CFO (of publicly traded firms) in financial reporting and the related roles of the CFO in issues of corporate governance and investor relations, (2) provide students with a strong understanding of the impact of Sarbanes-Oxley on financial reporting for public companies, as well as requirements of the SEC in financial reporting, (3) develop students' skills in using the authoritative accounting and regulatory literatures when preparing financial reports, (4) examine issues related to financial reporting for specific accounting issues and in times of financial crisis, and (5) provide a basis of understanding the technological changes affecting financial reporting. **MBA Prerequisites: ACCT 5011, 501B, and FIN 5302. PMBA Prerequisites: ACCT 5001, ACCT 501, FIN 5201, and FIN 5202.** Formerly ACCT 500B. 1.5 credits.

ACCT 562. Financial Accounting II (Intermediate Accounting)

Primary subject matter includes asset and liability valuation and income measurement addressed at a deeper level than in introductory financial accounting. Recent additions to the professional accounting literature and the conceptual underpinnings of corporate financial reporting are emphasized, and articles from the popular business press are used to illustrate the factors that motivate corporate reporting decisions. Financial reporting issues related to a variety of topics not covered in earlier accounting coursework, such as segment reporting, securitization, and convertible securities, are introduced. **MBA Prerequisites: ACCT 5011 and 501B OR ACCT 5012 and 502. PMBA Prerequisites: ACCT 5001 and 501 OR ACCT 5002 and 502.** 3 credits.

ACCT 563. Financial Accounting III (Advanced Accounting Problems)

Accounting issues related to three major topical areas are covered. The first half of the course is dedicated to intercorporate investment activity and related reporting issues, including business combinations, preparation of consolidated financial statements, variable interest entities and other complex structures and transactions. Transactions and investments involving foreign currencies and foreign subsidiaries, and the extensive financial reporting issues related to derivatives round out the second half of the course. Numerous recent additions to the professional literature are integrated into the course. **Prerequisite: ACCT 562 or permission of instructor.** 3 credits.

ACCT 564. Auditing

Blends research findings in auditing with traditional auditing topics, such as the objectives and procedures employed in the examination of financial statements. Research studies cover the market for auditing services, legal liability, evidence gathering and evaluation, and the impact of qualified audit reports. Also includes certain topics taken from CPA examinations. **MBA Prerequisites: ACCT 5011 and 501B. PMBA Prerequisites: ACCT 5001.** Cross-listed with B50 464. 3 credits.

ACCT 567. Federal Income Taxes

Examines the impact of taxation on economic behavior. Develops a framework for analysis and applies it to various topics. Introduces fundamentals of individual and corporate income taxation and highlights their interrelationships in the context of tax planning. **Prerequisite: first 30 units of required courses; recommended ACCT 562.** 3 Credits.

FINANCE

FIN 500L. Private Equity Experiential I

This course is the first in two capstone courses for students who are completing their learning track in Entrepreneurial Investing. The course objective is to develop practical skills and disciplines necessary to succeed in angel, venture and private equity investing. Students will engage in experiences with live businesses in the fields of venture capital and buyout investing. Compelling investment opportunities will be presented to the Skandalaris Center Investment Committee for approval. Students will lead this process with support from the professor and a mentor board. Students will be active in closing investments that are approved. Students will also monitor investments and report to the investment committee. **NOTE: Students must interview for this class during the spring semester and will be enrolled by invitation only.** 3 credits

FIN 500M. Private Equity Experiential II

This course is the second in two capstone courses for students who are completing their learning track in Entrepreneurial Investing. The course objective is to develop practical skills and disciplines necessary to succeed in angel, venture and private equity investing. Students will engage in experiences with live businesses in the fields of venture capital and buyout investing. Compelling investment opportunities will be presented to the Skandalaris Center Investment Committee for approval. Students will lead this process with support from the professor and a mentor board. Students will be active in closing investments that are approved. Students will also monitor investments and report to the investment committee. 3 credits

FIN 500N. Corporate Finance and Investments Industry Seminar

This course is designed to expose MBA students to the language, issues, and skill sets necessary for careers in corporate finance, investment banking, private equity and asset management. The primary intent of this course is to offer a detailed introduction to financial markets, as well as those people, companies and other institutions that participate in it as providers of capital, users of capital or the players that work to intermediate between these two. **.5 credit. Prerequisites: First-Year MBA student in good academic standing.**

FIN 501. Corporate Finance and Investments Platform Practicum

Students work in small teams on corporate finance and/or investment related projects, applying insights from their course work to real-world business problems under faculty supervision. Each student is expected to spend about 75 hours on the project. Grades are based on the quality of the project work and the final deliverables (e.g., written and oral reports), as determined by the faculty advisor and client project lead. **Prerequisites: Enrollment in the Finance and Investments Platform or approval of the Platform Director. 1.5 credits.**

FIN 521. Financial Intermediation

Discussion centers on the role of banking institutions and credit markets, the design of financial contracts and institutions and the public regulation of financial markets. After establishing a framework for analyzing financial institutions and markets, we turn to a current topic of special interest. Students will research and present a report advocating a particular point of view. **MBA Prerequisites: FIN 5203 or permission of instructor. PMBA Prerequisites: FIN core or permission of instructor. 1.5 credits.**

FIN 523B. Mergers and Acquisitions

The course will provide an in depth view of the theory and empirical regularities of various corporate control transactions. Specifically, we will discuss valuation of target firms, possible sources of value creation, various motives for mergers, tax consequences of mergers, legal issues in mergers, financing an acquisition, defensive tactics in hostile takeovers, going-private transactions and bidding behavior of acquirers. The method of instruction is a mix of lecture and case analysis. **Prerequisites: FIN 5203 and 534.** 1.5 credits.

FIN 524. Options & Futures

Focuses on futures with an introduction to options. Discusses forward and futures pricing, and the use of various futures contracts to hedge commodity price risk, interest risk, currency risk, stock portfolio risk, and other risk exposures. **Prerequisite: FIN 5203.** 1.5 credits.

FIN 524B. Derivative Securities

Provides an in-depth analysis of valuation and trading strategies for options and other derivative securities which have applications across areas of finance such as hedging, swaps, convertible claims, mortgage payments, index arbitrage, insurance, capital budgeting and corporate decision making, and are responsible for many new innovations and developments of the financial markets. Students may not receive credit for both this course and FIN 5460. **Prerequisites: FIN 5203 and 524.** 1.5 credits.

FIN 525. Fixed-Income Securities

This course analyzes investment in bonds and related fixed-income instruments. Major topics are bonds, interest rate risk, and related securities. Bond topics include yield curves and forward interest rates. Risk analysis covers duration, convexity, and immunization. MBA/PMBA prerequisite: FIN 5203. 1.5 credits.

FIN 528. Investments Praxis

In this course students serve as managers of a portfolio, the Investment Praxis Fund, which is owned by the school. Students will analyze investment opportunities in various industries and present recommendations to the class for possible purchases or sales of securities. Students must demonstrate that their investment decisions are consistent with the style and objectives of the fund. Valuation tools, financial statement analysis and investment techniques are emphasized as part of a thorough analysis. The course will blend theory with practical advice from investment professionals such as portfolio managers, securities traders, and consultants. **Prerequisites: FIN 5203, FIN532 and FIN534.** 3 credits.

FIN 530. International Finance

Measuring and hedging exposures to exchange rate fluctuations is a central topic of this course. The relationships among spot and forward exchange rates, interest rates, and inflation rates are described. Additional topics include capital budgeting for international projects, international capital markets, and international portfolio diversification. **Prerequisite: FIN 5203.** 1.5 credits.

FIN 531. Venture Capital and Private Equity

Private equity funds are an important source of financing for new ventures and buyouts of established companies. Asymmetric information and the need for monitoring and control are among the reasons private equity has evolved as a substitute for other financing sources, such as bank loans and public debt and equity issues. This course will discuss how private equity funds are raised and structured and how private equity investors (i) analyze investment opportunities, (ii) interact with the management of the companies they finance, and (iii) exit investments. Students will be expected to have some proficiency in financial valuation. Prerequisite: completion of at least one of the following: Advanced Corporate Finance I—Valuation, Investment Banking, Mergers & Acquisitions, Financial Statement Analysis or consent of the instructor. **Prerequisites – FIN 5203 and at least one of the following recommended: FIN 534, FIN 523B, FIN 549F, or ACCT 503 or permission of the instructor.** 1.5 credits.

FIN 532. Investment Theory

This course covers the theory of risk and return in capital markets. Topics covered include the CAPM, factor models of asset pricing, measures of mutual fund performance evaluation. MBA/PMBA prerequisite: FIN 5203. MSF prerequisite: FIN 510 or a waiver from that course. 1.5 credits.

FIN 532B. Data Analysis for Investments

The objective of this course is to obtain an in-depth understanding of some of the major empirical issues in investments. Based on recent research articles and cases, students are required to learn the facts, theories and the associated statistical tools to analyze financial data. The topics for this course include models of stock returns, Bayesian and shrinkage estimations for expected returns and covariances, multifactor asset pricing models, GARCH models, principal components, asset allocation, stock screening, predictability, performance evaluation, anomalies, limits to arbitrage and behavioral finance. **Prerequisites: FIN 5203 and FIN 532. 1.5 credits.**

FIN 533. Real Option Valuation

This is an applied course in capital budgeting under uncertainty and flexibility. Traditional NPV analysis assumes that corporate investments are “now or never,” but most corporate projects have a great deal of flexibility in their timing, scale, etc. The objective here is to obtain an in-depth understanding of these problems and the associated real option theory. The theoretical option pricing tools are binomial models and Monte Carlo simulations. The application topics cover all types of typical real options, cases of leasing, R&D, take-over, market expansion, growth values, dot-coms, staged investments, multiple project uncertainties, ranging from standard European and American options to compound and rainbow options. **Prerequisite: FIN 5203 and FIN 524. FIN 524B and FIN 534 are both highly recommended. 1.5 credits.**

FIN 534. Advanced Corporate Finance I -- Valuation

This course considers issues faced by corporate financial managers with respect to the valuation of projects, divisions, and entire companies. The prime focus is on assessing the profitability of different business alternatives in a forward-looking sense. The impact of financing decisions on the valuation of business alternatives is explicitly considered. Also covered is an introduction to measuring the role of flexibility inherent in business alternatives. The course is "hands-on" and heavily focuses on direct applications of the theory and the individual development of spreadsheet modeling skills. MBA/PMBA prerequisite: FIN 5203. **1.5 credits.**

FIN 534B. Advanced Corporate Finance II - Financing

This course considers a broad range of issues faced by corporate financial managers with respect to the financing of investment opportunities. In this course, we turn to the right-hand side of the balance sheet as a direct follow up to the skills acquired in the Advanced Corporate Finance I - Valuation, a course that focused on the left-hand side of the balance sheet. The course is designed to be “hands-on”, and we will heavily focus on direct applications of the theory of financing to business practice. To that end, we will cover topics related to the valuation of bond and convertible securities, estimating the costs of financial distress, the reorganization of firms in financial distress, deriving an optimal capital structure, and the effects of management stock option grants on valuation.

Prerequisites: FIN 5203 and 534. 1.5 credits.

FIN 534C. Advanced Corporate Finance III – Frontiers of Valuation

This course covers advanced topics in valuation. Main topics covered will be the valuation of private firms and young businesses, and the valuation of financial services firms such as banks and insurance companies. The course applies both theory and practical valuation methods through the analysis of cases and real world examples. Prerequisites: FIN 5203, FIN 534, and FIN 534B. 1.5 credits.

FIN 535. Mortgage-Backed Securities

This course focuses on the valuation and hedging of securitized products with particular attention to mortgage backed securities. We will discuss various types of loans which can be securitized (fixed-rate mortgages, floating rate mortgages, commercial mortgages, car loans, student loans, etc) , the institutions which exist to facilitate loan sale, and what type of derivative securities have been created. We will discuss how default and prepayment risk are measured and how these risks are managed. We will use a commercial software package, WINOAS from the Mortgage Industry Advisory Corporation, to incorporate prepayment scenarios into our valuations. We will have one or more guest speakers come and talk to use about the management of portfolios of securitized products. Obviously recent events related to the meltdown of the subprime mortgage market have had huge impacts on this industry as well as the economy as a whole. While this is not a class about the financial crisis we will try to shed some light on what happened, why it happened, and how the market will be different going forward.

Prerequisites: FIN 5203 and 525. 1.5 Credits.

FIN 536/ACCT 507. Financial Issues in Leasing

This course is devoted to studying the various elements that are involved in identifying leasing opportunities and structuring a lease. Topics covered include accounting and tax issues related to leases, the legal and financial structure of a lease, options embedded in lease agreements, and the marketing and negotiation of leases. **MBA Prerequisites: FIN 5203 and ACCT 5011. PMBA Prerequisites: FIN core and ACCT 5001.** 1.5 credits.

FIN 537. Advanced Derivative Securities

This course focuses on implementation of models for pricing and hedging derivative securities in the equity, currency, and fixed-income markets. Students will learn to write programs in a programming environment such as MATLAB to implement the Black-Scholes model, binomial models, Monte-Carlo methods and finite-difference methods. The derivatives studied will include exotic equity and currency derivatives and caps, floors and swaptions. The goals of the course are to learn more about the various instruments that are traded, the various assumptions and methods that may be chosen in modeling them, and the importance of the assumptions in determining the prices and hedges that are chosen. The course will be especially useful to students pursuing careers in sales and trading who will interact with research departments and students pursuing careers in asset management. **Prerequisites: FIN 5203, FIN 524 and 524B.** 3 credits.

FIN 549H. Special Topics: Real Estate Finance

This course provides a broad introduction to real estate finance and investments. Topics include both equity and debt. We begin with an overview of real estate markets in the United States. On the equity side students will be introduced to the fundamentals of real estate financial analysis, including pro forma analysis and cash flow models, and elements of mortgage financing and taxation. Ownership structures, including individual, corporate, partnerships and REITS will also be covered. On the debt side, we examine a number of financing tools in the context of the evolution of the secondary mortgage market, both residential and commercial. Those wishing to pursue more advanced topics in real estate finance could follow this course with Fixed Income and Mortgage-Backed Securities. **Prerequisite: FIN 5203.** 1.5 credits.

MANAGEMENT, POLICY, AND HUMAN RESOURCES

MGT 500P. Integrated Value Creation: The Wholomics Approach

The purpose of this course is to develop an integrated model of shareholder value creation in organizations that relies on concepts students have learned in various functional areas, and to show how tangible (six-sigma quality initiatives, EVA, mergers, etc.), as well as seemingly intangible (leadership development, creativity, knowledge, innovation, etc.), forms of value creation affect firms' market values. This model exposes both the complementarities and the tensions in the four basic ways in which value is created in organizations, and sheds lights on how "metric-driven" conflicts arise in organizations to impede effective value creation for shareholders. We will discuss the "rules" of value creation in the four quadrants of the Wholomics model and examine the optimal design of performance metrics in these quadrants. We will examine best practices for different forms of value creation and analyze organizational situations from the perspective of a value-creation consultant. The goal is to develop an improved understanding of how "soft" and "hard" value creation initiatives interact and how one should design, manage and lead an organization. **Prerequisite: 2nd year standing.** 1.5 credits.

MGT 500T/S50-5060. Social Entrepreneurship

This course is about using entrepreneurial skills to craft innovative solutions to lead and fund efforts to resolve social needs. Entrepreneurs are particularly good at recognizing opportunities, exploring innovative approaches, mobilizing resources, managing risks, and building viable enterprises. These skills are just as valuable and essential in the 'independent' social sector as they are in the 'private' business sector. While entrepreneurship can be broadly defined as any innovative effort that brings new processes, approaches, and solutions to bear on opportunities and problems; this course focuses more specifically on the opportunity to create innovative 'earned income' revenue solutions to funding mission based social organizations. Additionally, while social entrepreneurship can conceptually apply to both for-profit and not-for-profit models, this course is focused on the not-for-profit organizational form, which is seeking to create social value and fully leverage its not-for-profit tax status. This course will be co-sponsored and co-taught by the George Warren Brown School of Social Work and the Olin School of Business as an innovative approach to blend cross-discipline competencies to help solve the social issues of our world. 3 credits.

MGT 500U. The Basics of Bio- Entrepreneurship

Bio-Entrepreneurship" investigates issues and decisions that inventor/scientists, investors, founders, business people, lawyers and others might typically encounter when they are considering the application and commercialization of early stage scientific discoveries. This course is intended for anyone interested in working in the life sciences industry as a chief scientist, entrepreneur, manager, consultant, or investor. It focuses on the issues and decisions that researchers typically face when considering how a discovery might be moved from a university laboratory to actual use. This course will provide an overview of the scope of knowledge and range of skills needed. The goals of the course are to: 1. Introduce a framework for evaluating discoveries and ideas that might be commercially viable through licensing or partnership agreements and in some cases lead to high opportunity startup companies. 2. Consider the implications of a researcher's or research team's personal motivations in choosing potential next steps for commercialization including the tradeoffs between scientific interests, reputation, personal time commitment, wealth creation, control, valuation and access to resources. 3. Develop an appreciation for the overall process including understanding university resources, economics, intellectual property, competitive dynamics and value milestones that impact various discoveries and the stages of monetizing different types of bio-entrepreneurship discoveries. 4. Develop skills including idea evaluation, intellectual property strategies, feasibility analysis, market assessments, regulatory approval, funding cycles, business planning, team formation and financial planning. The course will include examples and case studies from drug discovery, diagnostic tool/medical device development and possibly other products Bio-Entrepreneurship is offered to Post Docs, PhD and masters level students who have or are pursuing advanced degrees in science. 3 credits.

MGT 501. Management Center Practicum

Students work in four-person teams on consulting projects, applying insights from their course work to real-world business problems under faculty supervision. Each student is expected to spend about 150 hours on the project. Grades are based on the quality of the final written and oral reports, as determined by the faculty supervisor. Students are paid a small gratuity, the amount, depending on the quality of the work. 3 credits.

MGT 501A. Consulting and General Management Platform Practicum

Students work in small teams on strategic and/or general management related projects, applying insights from their course work to real-world business problems under faculty supervision. Each student is expected to spend about 75 hours on the project. Grades are based on the quality of the project work and the final deliverables (e.g., written and oral reports), as determined by the faculty advisor and client project lead. **Prerequisites: Enrollment in the Consulting and General Management Platform or approval of the Platform Director. 1.5 credits.**

MGT 502. Ethical Issues in Managerial Decision Making

This course consists of a seminar, which focuses on ethical issues in management. This course is "team taught" and surveys a number of ethical standards or levels by which managers make decisions involving most functional areas of business. Course will emphasize discussion by student of cases and problem situations which confront managers and for which ethical dimensions are a significant part of the business choices. Course grade is determined by class participation and a written summary paper. See instructor for additional information. 1.5 credits.

MGT 511A. Law and Business Management

We will review different rules of substantive law which affect the conduct of individuals and businesses. We will analyze different legal theories and rules of substantive law which regulate the conduct of individuals and businesses and which impose liability for damages on individuals and business entities when those rules are violated. We will survey basic rules of criminal law, intentional torts, and negligence. We will next focus on the rules affecting the making and performance of contracts, and the liability which results from breach of contractual relationships. This will include general contract law, as well as specific rules that exist in the sale of goods and merchandise, and in the purchase, ownership and sale of real property. In addition, we will also analyze and compare the choices available for dispute resolution, including mediation, arbitration, and trial in court. 1.5 credits.

MGT 511B. Legal Issues at Business Stages

An analysis of legal issues affecting business from startup, operation, and the sale or closing of the business, including mergers and acquisitions. Startup analysis will include a comparison of business entities available and the factors to be considered in choosing one form of entity over another. We will compare general partnership, limited partnership, corporate and limited liability company forms of doing business, and basic rules of taxation of business entities, including and understanding of Apass through entities for tax purposes. Specific issues to be considered in the operation and conduct of the business will include a review of the law of agency, employment law, intellectual property law, securities regulation and antitrust. We will conclude with a review of legal issues affecting the sale or closing of a business, including mergers and acquisitions. We will discuss specific issues affecting seller and buyer including representations and warranties by seller, successor liabilities, and indemnification arrangements. 1.5 credits.

MGT 512. International Business

Deals with U. S. and foreign-based multinational corporations, U. S. small business, entrepreneurs' methods of evaluating foreign countries, foreign trade, and investment. Also covers special topics such as negotiations and divestment. Countries studied are either major industrial countries or countries representative of a region or world area. 3 credits.

MGT 513. Independent Study in Management

Any student or group of students may propose a specific one-semester learning project for up to 3 units of credit. The proposal must be approved by the Academic Review Committee before registration. A member of the graduate faculty of the Olin School must agree to serve as sponsor for the project. Credit to be arranged.

MGT 520. Taylor Community Consulting Project

This course is designed to provide business assistance and expertise to St. Louis area non-profit agencies. Applications available in the Center for Experiential Learning, Simon 100. Open to MBA students, upper level BSBA students, and MSW students. 1.5 credits.

MGT 521. Introduction to Entrepreneurship

This course is designed not only for the student with a burning passion to start his/her own business, but anyone who believes that entrepreneurial skills are an essential element of business success. "Introduction to Entrepreneurship" is taught primarily via the case method. Most case discussions will be followed by a relevant guest speaker—either an experienced entrepreneur or a professional from the investment community. You will hear from entrepreneurs and corporate managers with an entrepreneurial flair, some who have experienced great success, and others for whom success has been elusive. The structure of this course follows the evolutionary process of a new venture. Topics covered include: Idea Assessment, Organization Formation, Capitalization, Growth, and Exit. Corporate Entrepreneurship also will be explored. This course integrates much of what you have learned in your core courses and challenges you to apply those learnings. In each class you will be expected to make difficult business choices with less than perfect information, dealing with ambiguity and uncertainty, much like a real life entrepreneur. Analytical rigor will be emphasized throughout and you will be expected to have "run the numbers" for each case. A central element of this course is the opportunity to pitch your "business idea" to classmates via a 5 minute "elevator pitch". Those with the winning business concepts will recruit classmates to join their team to conduct a comprehensive feasibility analysis. Your "final" will consist of a formal 20 minute dress presentation of your idea—much like you would pitch your business concept to a potential investor.

It is the professors' objective that by the end of this course you will:

- 1) Better understand entrepreneurship and the entrepreneurial process
- 2) Be an incisive analyst of a business and/or business concept
- 3) Be a more persuasive seller of your business ideas.

Note: This course is strongly recommended for students interested in participating in MGT 524. Students may not receive credit for both this course and MGT 514A. 3 credits.

MGT 524. Business Planning for New Enterprises [The Hatchery]

In this course, two- to five-person student teams work on their own business idea or support outside entrepreneurs and scientific researchers. The academic deliverables are business plans, investor presentations or feasibility studies (for early stage scientific discoveries). Projects encompass both commercial and social ventures. Students pursuing their own ideas must have their teams formed before the class begins. Students wishing to support outside entrepreneurs and scientific researchers must apply and be selected for those teams. Most of the work will be done outside the classroom with the support of mentors, advisors and the instructor. Classes will be held once per week for the first half of the semester. Workshops and rehearsals will be required in

the second part of the term. Students make final presentations to a panel of outside judges including venture capitalists, angel investors, entrepreneurs, and people involved with early stage ventures.

Prerequisite: Completion of fall semester core requirements. 3 credits.

MGT 525. Strategic Consulting

The focus of the course is developing a strategy for a real world company. Many students use their current employer, a past employer, or the organization they would like to work for after the MBA. In this individual project, students use everything they have learned in their business career and MBA program so that each element of the strategy fits together and reflects the company's business realities. The strategy should provide superior value to employees, customers, and owners. While the primary emphasis is on strategy development and implementation, the secondary emphasis is on the consulting process. Outside speakers and a case study discuss consulting issues at the major strategy firms, the 'Big 5,' and smaller consulting firms. Most students should take the course in their last year but some full-time MBAs take it in their first year if they plan to do a consulting internship. Formerly MGT 513J. 1.5 credits.

MGT 526. Topics and Case Studies in Ethical Decision Making

This course will focus on current issues in business and examine the values used by corporate leaders in decision making. The readings and class discussions will challenge students to examine some of the fundamental values in business. Using case studies, students will engage in active role playing to expose the variety of interested parties often involved in difficult choice situations. Students will examine different models for ethical decision making and be encouraged to develop practical models of their own. The course is open to MBA candidates. Others may be enrolled by permission of the instructor. Formerly MGT 513I. 1.5 Credits.

MGT 527. Human Resource Strategies for General Managers

This course will provide a basic understanding of how to gain competitive advantage through developing the right human resource strategy for the business. It will begin with a consideration of how to link the people strategy to the business strategy, move through a discussion of segmenting and analyzing the workforce, and then cover the contribution of human resource functions in creating the right environment to motivate the highest levels of performance. This course is designed for students with full-time work experience. Students without pre-MBA work experience should take the course in year two after completion of a summer internship. 1.5 credits.

MGT 528. Creating Exceptional Value: Performance without Compromise

This course will be a kind of experiential learning course in which students understand how the various concepts they have learned during the program were applied by a company (Emerson) that achieved excellent results. The course will bring together a variety of concepts in leadership, CEO succession, strategic planning, operational processes, customer satisfaction, organic growth and growth through mergers and acquisitions, globalization, and innovation. It will involve discussions by the ex-CEO of Emerson and senior executives. **Prerequisite: 2nd year MBA standing.** May be either 1.5 or 3.0 credits.

MGT 529. Management and Corporate Responsibility

Corporate leaders are expected to maximize returns to shareholders, produce compelling products and services, and create attractive work environments for their employees while at the same time adhering to the laws and expectations of the communities and countries within which they operate. This course will explore real situations in which the objectives of the corporation's various constituencies—shareholders, employees and communities are in conflict. It will also focus on situations in which societal concerns—environmental and health, for example may be at odds with the immediate interests of important stakeholders. Through vigorous case discussions, dialogues with industry leaders and role-play simulations students will wrestle with these often ambiguous dilemmas, gain insights into the conflicts, and develop their own approaches and decision-making frameworks for resolving these situations and those they will face during their careers. 1.5 credits.

MGT 530. Asian Business Networks

To engage successfully with the dynamic economies of Asia, business leaders and their firms need to understand how the region's business networks operate. This course examines the structures and the behavioral principles which govern the major business networks of Asia, including the Japanese keiretsu, Korean chaebols, Overseas and mainland Chinese, and the Indian networks. We also will consider successful and failed strategies of non-Asian headquartered firms who have attempted to participate in Asian networks. Business actors are placed in social organizational, economic, and political contexts, and a rich set of case studies comprise the core of the evidence. Formerly MGT 500Y. 1.5 credits

MGT 533. Effective Managerial Communication

This course expands MBA candidates' competencies in writing the emphatic and active voice style for different stakeholders, presenting under difficult or unplanned circumstances, evaluating the work of others and delivering constructive feedback, running better meetings, and writing and evaluating strategic documents. MBA candidates benefit from constructive feedback provided by the instructor and an international range of classmates. Assignments are drawn from real organizational cases requiring solid tactical thinking to ensure that communication is received well. 1.5 credits.

MGT 534. Corporate Strategy

This course explores the unique strategy issues that arise within multi-business firms. The course examines how value is created or destroyed through the process of combining businesses and examines strategic issues surrounding mergers and acquisitions. Discussion within the course will critically evaluate patterns of diversification and growth within firms. The course will also address issue of vertical integration, exploring the limits of firm size. The course will also address the unique organizational design choices that emerge in multi-business settings, including an exploration of corporate governance. **MBA Prerequisite: MGT 5311. PMBA Prerequisite: MGT 5301** 1.5 credits.

MGT 535. Strategic and Crisis Communication

This course refines MBA candidates' competencies in delivering strategic communications related to three concentration tracks (financial, marketing, and consulting), communicating with employees and the public during high risk situations, strategizing and delivering damage control messages and crisis communications, preparing for media coverage, and managing media interactions. The videotaped sessions, within the context of simulated high risk and crisis situations, provides MBA candidates with immediate feedback about the potential consequences of their communication strategy and word choices. Outside speakers provide anecdotal stories and advice; a local businessperson serves as a client for the final business presentation simulation. 1.5 credits.

MGT 550A. Introduction to Non-Market Environment

While a firm's competitive advantage derives in large part from the development and exploitation of difficult to imitate capabilities and resources in the market environment, a firm's nonmarket business environment also poses important hazards and opportunities for strategy makers. Many barriers to imitation originate from legal rules or government policies that favor some capabilities over others. The rules, and in many cases their enforcement, are not fixed constraints. Rather, they are determined by the competition between interests in public institutions. In many industries, participation in the policymaking and judicial process is a critical component in creating or sustaining a company's competitive advantage. This class focuses on the nonmarket environment from the point of view of managers and consultants. Its primary objectives are to examine the nonmarket environments of business in terms of the issues, interests, and institutions; to learn a set of conceptual frameworks for analyzing those issues, interests, and institutions; and to practice forming effective strategies for managing in nonmarket environment. Three sets of topics are considered: Anticipation and management of nonmarket issues, Nonmarket strategies in governmental arenas, and Globalization and international business. 1.5 credits.

MGT 550B. Managing the Innovation Process

The course takes the perspective that innovation is a core business process associated with survival and growth of the organization, and it should be managed as such. We view innovation broadly as a process of knowledge creation. Innovation creates new possibilities through combining different knowledge sets. This process is multi-stage and takes place under highly uncertain conditions. The course objective is to help develop for our students the needed managerial skills in managing the multi-stage process of innovation. We focus on the systematic management of innovation processes through careful resource commitment and management of involved uncertainties. Enrollment limited to 2YR MBAs and PMBAs. 1.5 credits.

MGT 550C. Sports Management

This course examines business and management issues involved in the sports industry. This industry is very diverse, ranging from global sports events (such as the Olympic Games, World Cup Soccer, etc.) to major national competitions (such as the National Football League, Major League Baseball, etc.). Engaged in this industry are many different players, including franchises, governing leagues, sponsors, media, stadium owners, government, fans, and so forth. This course will take a practical look at the world of sports management and administration, with an eye on extracting key lessons for corporate management and administration. 1.5 credits.

MGT 550F. Critical Thinking Processes and Modeling for Effective Decision Making

Critical thinking is the cornerstone of effective decision-making. This course will introduce students to a variety of tools that will enhance their critical thinking skills and ultimately their ability to make effective decisions. Students will gain practice in assessing critical thinking by others, which will help them develop a plan for ongoing advancement of their own critical thinking skills. The course has the following objectives: (a) to introduce students to the science of fact based, data driven, decision making; (b) to expose students to different approaches, support tools, and analytical methods for decision making; (c) to enhance and reinforce students' critical thinking skills and their ability to intelligently use information; (d) to develop, integrate and reinforce students' modeling skills (often based on spreadsheet usage) by using such skills in a variety of decision-making-oriented applications; and (e) to introduce students to a process for team decision making. These objectives will be facilitated through the three key quantitative modeling tools taught in this course, which are: (1) decision analysis; (2) simulation for risk-analysis and modeling uncertainty; and (3) optimization tools and constrained resource allocation. **Prerequisites: All MBA Year 1 "core" courses.** . 3.0 credits.

MGT 550G. Olin Grand Rounds

Grand rounds in medical schools are a forum for presenting new and challenging clinical problems and cases. The goal of Olin Grand Rounds is to focus on the challenges and solutions facing the business of medicine. The course will therefore provide an introduction to the current issues facing the health care sector that integrates management tools and clinical knowledge. The objective is to provide students new insights into how modern management tools can be combined with scientific and clinical knowledge to manage health care organizations more efficiently and practice medicine more effectively. 3 credits. **Course is cross-listed with the undergraduate business program as MGT 320; MBA students must enroll in MGT 550G.)**

MGT 550H. Health Economics and Policy

The basic tenets of health economics will be covered. This course will, however, place a unique emphasis on incorporating materials from three broad source categories: textbook elements, "lay" press and media, and academic journal publications. A particular aim is to foster application of rigorous, critical thought to media presentations of health care economics and policy issues. 3 credits. **Course is cross-listed with the undergraduate business program as MGT 321; MBA students must enroll in MGT 550H.**

MGT 550I. Healthcare Management

The goal of the course is to develop facility in applying basic tenets of general management to actual situations and dilemmas that might be faced by health care managers, consultants, financiers, investors, innovators, or providers in the course of their work. Issues addressed will include but not be limited to financial issues, management challenges, and conduct of operations. 3.0 credits. **Prerequisites: Required/core Managerial Economics and Statistics courses.**

MGT 550J. Research in Healthcare Management

The overarching goal of the course is to develop the skills and confidence necessary for applying rigorous statistical and analytical approaches to research questions in health services, including but not limited to questions relating to management, finance and economics, operations, and policy. The course will focus on directed research projects with faculty oversight. Prior to the initiation of the course, course faculty will identify several available research project options, and prepare to present these options to the course enrollees. The goal would be for these projects to be drawn from sources capitalizing on the strength of the university medical school and affiliated medical centers, as well as for these projects to capitalize on existing relationships between the school and healthcare firms. **Prerequisites: MGT 550G, MGT 550H, and MGT 550I. The course can be taken concurrently with one of the latter 2 courses.** 3.0 credits.

MGT 550N. Olin Cup – Business Venture Valuation

In return for the cash investment, the Skandalaris Center takes equity stakes in the winning business-ventures. Thus, an important part of the selection process is coming up with a fair value of the finalist ventures as well as negotiating investment terms with the finalist teams. Students in the class will learn the basics of valuating business ventures (through class lectures and case studies). Then, they will assist the Skandalaris Center in valuations of the competing ventures and with negotiations of investment terms with the finalists of the competition. Concurrent enrollment in MGT 521 is recommended. 1.5 credits.

MGT 550Q. Law, Business & Governance

This course is designed to provide business and law students an opportunity to interact with each other and with professionals from industry and the legal profession. Participants will explore a series of corporate, labor, and financial issues, discussing the points at which they intersect with directors, officers, management, and shareholders. There will be some general lectures on corporate fiduciary duties, securities regulation, agency law, corporate governance, complex litigation, and employment law. In addition, students will participate in small group discussions and complete in-class tasks related to the materials. Examples of the types of interactive sessions planned include: a discussion on financial reporting requirements that focuses on both the legal and the practical aspects of reporting from the perspective of the managers responsible; a discussion on employment law with the input of human resources personnel; and a discussion about corporate governance issues with general counsel and others involved in advising the board. 1.5 credits

MGT 550R. Olin Board Fellows Program

As future business leaders, Olin MBAs will have the unique opportunity to impact their communities as board members for nonprofit organizations. The Board Fellows Program will offer a high-impact way for students to serve their communities while gaining the valuable experience coupling their business acumen to the mission of a nonprofit organization. As Board Fellows, students will develop skills for effective and thoughtful community leadership and gain business and communication skills as they relate to: addressing nonprofit sector issues, collaborating with other board members, and spearheading a project relevant to the board's current initiatives.

Prerequisites: MBA First-Year Core Note: This is an offering of the Center for Experiential Learning. The course is one year in duration, beginning in Spring B of one year and concluding in Spring A of the subsequent year.

MGT 550S. Consulting and General Management Industry Seminar

This course is designed to expose MBA students to the language, issues, and skill sets necessary for careers that have one of two distinguishing characteristics: (a) a consultative approach to problem-solving, be it as an "internal" consultant or working as a professional in a consultancy, and (b) in settings where solutions to such problems typically require engagement across multiple functional domains within organizations. The specific paths explored in this course include careers in consultancies (strategy, human resources, and economics/finance); 'internal' consulting positions within large organizations; and, 'rotational leadership' and other developmental programs that lead to general management positions where graduates lead business units or firms. Because this platform also is a potential foundation for students interested in the Business of Healthcare, Entrepreneurship, and International Management, there also will be sessions briefly introducing the nature of career opportunities in those areas.

Prerequisite: First-Year MBA student in good academic standing. .5 credit.

MGT 550T. Venture Advising

Students who complete the course will gain a deep understanding of the issues of both operational management and investment management of start-up firms. Students will learn of the fundamental strategies and tactics employed by private equity and venture capital firms as well as will aid in the development of business strategies for the companies in which they invest. Additionally, students will learn how to take into account the macroeconomic, political, and cultural issues that affect start-up businesses that are both operating internationally and raising capital internationally. Furthermore, students will learn of the subtleties in the complex relationship between the investment firm and the entrepreneur and will understand both their shared and disparate motivations and objectives. Students who complete the course will develop competency in the research and writing of professional consulting reports and will gain a more sophisticated understanding of both venture capital and entrepreneurship management and strategy. Students will better understand the interpersonal dynamics between the relevant stakeholders, will become proficient in the terminology of private equity investing, and will learn how to create structure to unstructured problems thus improving their ability for critical thinking. Participants will be given the opportunity to apply their efforts beyond their basic functional business skills, and towards issues of relationship management and strategy. **Prerequisites: MBA core and MGT 521. 3 credits.**

MGT 550U. Strategy and Social Responsibility

In the modern world, large corporations have come to dominate many parts of economic life. Managers in large corporations face a challenging set of tradeoffs about (1) how to balance value creation for present and future generations and (2) how to coordinate the distribution of this value among shareholders, customers, suppliers, employees, and the communities in which they operate. The supremacy of shareholders among these constituencies has led some groups to fear that they will be exploited when shareholders' interest conflict with their own. In this course, we will examine different perspectives on the role of corporate self-interest, changing social values, NGOs, and government regulation in addressing this apparent conflict. In particular, the course examines how pro-social business practices affect the relationships between for-profit corporations and customers,

employees, suppliers, investors, regulators, and non-governmental organizations. We explore how these practices can be integrated into a firm's operating strategy, and how they can be employed to enhance a firm's competitive position. 1.5 credits.

MGT 555. Global Management Studies

Encourages MBA students to improve their understanding of business management outside of the USA by allowing them to plan, organize and lead a course that includes field study in foreign nations of their choice. Offered in the spring term of each year, this course is planned, organized and led by a team of students under the direct supervision of an Olin faculty member recruited by the student team. Both a faculty adviser and the GMS policy committee must approve each course proposal. Open to MBA degree candidates only. 1.5 credits.

MANAGERIAL ECONOMICS

MEC 500J. Markets, Business and the Environment

This course will cover environmental management from the perspectives of government regulators and private corporations. In the first half of the course, you will learn about innovative market-based approaches to environmental policy, such as tradable pollution permits. You will also gain an understanding of the economic underpinnings of a variety of market-driven non-governmental initiatives, such as eco-labeling and certification. In the second half of the course, you will learn about proactive corporate endeavors through a series of case studies, arriving at answers to questions such as: 'can firms shape regulation to secure competitive advantage?' or 'what is the potential for product differentiation along environmental lines?' In short, you will gain a better understanding of when it "pays to be green." Throughout the course we will emphasize the interactions among the public and private spheres of activity. Designing sound environmental policies, for example, requires creating the proper incentives for regulated firms to reduce their pollution. The major theme of the course is the interaction between markets and the environment. How can environmental policies be designed to create or mimic markets, in order to provide regulated firms with the right incentives for environmental protection? What profit opportunities do markets provide innovative firms? This is the first of the two-course sequence in Sustainable Business. In this course we focus on the economic underpinnings of environmental regulation, the regulatory compliance of firms, and the use of markets for environmental protection. The second course, Strategy and Social Responsibility, focuses on the integration of Socially Responsible Business Practices with firm strategy. **Prerequisites:** MBA core. 1.5 credits.

MEC 531. The Global Economy

The purpose of this course is to present current issues pertaining to international economics, macroeconomics, and the global economy. The broad topics to be covered are: macroeconomic principles; exchange rate determination; balance of payments analysis; the choice between fixed and floating exchange rates, and the implications of that choice on the implementation of domestic policies; and finally a brief treatment of the determinants of economic growth and nations' development strategies. The material will be presented through a combination of lectures and case discussions. 1.5 credits.

MEC 537. Data Analysis, Forecasting & Risk Analysis

This course presents a modern and contemporary coverage of several econometric models that are used for the analysis and forecasting of business data. The basic building blocks for the analysis are regression time series models. Broad coverage of non-seasonal and seasonal ARIMA models is included. The important family of ARCH-GARCH models, used to represent changing volatility, are also covered in detail. These models are widely used in option pricing and in other financial applications. The course includes some extensions of these models to multivariable problems. Students are exposed to numerous real data sets in class and in assignments. All the models are analyzed with a popular econometrics software package that is employed in business. A group project is required. **MBA Prerequisites: MEC 5410 and 5400; PMBA Prerequisites: MEC 5401 or 5406.** 3 Credits.

MEC 538. Economics of the Organization

Business organizations are complex systems with mutually dependent parts. Understanding the economic factors that influence how the organizational pieces function together can be a daunting task. The goal of this course is to provide an economic framework for the analysis of a variety of challenges that face businesses, both at the organizational and individual employee levels. In this course we will consider what economics can say about the efficient organization of firms and businesses, and provides an economic approach to solving organizational and incentive problems. The aim of this mini is to describing general organizational issues facing firms, such as incentive problems arising from adverse selection, moral hazard, and agency. We consider alternative solutions

to these problems and then apply these lessons to readings and cases. **MBA Prerequisite: MEC 5400. PMBA Prerequisites: MEC core.** 1.5 credits.

MEC 538B. Compensation, Incentives, and Organizations

This course is the second in a linked sequence looking at the study of the economics and management of organizations, and focuses on issues at the individual employee level. We will use the tools developed in MEC 538, Economics of the Organization, to examine how incentives and performance contracts should be combined in an organizational framework to motivate executive and employee performance. In this course we consider the economic incentive problems faced by a firm in recruiting, training, motivating, and retaining workers in the firm's internal labor market, as well as economic tools which may be used to construct compensation and non-compensation schemes to address these incentive problems and raise worker productivity. The format of the course is to present the underlying theory or framework for the topic at hand, and then to illustrate how a firm was able (or unable) to implement the recommended approaches for solving the incentive problem. Students may not receive credit for both this course and MEC 532. **Prerequisite: MEC 538 or permission of the instructor.** 1.5 credits.

MEC 540. Money, Capital Markets and Economic Growth

An introduction to the U.S. monetary and financial system and its interaction with the overall economy. Among topics considered are the determination of interest rates, the relationship between monetary and "real" sides of the economy including savings and investment decisions and inflation rates, and the role of capital markets in GDP and productivity growth. 1.5 credits.

MEC 592. Competitive Industry Analysis

Uses economic and game-theoretic models to analyze behavior of firms. Focus will be split between evaluating the competitive environment within industries and developing competitive strategies that are responsive to specific competitive forces facing individual firms. Topics typically covered include models of price and quantity competition, barriers to entry, commitment strategies and credible threats, product differentiation, vertical integration, research and development, and patenting strategies. **MBA Prerequisites: MEC 5400 and 5410. PMBA Prerequisites: MEC 5406.** 3 credits.

MEC 595. Market Competition and Value Appropriation

The objective of this course is to provide students with frameworks and capabilities for making smart strategic decisions in evolving markets. Skills of this variety are critical for those intending to pursue careers in management consulting. Markets offering opportunities for improvement in technology or product quality/features are a classic example of the kind of situation to which these skills may be applied. For example, what is the value-maximizing mix of internally-oriented ("innovative") versus externally-oriented ("imitative") R&D investments? Do the life cycles of markets of this kind display common features? And if they do, how can these shared features be used to make smarter R&D mix choices, and to predict or influence the degree to which a firm can appropriate any value it creates? **Prerequisite: MEC 592 (may also be taken as a co-requisite) or permission of the instructor.** 3 credits.

MARKETING

MKT 500H. Creating & Building Brand Equity

This course covers topics such as customer-based brand equity, brand positioning, choosing brand elements, designing marketing programs to build brand equity, integrated marketing communications to build brand equity, and leveraging secondary associations. You can think of this course as Brand Management, part I, and MKT 555, Brand Management, as Brand Management, part II. You can take either course or both courses, it's completely up to you. You will not be at a disadvantage if you take only one course, it's really more about how much depth you want on brand management. In this course, we will go through topics from the first half of Kevin Keller's Strategic Brand Management textbook. The course consists of readings and cases, and you will hear from industry guest speakers and complete a project on creating brand equity. There are no prerequisites. Credits: 1.5.

MKT 500I. Measuring & Managing Brand Equity

This course focuses on the concepts, guidelines and techniques used by managers to measure, maintain and manage 'brand equity' with a view towards establishing powerful brands and branding strategies. Recognizing the importance of consumers in a customer-centric marketplace, the framework of this course approaches branding from the perspective of the consumer – called customer-based brand equity. A major part of this course

examines what consumers know about brands, what marketers want them to know and how measurement procedures are developed to assess brand knowledge and 'brand equity'. Through the use of relevant cases and real-life examples, this course examines how new products should be introduced and named, how 'brand equity' can be measured and how the value of brands (to both customers and firms) can be quantified and evaluated. Also covered will be the approaches to measuring sources of 'brand equity', outcomes of 'brand equity' and the development and implementation of a 'brand equity management system'. **Prerequisite: MKT 500H recommended, but not required.** 1.5 credits.

MKT 500J. Business-to-Business Marketing I

This mini course, and its complement, MKT 500K, focus on business marketing management: Understanding industrial, institutional and governmental purchase behavior and processes, and recognizing, creating, and capturing value in those markets. We will place emphasis on issues of channel coordination, customer relationship management, systems approaches, and personal selling, as well as value calculation and pricing, in the creation of business marketing strategy and implementation plans. This course is recommended, but not required, for those wishing to take MKT 500K. **Prerequisite: MKT 5503.** Credits: 1.5.

MKT 500N. Retail Management

The purpose of this course in retail management is to introduce students interested in marketing, consumer packaged goods and retailing to the elements of successful retail strategies. The curriculum will include identifying the critical elements of the retail mix, studying key retail metrics, focusing on the challenges presented by multiple channels of distribution including the internet and examining obstacles and strategic choices confronting mature retailers. The course will conclude with side-by-side comparisons of the strategies and financials of preeminent retailers like Home Depot and Lowes and Target and Wal-Mart. 1.5 credits.

MKT 500O. Marketing Industry Seminar

To improve industry awareness and overall savvy of our students interested marketing careers. This course is designed with several objectives in mind. First, it exposes our MBA students early on to the language, issues, and skill sets necessary for specific careers in marketing. Such learning goes beyond what can be covered in the marketing core course. Second, the increased industry exposure and roles and responsibilities of entry level product brand managers should play well as students prepare for internship interviews. Third, the relatively exhaustive review of each career path should facilitate the students' ability to appropriately pick a career path. **Prerequisite: First-Year MBA student in good academic standing. .5 credit.**

MKT 501. Marketing Platform Practicum

Students work in small teams on marketing related projects, applying insights from their course work to real-world business problems under faculty and client supervision. Each student is expected to spend about 75 hours on the project. Grades are based on the quality of the project work and the final deliverables (e.g., written and oral reports), as determined by the faculty advisor and client project lead. **Prerequisites: Enrollment in the Marketing Platform or approval of the Platform Director. 1.5 credits.**

MKT 555A. Data Analysis for Brand Management

Firms in several industries, most notably in the packaged goods sector, now have access to accurately measured data on actual market performance of their brands and competing brands, especially with the availability of syndicated data provided by suppliers such as A.C. Nielsen and IRI. Given such vast quantities of data, brand managers must be equipped with the analytical skills required to bring such data to bear on marketing problems facing the brand. This course will introduce students to these new sources and a set of analytic tools useful to analyze such data. Marketing decision support systems will also be discussed. Cases will be used to illustrate the use of the various techniques. **Prerequisite: MKT 5503.** 1.5 credits.

MKT 555. Brand Management

This course covers topics such as developing a brand equity and management system, measuring sources of brand equity, measuring outcomes of brand equity, designing and implementing branding strategies, introducing and naming new products and brand extensions, managing brands over time, and managing brands over geographic boundaries and market segments. You can think of this course as Brand Management, part II, and MKT 500H, Creating & Building Brand Equity, as Brand Management, part I. You can take either course or both courses, it's completely up to you. You will not be at a disadvantage if you take only one course, it's really more about how much depth you want on brand management. In this course, we will go through topics from the second half of Kevin Keller's Strategic Brand Management textbook. The course consists of readings and cases, and you

will hear from industry guest speakers and complete a project on brand management. There are no prerequisites.
1.5 Credits.

MKT 558. Pricing Strategies

This course is designed to equip you with some essential concepts and techniques needed to make profitable decisions about one of the most important marketing variables--price. The course is structured around four fundamental factors that firms need to consider in their pricing decisions: costs, customers, competitors and climate (legal environment). Through an airline pricing game, case studies, and in-class discussions, this course will provide you with a conceptual framework, grounded in modern economics and consumer psychology, for analyzing a complex marketing environment and designing proactive pricing strategies that are most profitable for your business. **Prerequisite: MKT 5503. Familiarity with basic statistical techniques and a spreadsheet package like Excel is desirable.** 1.5 credits.

MKT 558B. Pricing Decision Making and Implementation

The focus of this course is on pricing tactics and strategies that are proven to be profitable for firms. Through case studies, lectures, and practical exercises, this course will help you to gain insights into successful pricing strategies in various industries and to develop your own skills necessary to make the most important business decision--pricing--in your organization. Topics of discussion include pricing over the product life cycle, discounting, price bundling, price discrimination, pricing through the channel, competitive bids, strategic pricing, etc. This course replaces MKT 552B; students may not receive credit for both this course and MKT 552B. **MBA Prerequisite: MKT 5503. Familiarity with basic statistical techniques and a spreadsheet package like Excel or Lotus 1-2-3 is desirable; completion of MKT 558 is strongly recommended** 1.5 credits.

MKT 559. Creating and Marketing Innovative Products and Services

New product development is a major strategic activity for most firms. Success in new products becomes vital as product life cycles shorten and competitive activity leads to record numbers of product introductions. This course is the first in a two part sequence; it will explore key new product issues including ideation, assessment of new designs, and the development, positioning, pricing, and diffusion of innovative new products and services. Barriers as well as accelerators of diffusion will be discussed. The impact of disruptive innovations on mainstream markets will be studied. This is a case-based course, and there is no text book. **Prerequisite: MKT 5503. MKT 571A and MKT 555 are strongly recommended.** 1.5 credits.

MKT 559B. Marketing Strategies for Innovative Products and Services

This is the second in a two-part sequence; it will explore product portfolio decisions, the first mover advantage, pricing of new and innovative products, channel decisions, the marketing mix, and test marketing. It is a case-based course. **Prerequisite: MKT 5503. MKT 553, MKT 571A and MKT 555 are strongly recommended.** 1.5 credits.

MKT 571A. Marketing Research

Description: This course teaches the essentials of marketing research - how to collect and analyze data in order to understand and characterize the target consumer. It does so in two steps: first, collection of data from consumers using techniques such as focus groups, surveys, laboratory experiments etc.; second, analysis of the collected data using techniques such as linear regression, factor analysis, multidimensional scaling, conjoint analysis etc. The course will teach students how to implement these techniques using standard software. The format for the course is lecture and cases. **Prerequisite: MKT 5503 or permission of instructor.** 1.5 credits.

MKT 571C. Database Marketing

Until recently, marketing research was mostly based on data collected using surveys or experiments. Firms now have access to a wide variety of real-world marketing data, collected using sophisticated database management techniques. This course demonstrates the value that firms can derive from such databases. This course will familiarize students with these new data sources, and describe a set of analytical tools that are necessary to make sense out of such data. Familiarity with some statistical analysis software (Microsoft Excel, Matlab etc.) will be useful. **Prerequisite: MKT 5503.** 1.5 credits.

MKT 576A. Understanding and Influencing Consumer Behavior

A firm makes money by understanding consumer value. This course gives you tools to understand how consumer needs arise, how these needs guide their learning, product choice, loyalty, and therefore value, and to design marketing actions that influence consumer needs and behaviors. **Prerequisite: MKT 5503.** 1.5 credits.

MKT 577. Marketing Strategy

Our objectives in this course are twofold: (1) Develop and sharpen your skills in making strategic marketing decisions, and (2) Understand the steps involved in the formulation and implementation of marketing strategies. Strategic marketing decisions, unlike tactical decisions, have long term effects and are often costly to change once implemented. Strategic decisions often involve more than one marketing mix (price, advertising, product features) variable. As such these are very important decisions. Strategic decisions involve internalizing competitive reactions and customer behaviors to evaluate the effectiveness of the strategies. We will develop frameworks and conceptual tools for you to analyze strategic problems in marketing and to develop the optimal strategy. Once you have identified the options, you need to implement the strategy. We will discuss the analyses you need to perform to formulate a successful strategy, how to implement the strategy through the marketing mix, and to follow up. We will use case analyses, lectures, assignments, group project, a simulation game, and guest speakers to enrich our learning. **MBA Prerequisite: MKT 5503 and MEC 5410. Recommended: MKT 571A AND 571C. PMBA Prerequisites: MKT core and MEC 5401. Recommended: MKT 571A AND 571C. 3.0 credits.**

MKT 579G. Contemporary Marketing Channels

In this course we examine the important strategic issues related to marketing channels. Important topics include: conflict versus cooperation in marketing channels, the coordination problems between manufacturers and retailers, vertical restrictions, channel leadership, firm boundary and channel structure, franchising, and public policy toward marketing channels. **Prerequisites: MKT 5500; or MKT 5501 and 5502. 1.5 Credits.**

MKT 579I International Marketing Management

This course begins by defining a strategic approach to international marketing and by raising, in particular, the challenges of international marketing research. It then addresses international market, segmentation, targeting, positioning, and internationalization mode decisions. Finally, the elements of the marketing mix are explored from an international perspective. **Prerequisite: MKT 5503. 1.5 credits.**

OPERATIONS AND MANUFACTURING MANAGEMENT

OMM 500G. Operations and Supply Chain Management Industry Seminar

Fast-changing consumer demand, the Internet and digital technology, growing competitive pressures, and globalization create new opportunities and challenges on how firms can efficiently deliver the right product to the right place at the right time. Practitioners have responded to drastic market changes through various innovative strategies such as supply chain redesign. These challenges have also attracted significant academic attention and inspired new supply chain research. This course focuses on advanced topics in logistics and supply chain management that are of interest to managers, consultants, and researchers. Students will gain exposure to state-of-the-art knowledge about these topics by attending seminar sessions given by both industry and academic speakers. For MBA students; students may not take both 500F and 500G for credit. **Prerequisite: First-Year MBA student in good academic standing. .5 credit.**

OMM 501. Operations and Supply Chain Management Platform Practicum

Students work in small teams on an operations and/or supply chain related consulting project for a client organization, applying insights from their course work to real-world business problems under supervision of both a faculty advisor and a client project lead. Each student is expected to spend about 150 hours on the project. Grades are based on the quality of the project work and the final deliverables (e.g., written and oral reports), as determined by the faculty advisor and client project lead. **Prerequisites: Enrollment in the Operations and Supply Chain Management Platform or approval of the Platform Director. 3.0 credits.**

OMM 554. Operations Planning and Control

Examines approaches to problems of operations planning and control in various organizational settings. Topics include demand forecasting (data analysis, forecasting techniques, and control of forecasting systems), end-item inventory control (lot sizing, safety stock, and evaluation of systems), and materials requirements planning (master scheduling, shop scheduling, aggregate capacity planning, and systems implementation). **MBA Prerequisite: OMM 5704 or permission of instructor. PMBA Prerequisites: OMM core or permission of instructor. 3 credits.**

OMM 558. Advanced Operations Strategy

This course deals with operations issues having a long-term impact on the corporate strategy, and on the competitive viability of a firm. We develop a general framework for creating and analyzing strategies for managing domestic and international manufacturing and service operations. The strategic decision categories to be examined include product-process technology strategies, facilities, and capacity management, performance measurement, managing quality and productivity, and system design. The course covers productivity measurement, process choice, product profiling, interfaces with marketing, experience costs, process positioning, accounting and financial perspectives, and international operations. It gives equal attention to service operations and manufacturing operations. Emphasis is on the application of systems thinking to case studies and the design of world class operations. It is valuable for students with an operations or general management focus, as well as for finance and marketing students. **MBA Prerequisite: OMM 5704 or permission of instructor. PMBA Prerequisites: OMM core or permission of instructor. 3 credits.**

OMM 559. Managing Global Business Process Outsourcing for Competitive Advantage

The growth of global outsourcing of all types of business processes (from manufacturing, to R&D, engineering, call centers, clinical trial tests, IT, Accounting, human resources, etc.) with third party contracting organizations all over the world has been heralded by the popular and academic press as the most important business trend of the last decade. As a result of such strategic trends and actions, it becomes essential to strategically manage the "global business process outsourcing" as a key business process by itself, and thus to hire and train managers that fully understand the tradeoffs, implementation challenges involved, approaches for managing risks, and more importantly, able to manage the business relationships with the third party contracting organizations. The course is intended to provide the fundamental skills to our MBA/PMBA students so they can become successful, global managers of "virtual" value chains, which when faced with outsourcing decisions, can competently make them within the context of their firm's strategy, but also effectively execute all aspects of the outsourcing process and manage the outsourcing relationship with their suppliers. There will be a course packet with readings and case studies. Formerly OMM 500C. 1.5 credits.

OMM 573. Operations Management in the Service Industry

The service industry is of vital importance to today's economy. Through a greater understanding of the design and operation of services, productivity improvements can be achieved which result in real growth. In this course we will analyze both the strategic issues in service management as well as the particular aspects of running firms. We will discuss important issues in the operations of major service providers such as hotels and restaurants, airlines, retailers, financial services, and health care providers. We cover such topics as: service design, capacity and demand management, quality in services, variability and bottlenecks, and revenue management. The course will approach services from an operations management viewpoint, though related aspects of strategy, marketing, technology management and organizations will be discussed. Much of the discussion will focus on case studies and articles. Students will be required to write-up several cases, complete other written assignments, and may be required to take part in a term project. **MBA Prerequisite: OMM 5704. PMBA Prerequisites: OMM core. 1.5 credits.**

OMM 576: Foundations of Supply Chain Management

Examines how companies manage effectively the entire set of activities involved in the production and delivery of goods and services to their customers. Supply chain management (SCM) deals with the management of materials, information, and financial flows in networks consisting of suppliers, manufacturers, distributors, and customers. Recent trends in communication technology, sophisticated information systems, globalization of operations and markets, increased demand for mass customization, and increasing customer expectations have made the coordination and integration of these flows within and across companies critical to the success of businesses. This course focuses primarily on the foundations of SCM, touching topics such as: 1) matching supply with uncertain demand, 2) inventory management, 3) logistics, 4) design for variety, 5) global issues in SCM, 6) Quick/Accurate Response, and 7) collaborative processes. **MBA Prerequisite: OMM 5704. PMBA Prerequisites: OMM core. 1.5 credits.**

OMM 577. Information Technology and Supply Chain Management

Recent developments and breakthroughs in information technology have radically changed the business world, offering opportunities not only for new products and services also for reengineering supply chains and improving supply chain performance. The course will study how the innovations in information technology affect the ways information flows through the supply chain, which in turns provide opportunities to better coordinate the material and financial flows. The course will review business cases in which companies use supply chain management

concepts and emerging technologies to improve business processes as well as creating values. **MBA Prerequisite: OMM 5704. PMBA Prerequisites: OMM core.** 1.5 credits.

ORGANIZATIONAL BEHAVIOR AND STRATEGY

OB 500A. Creative Thinking and Leading the Creative Organization

This course is for students who want to improve their ability to develop creative and innovative solutions to business problems and to lead in a way that fosters creativity in others. In a world of rapid technological and product-market change, the ability to constantly refresh existing products through new ideas, to introduce new product or service offerings, and to continuously improve processes and practices is an indispensable element of sustained competitive advantage. Managers who have mastered the skills of creative thinking and can foster those skills in others are therefore in a position to add tremendous value to their firms and, ultimately, to society. This course is designed to help you understand and begin to master those skills. **Prerequisite: MBA First-Year Core.** 1.5 credits

OB 523. Managing Politics and Power In Organizations

The use of power and politics is inevitable in modern organizations – and the higher one goes the more of it one encounters. Therefore, the development of real competency in managing power and influence can materially enhance career progression. The objective of this course is to develop such competency through the use of learner – centered instruction, which includes actual application of concepts through class discussion of case histories and the use of a learning journal. The content of the course includes: why power and politics occur; when are they particularly prevalent; what are the sources of power; how to build power throughout ones career; common influence tactics; the importance of political “fit” in job search, and; how to avoid political mistakes in a new position. **MBA Prerequisite: OB 5620 or permission of the instructor. PMBA Prerequisites: OB 5601 and 5602 or permission of the instructor.** 3 credits.

OB 561.Negotiation & Conflict Management

Managers spend the majority of their time negotiating - from negotiating schedules and vacation time to negotiating resource allocations to negotiating mergers and major policy decisions and their implementation. Skillful negotiation is a critical component of the toolbox of the successful manager. The purpose of this course is to improve students' abilities to diagnose conflict situations, to analyze, plan, and conduct negotiations. The course material addresses negotiation as an effective means for implementing decisions and strategies and resolving conflict in a variety of settings. Course format will involve simulated negotiation and experiential exercises, cases, discussion, and lecture. Students will be evaluated on the basis of case analysis, negotiating performance, a final project, and participation. Students are expected to participate in all negotiation exercises. Students may not take both this course and OB 524 for credit. 1.5 credits.

OB 561C. International Negotiations

International negotiations are more than just a language barrier -negotiating across cultural divides requires a framework for understanding cultural differences. Cultural differences impact not only the process of the negotiation itself, but also the preferences and positions of the parties. Different cultural perspectives result in different negotiator selection criteria, can impact the significance of different types of issues, can create misunderstandings over concerns with protocol, can result in very different bases of trust and comfort with risk, impact preferences for different positions, affect negotiation strategies, and determine the nature of a persuasive argument. This class is designed to help students build advanced skills in negotiation and dispute resolution, in particular in an international context, by providing a framework for understanding the impact of cultural differences on negotiation processes and outcomes. As demonstrated in the pre-requisite negotiations class, a win/lose mentality frequently results in sub-optimal agreements, yet even the definition of winning can change dramatically across different cultures. The ability to anticipate and understand such differences can result in the creation of a "bigger pie" and more integrative and lasting agreements. The class will train students in the advanced negotiation skills of the international negotiator. **Prerequisite: OB 524 or 561.** 1.5 credits.

OB 565. Leading Change

This course introduces the concepts of how leaders create and manage change in four domains: developing a strategic vision, designing new structures and processes, aligning individual motivation with organizational culture, and gaining support for the implementation of change. The class approach will include presentations on leadership experiences, case studies of examples of leaders exhibiting specific behaviors, and experiential exercises. It offers participants meaningful opportunities for the development of a portfolio of tools for leading change. **MBA**

Prerequisite: OB 5620 or permission of the instructor. PMBA Prerequisites: OB 5601 and 5602, or permission of the instructor. 1.5 credits.