

# Olin Business School

Phone: 314-935-7301  
Email: [OlinGradAdmissions@wustl.edu](mailto:OlinGradAdmissions@wustl.edu)  
Website: <https://olin.wustl.edu>

## Courses

Courses include the following:

- B60 ACCT (Accounting) (p. 1)
- B52, B62 FIN (Finance) (p. 6)
- B63 MGT (Management) (p. 15)
- B64 MEC (Managerial Economics) (p. 28)
- B65 MKT (Marketing) (p. 31)
- B56, B66 OB (Organizational Behavior) (p. 36)
- B57, B67 SCOT (Supply Chain, Operations, and Technology) (p. 41)
- B69 DAT (Data Analytics) (p. 45)
- B90 BEE Brookings Executive Education (p. 49)
- B99 INTL International Studies (p. 50)

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## Accounting

Visit online course listings to view semester offerings for B60 ACCT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B60&crslvl=5:9>).

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### B60 ACCT 500 Independent Study in Accounting

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#### B60 ACCT 5001 Introduction to Financial Accounting

Credit 1.5 units.

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#### B60 ACCT 5002 Strategic Cost Analysis

Credit 1.5 units.

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#### B60 ACCT 500C Tax & Business Strategy

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 the transaction structure can have on after-tax cash flows." This course is not intended to provide students with the 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.

Credit 1.5 units.

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#### B60 ACCT 500D Fraud Prevention and Internal Controls

This course is designed to provide students with an overview of various forms of fraud, the role of auditors and forensic accountants in detecting the fraud, and how internal controls may be designed to prevent such activity. The course will draw extensively on cases that illustrate the various types of fraud. In each topical area, students will examine the techniques that may enable an investigator to detect the fraudulent practices and also develop appropriate internal controls that would help a corporation minimize or prevent the fraudulent practices. Prerequisites: ACCT 5011 or ACCT 5001.

Credit 1.5 units.

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#### B60 ACCT 500E Information Technology Control and Audit

This course is designed to provide students with an introduction and overview of the field of Information Technology (IT) Auditing. It is intended to provide students with an understanding of risks in the IT environment, general computer and application control concepts and the basics of how to perform an IT audit. The course will also introduce students to the ISACA COBIT framework and the concepts of IT governance and assurance. Note: students must either have completed ACCT 564 previously or be concurrently enrolled.

Credit 1.5 units.

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#### B60 ACCT 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. Concurrent enrollment in or completion of ACCT 563 or equivalent.

Credit 3 units.

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#### B60 ACCT 500G Analysis of Financial Institutions and Financial Instruments

The main goal of the course is to give you an in-depth understanding of how financial reports provide unusually accurate and detailed (but not perfect) information about the risks and performance of firms in the financial services industries. These firms' financial statements increasingly are based on fair value accounting and their financial reports typically include extensive risk and estimation sensitivity disclosures. Both fair value accounting and risk and estimation sensitivity disclosures are necessary ingredients for financial reports to convey the risk and performance of financial services firms in today's world of complex, structured, and risk-partitioning financial instruments and transactions. While financial services firms often apply fair value accounting and risk and estimation sensitivity disclosures imperfectly (or worse), careful joint analysis of the information they do provide invariably yields important clues about their risks and performance. Pre-requisite ACCT 501B.

Credit 1.5 units.

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#### B60 ACCT 500H International Financial Reporting Standards

The early part of this course will cover an overview of International Financial Reporting Standards and the International Accounting Standards Board; advantages and disadvantages of adopting IFRS from the viewpoints of users, preparers, auditors, developing countries, developed countries, and others. The course will also provide an overview of the SEC staff's findings and observations regarding certain issues in adopting IFRS in the United States and related observations from the perspective of the IFRS Foundation and staff. The remainder of the course will be devoted to the key differences between IFRS and

GAAP in such areas as revenue recognition; inventories; and long-term assets, including property, plant, and equipment, intangible assets, research and development costs, borrowing costs, and impairment. Prerequisite: Successful completion of or concurrent enrollment in Advanced Financial Accounting Problems B50 ACCT 4680 or B60 ACCT 563.

Credit 1.5 units.

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#### **B60 ACCT 500I International Financial Reportings Standards II**

This course will be a continuation of A500H and will be devoted to the key differences between IFRS and GAAP in such areas as provisions, contingent liabilities, and contingent assets; leases; income taxes; employee benefits; share-based payments; business combinations; consolidations and investments in related entities; financial instruments; cash flow statements; operating segments; interim financial reporting; accounting policies; changes in accounting estimates; errors; events after the balance sheet date; related party transactions; earnings per share; discontinued operations; and changes in foreign exchange rates. The course also will cover management opportunities and issues when converting from GAAP to IFRS.

Prerequisite: ACCT 500H

Credit 1.5 units.

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#### **B60 ACCT 500J Not-For-Profit Accounting**

Students will gain an understanding of the unique facets of not-for-profit accounting, including understanding not-for-profit financial statements, differences in not-for-profit GAAP, and the IRS Form 990.

Credit 1.5 units.

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#### **B60 ACCT 500M Ethics I**

This course has been designed to help the student understand ethical reasoning and behavior and in so doing define their own moral compass. The primary goal being to make the student a role model to others in ethical behavior - not just in determining what is the proper ethical choice, but, more importantly, effectively implementing the behavioral changes required to achieve solutions to ethical dilemmas. To quote while paraphrasing the authors of the textbook, "We strive in (these courses) not only to educate accounting students to be future leaders in the accounting profession but to stimulate (the students) ethical perception and cultivate virtue thereby awakening (their) sense of duty and obligation to the public interest."

Credit 1.5 units.

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#### **B60 ACCT 500N Ethics II**

This course builds on Ethical Decision Making in Accounting I to help students develop a deeper understanding of ethical behavior, including dealing with fraud in financial statements, legal obligations of auditors, Wall Street expectations and earnings management, and what it takes to be an ethical leader. To quote the author of the course text, "...it comes down to one's sense of right and wrong and willingness to voice values to positively impact (the) auditor responsibility." This second segment of Ethical Decision Making in Accounting is offered for the purpose of creating ethical leaders in the accounting and auditing profession, the business community, and society and to instill that sense of right and wrong and the eagerness to put it into action.

Credit 1.5 units.

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#### **B60 ACCT 500O Financial Metrics for Start-Ups**

This course is designed for Masters of Accounting and Finance students (and others) who want to build their management consulting skills and competencies through work on real-world projects with early-stage businesses. Clients will be both Washington University-based entrepreneurs (students or recent alumni) and St. Louis community aspirants. Students may take this course twice in one semester, provided that they enroll in both ACCT 500K and ACCT 500O.

Credit 1.5 units.

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#### **B60 ACCT 501 Introduction to Financial Accounting II**

Credit 1.5 units.

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#### **B60 ACCT 5011 Financial Accounting**

Introduces the principal financial statements: balance sheet, income statement, and the statement of cash flows. Examines the distinction between income flows and cash flows. Presents selected accounting principles of measurement and reporting in the context of business and interpreting financial information. Extensive use of actual companies' financial statements.

Credit 2 units.

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#### **B60 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.

Credit 2 units.

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#### **B60 ACCT 501B Financial Accounting B**

This course is the second in the Financial Accounting sequence. In this course we continue to explore how choices of accounting methods affect financial statements and financial ratios. Specifically we concentrate on long-term assets and long-term liabilities, purchase vs. leasing options, off-balance-sheet financing, and implications for deferred taxes. The course concludes with a closer look at the statement of cash flows and preliminary analysis of solvency. As in the first course, the emphasis is on reading and understanding of financial statements. We approach the statements mainly from a user's perspective. The course is structured as a mix of lectures and case discussions. It utilizes Harvard business cases and involves analysis of actual statements. Prerequisites: ACCT 5001 OR ACCT 5011. Note: Students cannot take both this course and ACCT 501 for credit.

Credit 1.5 units.

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#### **B60 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.

Credit 1.5 units.

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#### **B60 ACCT 503 Business Analysis Using Financial Statements**

This course uses 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. Prerequisites: ACCT 5001 and ACCT 501 and FIN 5200 or FIN 5201 and FIN 5202.  
Credit 1.5 units.

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**B60 ACCT 503B Advanced Business Analysis Using Financial Statements**

This course involves the application of the analysis skills from ACCT 503 (accounting analysis, cash flow analysis, and financial ratio analysis) to a variety of reporting contexts. These include security analysis, credit analysis, valuation analysis, financial policy analysis, and investor communications. For this course, cases will be used as the primary vehicle for achieving the learning objectives. Prerequisites: ACCT 5001, ACCT 501, ACCT 503, FIN 5201 and FIN 5202 or FIN 5200.  
Credit 1.5 units.

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**B60 ACCT 505 Advances in Management Accounting**

This course focuses on current management accounting techniques, including activity-based costing, target and kaizen costing, international management accounting, and management accounting in Internet companies. Investigating these topics will include use of ABC software to illustrate the process of implementing an ABC information system. Also new in this course will be project focused on comparing and contrasting management accounting techniques of traditional and Internet companies. Prerequisite: ACCT 5002  
Credit 1.5 units.

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**B60 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 to be covered include the legal and financial structure of a lease, options embedded in lease agreements, accounting and tax issues related to leases, and the marketing and negotiation of leases. Prerequisites: FIN 5200 or FIN 5201 and FIN 5202 and ACCT 5001.  
Credit 1.5 units.

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**B60 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 5200. PMBA Prerequisites: ACCT 5001, ACCT 501, FIN 5201, and FIN 5201  
Credit 1.5 units.

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**B60 ACCT 509 Tax and Business Strategy: A Planning Approach**

This course addresses tax planning in a business-centric context. The focus will be the economic role taxes play in structuring and planning business transactions involving various legal forms of doing business. The class materials will address current topics (e.g., mergers and acquisitions, changing global views of tax planning; tax reform implications) supplemented by real-world examples of transactions and issues facing business leaders today. Given the global expansion of business, particular attention will be made to the complexities faced when planning international investment, from the U.S. and into the U.S. Aspects relating to tax accounting (i.e., the interaction of tax planning and financial statements) will also be covered. The class will strive

to not be tax technical (i.e., it will not involve a detailed review of the Internal Revenue Code or Regulations); however, due to the nature of the topic, there will be certain technical aspects that will be discussed so that participants can gain a better understanding of the interaction of the tax law with certain business transactions. The class will not focus on individual taxation topics.  
Credit 1.5 units.

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**B60 ACCT 510E Financial Reporting & Assurance in a Blockchain World**

Blockchain Technology has been described as the most important development in financial reporting since the emergence of double-entry bookkeeping. This course is designed to familiarize participants with Blockchain technology, and to explore the implications of Blockchain on the preparation and reliability of financial statements, as well as on the assurance process of financial statements. Many topics covered in this course may also be applicable to industries in which "record keeping" plays a prominent role (e.g. real estate transactions, recording health care information). This course is required for MS Analytics-Acct students.  
Credit 1.5 units.

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**B50 ACCT 513 Independent Study in Accounting**

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**B60 ACCT 513 Independent Study in Accounting**

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**B60 ACCT 531 Financial Metrics**

The Finance Metrics Clinic is designed for students who want to build their financial analysis and management consulting competencies through work with early-stage businesses. The end goal of these projects is to help startup clients understand and build their financial metrics-supporting more metrics/data-driven decision-making within the startup community.  
Credit 1.5 units.

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**B60 ACCT 532 Financial Metrics**

The Finance Metrics Clinic is designed for students who want to build their financial analysis and management consulting competencies through work with early-stage businesses. The end goal of these projects is to help startup clients understand and build their financial metrics-supporting more metrics/data-driven decision-making within the startup community.  
Credit 1.5 units.

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**B60 ACCT 555 Accounting Policy and Research**

This course is designed for Students in the Masters in Accounting Program (MACC) and integrates material from previous accounting courses and professional experiences. This course will enable students to develop their knowledge and appreciation of current debates that surround the accounting profession. Students will develop critical thinking skills regarding these issues and form and defend opinions about contemporary regulatory and market issues. The course will also provide an opportunity for students to learn important technical and research tools used by accounting practitioners. Finally, students will get an appreciation of the primary methods underlying academic research in accounting. Prerequisites: ACCT 562 or permission of the instructor. Students must be enrolled in the MACC program or have prior approval from the instructor.  
Credit 3 units.

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**B60 ACCT 560 Introduction to Accounting**

In this course, we will study the three fundamental financial accounting issues -- (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., 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). The goal of the course is to prepare students for advanced course work in accounting and finance classes, beginning in the Fall A term.

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**B50 ACCT 560A Introductory Accounting Concepts**

Credit 3 units.

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**B60 ACCT 561 Intermediate Accounting**

This course is a foundational course in financial accounting for new SMP students.

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**B60 ACCT 564 Auditing**

This course deals with the professional service industry of auditing. The auditing industry provides the service of objectively obtaining, evaluating, and communicating evidence regarding managerial assertions about economic events. Specifically, auditing ascertains the degree of correspondence between managerial assertions and established criteria. The course is organized around the basic categories of: (1) the economic role of external corporate auditing in securities markets, (2) the composition of the firms in the auditing industry, (3) the regulatory environment of auditing, (4) litigation issues facing the accounting/auditing industry, and (5) the requirements for conducting audits. Topics included in the last area include a consideration of the scope and application of Generally Accepted Auditing Standards (GAAS) and the general technology of auditing which are some general auditing topics typically covered on the CPA exam. Grading is based on homework, a group-based project, and two exams. Prerequisite: ACCT 3620.  
Credit 3 units.

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**B60 ACCT 567 Federal Income Taxes**

This course provides an introduction to federal income taxation with primary emphasis on the tax implications of business transactions. The objectives of the course are to develop a basic understanding of federal income tax laws and to provide a framework for integrating income tax planning into the decision-making process. The course is of value to all students who need to recognize the important tax consequences of many common business transactions and is not intended solely for accounting majors or those students interested in becoming tax specialists. Prerequisite: ACCT 2610.  
Credit 3 units.

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**B60 ACCT 570 International Financial Reporting Standards**

The early part of this course will cover an overview of International Financial Reporting Standards and the International Accounting Standards Board; advantages and disadvantages of adopting IFRS from the viewpoints of users, preparers, auditors, developing countries, developed countries, and others. The course will also provide an overview of the SEC staff's findings and observations regarding certain issues in adopting IFRS in the United States and related observations from the perspective of the IFRS Foundation and staff. The remainder of the course will be devoted to the key differences between IFRS and

GAAP in such areas as revenue recognition; inventories; and long-term assets, including property, plant, and equipment, intangible assets, research and development costs, borrowing costs, and impairment. Prerequisite: Successful completion of or concurrent enrollment in Advanced Financial Accounting Problems B50 ACCT 4680 or B60 ACCT 563.

Credit 1.5 units.

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**B60 ACCT 571 International Financial Reporting Standards II**

This course will be a continuation of A500H and will be devoted to the key differences between IFRS and GAAP in such areas as provisions, contingent liabilities, and contingent assets; leases; income taxes; employee benefits; share-based payments; business combinations; consolidations and investments in related entities; financial instruments; cash flow statements; operating segments; interim financial reporting; accounting policies; changes in accounting estimates; errors; events after the balance sheet date; related party transactions; earnings per share; discontinued operations; and changes in foreign exchange rates. The course also will cover management opportunities and issues when converting from GAAP to IFRS. Prerequisite: ACCT 500H

Credit 1.5 units.

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**B60 ACCT 572E Taxation of Business Entities**

This course involves an examination of tax laws at the federal, state, and international levels, with an emphasis on corporate taxpayers and partnerships. A data-driven approach will be used to show how various business transactions affect a business entity's tax liability. Attention will also be given to various ways in which business entities might structure transactions to avoid or reduce tax liability and how the choice of business entity type affects these decisions.

Credit 3 units.

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**B50 ACCT 6000 Research Assistantship/Teaching Assistantship Independent Study**

Students will engage in either research assistantship or teaching assistantship activities to gain practical experience in conducting research and teaching courses. This course will be supervised by faculty and requires students to engage in RA/TA activities for a minimum of 10 hours a week, with a maximum of 20 hours per week.  
Credit 3 units.

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**B50 ACCT 648 Independent Study**

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**B50 ACCT 650 Special Topics in Accounting**

The course covers classic topics in information economics, with the goal of students gaining a basic understanding of theories that govern empirical work in financial accounting research. Topics covered may include voluntary disclosure theory and contracting theory. The course is intimately connected to theoretical work that facilitates developing empirical frameworks, so it covers both theoretical and empirical work. However, the focus of this course is on the former.  
Credit 3 units.

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**B50 ACCT 663 Seminar in Accounting Research II**

Credit 3 units.

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**B50 ACCT 664 Doctoral Seminar in Financial Accounting**

For Doctoral students only  
Credit 1.5 units.

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**B50 ACCT 665 Applied Empirical Research in Accounting**

For Doctoral students only

Credit 3 units.

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**B50 ACCT 668 Independent Study in Accounting**

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**B50 ACCT 669 Directed Reading in Accounting**

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**B50 ACCT 670E Topics in Corporate Finance**

The general objective of this course is to teach and encourage students to explore interesting research questions in corporate finance and capital market accounting. We will work toward this goal by introducing students to several topics in empirical corporate finance and by exposing them to some current work. An emphasis will be put on the link between empirical and theoretical work and how to think about empirical research questions critically. Doctoral students only.

Credit 3 units.

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**B60 ACCT 760 Financial Accountability Metrics for Leaders**

Cover the basic terms, concepts, and geography of financial statements including the balance sheet, income statement, statement of cash flows, and the statement of shareholders equity. Critically analyze financial metrics that company leaders are responsible for and that are used by constituents of those organizations (primarily investors). Discuss how and why leaders are accountable for delivering budgeted results and critically evaluate whether companies achieved expectations by conducting financial statement analysis. Map the role leader's play in the preparation of pro forma statements (forward-looking) and start-up business plans.

Credit 3 units.

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**B60 ACCT 761 Strategic Cost Analysis**

Credit 3 units.

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**B60 ACCT 763 Strategic Cost Accounting & Control**

Studies the nature, design and decision-facilitating role of cost systems and focuses on the effects of strategy, technology and the environment on cost system designs. The course introduces basic cost concepts and develops techniques such as cost drivers, activity-based accounting, customer profitability, value-add and value chain analysis, and target costing. It analyzes the role of cost information for tactical and strategic decisions. Tools such as budgets, variance analysis, benchmarking, transfer pricing and balanced scorecard are used to illustrate planning, control and performance measurement systems that facilitate successful implementation of organizations' strategies.

Credit 3 units.

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**B60 ACCT 8002 Strategic Cost Analysis**

In recent years the field of cost management has undergone profound changes. Organizations are using new business models and management tools such as e-business, data analytics, activity-based management, value-based engineering, value chain analyses, customer profitability profiles, balanced scorecard, and economic value analysis to renew their strategies and to focus on how they serve their customers and stakeholders. The current thrusts of cost, quality, and customer service in managing business and operations have placed new demands on management and financial systems beyond the traditional costing for financial reporting. This course has been designed to reflect these changing needs of the markets, management, and information systems. In this course, my objective is: (i) to provide a balanced blend between theory, applications, and current practices; and (ii) to highlight the importance of design, implementation, and use of effective strategic costing systems. We will study cost systems and their decision-facilitating aspects. We will examine the effects

of strategy and incentives on cost system design and will provide a framework for evaluating alternative system designs and decision making. Prerequisite: Admission to Olin's Online Master of Accounting program.

Credit 1.5 units.

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**B60 ACCT 8503 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.

Credit 1.5 units.

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**B60 ACCT 8504 Advanced Business Analysis Using Financial Statements**

This course involves the application of the analysis skills from ACCT 503 (accounting analysis, cash flow analysis, and financial ratio analysis) to a variety of reporting contexts. These include security analysis, credit analysis, valuation analysis, financial policy analysis, and investor communications. For this course, cases will be used as the primary vehicle for achieving the learning objectives.

Credit 1.5 units.

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**B60 ACCT 8532 Ethical Decision Making in Accounting I**

\This course has been designed to help the student understand ethical reasoning and behavior and in so doing define their own moral compass. The primary goal being to make the student a role model to others in ethical behavior - not just in determining what is the proper ethical choice, but, more importantly, effectively implementing the behavioral changes required to achieve solutions to ethical dilemmas. To quote while paraphrasing the authors of the textbook, "We strive in (these courses) not only to educate accounting students to be future leaders in the accounting profession but to stimulate (the students) ethical perception and cultivate virtue thereby awakening (their) sense of duty and obligation to the public interest." Prerequisite: Admission to Olin's Online Master of Accounting program.

Credit 1.5 units.

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**B60 ACCT 8534 Accounting in the Digital Age**

The course will provide a comprehensive, graduate level introduction to accounting applicable to companies operating in the digital age. It is designed to provide managerially oriented users of accounting products with the foundations of accounting concepts, the underlying mechanics, and the overall perspective required to become intelligent users of accounting information. The course will be organized into two parts. The first part will be dedicated to understanding financial accounting information conveyed by companies operating in the digital age in their reports. The second part of the course focuses on Management Accounting, in particular on understanding the role and importance of cost information in strategic decision making, business planning, and controls in organizations. Admission to the Olin's Online MACC program.

Credit 3 units.

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**B60 ACCT 8535 Fraud Prevention and Internal Controls**

This course is designed to provide students with an overview of various forms of fraud, the role of auditors and forensic accountants in detecting the fraud, and how internal controls may be designed to prevent such activity. The course will draw extensively on cases that illustrate the various types of fraud. In each topical area, students will

examine the techniques that may enable an investigator to detect the fraudulent practices and also develop appropriate internal controls that would help a corporation minimize or prevent the fraudulent practices. Prerequisite: Only students admitted to Olin's Online Master of Accounting program can enroll in this course.  
Credit 1.5 units.

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#### **B60 ACCT 8555 Accounting Policy and Research**

This course is designed for Students in the Masters in Accounting Program (MACC) and integrates material from previous accounting courses and professional experiences. This course will enable students to develop their knowledge and appreciation of current debates that surround the accounting profession. Students will develop critical thinking skills regarding these issues and form and defend opinions about contemporary regulatory and market issues. The course will also provide an opportunity for students to learn important technical and research tools used by accounting practitioners. Finally, students will get an appreciation of the primary methods underlying academic research in accounting.  
Credit 3 units.

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#### **B60 ACCT 8560 Introduction to Accounting**

In this course, we will study the three fundamental financial accounting issues -- (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., 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). The goal of the course is to prepare students for advanced course work in accounting and finance classes.

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#### **B60 ACCT 8563 Advanced Financial Accounting**

Examination of the nature and financial reporting aspects of various business transactions: corporate acquisitions, mergers, and the formation of other strategic alliances. Topics: accounting for business combinations and consolidations, joint ventures and foreign currency translation, accounting and financial reporting issues facing government entities. Prerequisite: Admission to Olin's Online Master of Accounting Program.  
Credit 3 units.

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#### **B60 ACCT 8564 Auditing**

This course deals with the professional service industry of auditing. The auditing industry provides the service of objectively obtaining, evaluating, and communicating evidence regarding managerial assertions about economic events. Specifically, auditing ascertains the degree of correspondence between managerial assertions and established criteria. The course is organized around the basic categories of: (1) the economic role of external corporate auditing in securities markets, (2) the composition of the firms in the auditing industry, (3) the regulatory environment of auditing, (4) litigation issues facing the accounting/auditing industry, and (5) the requirements for conducting audits. Topics included in the last area include a consideration of the scope and application of Generally Accepted Auditing Standards (GAAS) and the general technology of auditing which are some general auditing topics typically covered on the CPA exam. Prerequisite: Admission to Olin's Online MACC program.  
Credit 3 units.

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#### **B60 ACCT 8653 Advanced Financial Accounting**

Examination of the nature and financial reporting aspects of various business transactions: corporate acquisitions, mergers, and the formation of other strategic alliances. Topics: accounting for business combinations and consolidations, joint ventures and foreign currency translation, accounting and financial reporting issues facing government entities.  
Credit 3 units.

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#### **B50 ACCT 885 Masters Nonresident**

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#### **B50 ACCT 886 Doctoral Nonresident**

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#### **B50 ACCT 887 Masters Resident**

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#### **B50 ACCT 888 Doctoral Resident**

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## Finance

Visit online course listings to view semester offerings for B52 FIN (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B52&crslvl=5:9>) and B62 FIN (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B562&crslvl=5:9>).

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#### **B52 FIN 500 Independent Study in Finance**

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#### **B62 FIN 500H 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 524 and 524B.  
Credit 3 units.

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#### **B62 FIN 500K Finance Consulting Seminar**

In this course, mentored engagements will help students to develop sophistication in the transfer of cutting edge techniques from the academic environment into practice. Students are placed in teams, and each team does a project with a company. The associated instructor helps the team to manage the relationship and make the bridge between the academic tools the students have learned and the practical projects provided by the companies.  
Credit 3 units.

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#### **B62 FIN 500Q Quantitative Risk Management**

Risk management is an increasingly important, but often misunderstood, aspect of corporate financial policy. This course is designed to provide solid theoretical and technical foundations for financial risk management with applications to a variety of different industries and firms. Measures of risk, regulatory requirements for

risk control, and risk management strategies employing derivative securities against market and credit risks will be analyzed. In addition, risk management methods and tools that are commonly used in practice will be introduced. Prerequisite: Fin 524, Fin 524B.  
Credit 3 units.

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#### **B62 FIN 500R Topics in Quantitative Finance**

The main objective of this course is to familiarize students with the current cutting-edge techniques implemented by the quantitative finance industry. The contents of this course can vary from year to year. Topics may include risk management, statistical arbitrage, and derivative pricing and hedging. Some practical projects may be used for implementation of these techniques.  
Credit 1.5 units.

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#### **B62 FIN 500T Financial Markets — Institutions, NYC Immersion**

Examination of major financial institutions and markets in which they participate. Key institutions include corporate and investment banking, hedge funds, private equity firms, venture capital firms, fund management, and private wealth management. Markets covered include stocks and bonds, forex trading, and derivatives. Lectures by instructor set the stage for talks by practitioners in these institutions and markets. Emphasis placed on current trends and future prospects in each institutional area and markets in which they participate, and how these relate to the global economy, especially in context of global financial crises.  
Credit 3 units.

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#### **B62 FIN 500U Financial Markets — Regulation, DC Immersion**

Examination of regulation of United States financial markets. Key institutions and actors involved in regulation are covered including Federal Reserve, Department of the Treasury, Securities and Exchange Commission (SEC), and others, as well as United States Senate Committee on Finance and House of Representatives Committee on Financial Services, along with regulatory lawyers. Lectures by instructor set the stage for talks by officials in these institutions. We collaborate with the Brookings Institution in setting up lectures and will have site visits to some institutions. Course emphasizes theory and practice of regulation, and this is placed into context of contemporary financial system and challenges which exist to regulate it effectively, especially relative to global financial crises.  
Credit 3 units.

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#### **B62 FIN 500W Venture Capital Methods**

This course provides basic terminology and tools used in evaluation of early-stage venture investing. The course will also cover the history of venture capital and discuss the different strategies that a venture capital firm could utilize. The course will use case studies and outside speakers to provide overviews of certain aspects of the venture capital industry including investment strategies and VC firm operations.  
Credit 1.5 units.

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#### **B62 FIN 500X Venture Capital Practice**

This course is the capstone for students interested in early stage investing. The course objective is to develop practical skills for angel and early-stage investing in private companies. Students will partner with professional investors in the St. Louis community to perform various activities, including finding deals, performing evaluations of investment opportunities, and where appropriate negotiating, arranging financing, and closing investments. The course also relies on bringing in investment professionals from the local community to provide real-world perspective on early stage investing. PREREQ: Venture Capital Methods  
Credit 1.5 units.

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#### **B62 FIN 500Y Private Equity — Methods**

This course will provide the student with an understanding of the basic terminology, due diligence and analytical methodologies critical to evaluating Private Equity investments. The course will also cover the history of Private Equity and the different roles of Private Equity - growth capital, LBO/MBO, Roll-Up, etc. in the evolution of the firm. Private Equity funds in the context of the overall market (strategic vs. financial acquirers) will be discussed as will be the role of leveraged lending and bank financing of financial sponsors. Private Equity as an investment and its role in portfolio construction will be analyzed. Finally, the legal structure of Private Equity funds in the context of firm control and governance will be reviewed.  
Credit 1.5 units.

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#### **B62 FIN 500Z Private Equity — Practice**

This course is the capstone for students interested in pursuing careers in private equity. Students will develop practical skills for investing in private companies. Students will partner with professionals in the St. Louis community to perform various activities, including transaction sourcing, evaluating investment opportunities and, where appropriate, negotiating, arranging financing, and closing investments. The course also heavily relies on bringing in professionals from the local community to provide real-world perspectives on private equity investing.  
Credit 1.5 units.

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#### **B62 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.  
Credit 1.5 units.

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#### **B62 FIN 501P CFAR Practicum**

In this course, mentored engagements will help students to develop sophistication in the transfer of cutting edge techniques from the academic environment into practice. Students are placed in teams, and each team does a project with a company. The associated instructor helps the team to manage the relationship and make the bridge between the academic tools the students have learned and the practical projects provided by the companies. Prerequisite: Can only be taken in the final semester by those who have not taken MGT 551E or MGT 501V. 3 credits.  
Credit 3 units.

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#### **B62 FIN 510 Introduction to Finance**

The main topics to be covered in this course are (1) principles of investments, (2) financial analysis of corporate projects, (3) cost of capital, and (4) capital structure and financing policies. The objective of the company is assumed to be shareholder value maximization. Shareholder value is created by earning more than the cost of capital. The cost of capital is an opportunity cost: what investors could expect to earn on comparable investments in the financial markets. To understand the cost of capital, we need to understand the viewpoint of investors. Furthermore, to understand whether a project earns more than the cost of capital, we need to know how to estimate and discount project cash flows. So, the first three topics are closely connected. The main question in the fourth topic is whether we can create shareholder value through the financial structure of the firm. For example, we will

ask whether we can lower the cost of capital by financing with debt instead of equity (or vice versa). The goal of the course is to prepare students for advanced course work in finance, beginning in the Fall A term.

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#### **B52 FIN 513 Independent Study in Finance**

Credit variable, maximum 3 units.

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#### **B62 FIN 515 Early Stage Investing**

This course is the experiential learning capstone for students interested in early stage private equity investing. The course is offered only in the fall. There is prerequisite course, the spring mini-B course titled "Tools of Venture Investing". There is also an interview requirement with the instructor. Interest from students in different disciplines and in different programs are welcome if they have met the prerequisites. The course objective is to develop practical skills and disciplines necessary to succeed in angel and early-stage investing in private companies. Students will organize, staff and market the activities of the SSVF in partnership with professional investors in the St. Louis community, including finding deals, performing evaluations of investment opportunities, and where appropriate negotiating, arranging financing, closing investments, participating in Board-level decisions and realizations. The class historically has found and evaluated 20-30 investments during the fall. Industry-wide, roughly 1-2% of investment opportunities examined actually result in investment, so there is no assurance that the SSVF will complete any investments. However, through contact with early-stage companies actually raising funds students will be able to develop key investment skills. Compelling investment opportunities will be presented to the Skandalaris Center Investment Committee for approval. Students will lead this process with support from the instructor and mentors. NOTE: Students must interview for this class during the spring semester and will be enrolled by invitation only.

Credit 1.5 units.

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#### **B62 FIN 520 International Economics & Finance**

Focuses on the application of concepts and techniques drawn from international economics and finance to the financial management of a business operating in a multicountry environment. Topics from international economics include exchange rate determination, international capital flows, determination of trade flows and the terms of trade, and the influence of domestic macroeconomic policy. Topics from finance include the study of international financial instruments, international capital markets, exchange risk-hedging techniques, and cost of capital issues. Stresses the nature and role of the various institutions involved in international finance. Prerequisites, ACC 5601 and 5611; FIN 5400; MEC 5900, and 5950. Offered through the London Summer Program.

Credit 3 units.

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#### **B62 FIN 5203 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.

Credit 3 units.

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#### **B62 FIN 5204 Financial Management**

Students will learn in this class how the decisions of a company affect shareholder value and what decisions can increase this value. 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. This course is a hybrid online version of FIN 5203. Students may not earn credit for both FIN 5203 and FIN 5204.

Credit 3 units.

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#### **B62 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. Prerequisites: FIN 5200 or FIN 5201 and 5202 or permission of the instructor.

Credit 1.5 units.

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#### **B62 FIN 523B Mergers & Acquisitions**

This course focuses on identifying ways to increase firm value through mergers and acquisitions (M&A). We will survey the drivers of success and failure in M&A transactions, develop your skills in deal design, explore the deal process, and develop LBO and merger models similar to those used by investment bankers. Other topics addressed in the course are M&A regulation, the sell-side and buy-side M&A process, valuations, takeover strategies and antitakeover defenses, structuring of transactions to minimize tax consequences, the acquisition method of accounting, merger arbitrage, and auction vs negotiation sale processes. Prerequisites: FIN 5203 and FIN 534.

Credit 1.5 units.

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#### **B62 FIN 524 Options and 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. Prerequisites: FIN 5203.

Credit 1.5 units.

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#### **B62 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 524, 5200; or FIN 5201 and 5202.

Credit 1.5 units.

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### **B62 FIN 525 Fixed Income Securities**

his course analyzes investment in bonds and related fixed-income instruments. Major topics are bonds, interest rate risk, and derivative securities. Bond topics include interest rate compounding conventions, yield curves, and forward interest rates. Risk analysis covers duration, convexity, and immunization. Derivative securities are analyzed using an option-theoretic approach to valuing interest rate contingent claims. Prerequisites: FIN 5200 or FIN 5201 and 5202 and FIN 524 and 524B. Credit 1.5 units.

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### **B62 FIN 527 Financial Markets**

This course will facilitate further learning in the finance track by providing insights into various financial markets, financial institutions, associated market participants, select representative transactions and industry conventions. Students will examine the role of regulators, rating agencies, commercial and investment banks, and investors in the debt, equity and derivatives markets. In addition, in the context of the Financial Crisis, the role of regulation, monetary policy, leverage and human behavior will be discussed as possible root causes of the crisis with an emphasis on the various market failures in specific markets and their impact on market participants. Lastly, the role of revised regulations and the future of financial innovation will be debated. Prerequisites: FIN 5201 and FIN 5202 or FIN 5400. Credit 1.5 units.

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### **B62 FIN 528 Investment 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 532 and completion or concurrent enrollment in FIN 534. Credit 3 units.

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### **B62 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. Students may not earn credit for this course and FIN 5480. Prerequisite: FIN 5201 and 5202 or FIN 5400 and FIN 524. Credit 1.5 units.

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### **B62 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 1) analyze investment opportunities, 2) interact with the managements of the companies they finance, and 3) exit investments. Students will be expected to have some proficiency in financial valuation. Prerequisite: completion of at least one of the following: FIN 523, FIN 549F, FIN 523B, Financial Statement Analysis or consent of the instructor. Credit 1.5 units.

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### **B62 FIN 532 Investment Theory**

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

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### **B62 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. MBA/PMBA Prerequisites: FIN 5203 and FIN 532. Credit 1.5 units.

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### **B62 FIN 533 Valuing Strategic Corporate Investments**

This is an applied course in capital budgeting under uncertainty and flexibility. Traditional NPV analysis assumes that corporate investments are "now or never" and that they are irreversible. However, most corporate projects have a great deal of flexibility in their timing, scale, etc. Our goal is to develop more advanced capital budgeting skills so that the student may attack real-world corporate investment decisions in a sophisticated way. There are five learning objectives: 1) Identification of optionality in corporate investments. Before we can apply option pricing theory to corporate decisions, we must be able to correctly characterize the optionality inherent in the projects we are considering. 2) Choosing the proper model for the analysis. The decision-maker's goal is to get the best possible approximation of the value of an opportunity given the constraints of time, cost, and information. Structured and carefully-defined problems allow for more precision. 3) Handling risk in the proper way through risk-neutral pricing. As we will demonstrate, the use of a risk-adjusted discount rate is not appropriate when valuing assets with "optionality." We must proceed by risk-neutral valuation. 4) Understanding and handling the convenience yield issue. This is perhaps the most difficult issue to grasp, but it is vitally important to a sophisticated analysis. We must adjust our problem for the "convenience yield" or "rate of return shortfall" of an asset whenever there is an "early exercise" feature. 5) Clear presentation of analysis and results. The ability to construct a sophisticated capital-budgeting model is irrelevant if its structure and results cannot be communicated in a clear and convincing fashion. This is particularly important for real-option valuation, as most managers do not understand the issues of risk-neutralization and convenience yield. Furthermore, there are many that are skeptical of the assumptions required for a contingent-claims analysis. Their critiques must be addressed. Prerequisite: FIN 524 is a prerequisite; FIN 524B and FIN 534 are both highly recommended. Credit 1.5 units.

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### **B62 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.

Credit 1.5 units.

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**B62 FIN 534B Advanced Corporate Finance II – Financing**

The purpose of this course is to provide an understanding of the financing decisions made by corporations. While ACF I focused on firms' investment decisions, this course focuses on how firms fund those investments, how they raise capital, and how they return capital to investors. By the end of the course, you should be able to articulate how a variety of market frictions, including taxes, financial distress costs, asymmetric information, and agency conflicts, affect firms' financing decisions, and how these financing decisions interact with investment decisions. The course content is designed to balance theories, computations, and applications through a combination of lectures, case discussions, and practice problems. PMBA Prerequisites: FIN core and 534. MBA Prerequisites: FIN 5200 and 534.

Credit 1.5 units.

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**B62 FIN 534C ACF3: Corporate Financial Strategy**

ACF3 will introduce students to advanced topics in corporate finance. These include advanced topics in valuation, corporate governance, financing, risk management, and capital budgeting, among others. The specific topic will vary from year to year based on current business trends and faculty expertise. The course will introduce the latest research in the specific area and highlight applications through case analysis.

Credit 1.5 units.

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**B62 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 to be covered include the legal and financial structure of a lease, options embedded in lease agreements, accounting and tax issues related to leases, and the marketing and negotiation of leases. PMBA Prerequisites: FIN core and ACCT 5001. MBA Prerequisites: FIN 5200 and ACCT 5011.

Credit 1.5 units.

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**B62 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 524 and 524B.

Credit 3 units.

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**B62 FIN 538 Stochastic Foundations for Finance**

This is a foundations course, which is designed as a prerequisite to FIN 539, Mathematical Finance. It is therefore mainly designed for students in the Masters in Finance program who aim at quantitative positions in investment banks, hedge funds and consulting firms. While financial examples will be given, the primary focus will be on stochastic process and stochastic calculus theory. Students interested in applications of the theory are expected to take follow-on courses. Topics to be covered include: general probability theory; Brownian motion and diffusion

processes; martingales; stochastic calculus including Ito's lemma; and jump processes. Prerequisites: Masters in Finance "Elements of Probability, Stochastic Processes and Statistics for Finance" or the equivalent of Washington University's Math493/494/495.

Credit 1.5 units.

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**B62 FIN 539 Mathematical Finance**

This course focuses on continuous-time optimal portfolio choice and equilibrium asset pricing. Students will first learn how to solve optimal portfolio selection problems with both the Hamilton-Jacob-Bellman equation approach and the martingale approach. Then we will move on to solve for the equilibrium interest rate and expected return and volatility for stocks. The course is mainly designed for students in the Masters in Finance program who aim at quantitative positions in investment banks, hedge funds and consulting firms. Prerequisites: FIN 524 and FIN 538.

Credit 1.5 units.

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**B62 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. Prerequisites: FIN 340 and approval of Graduate Programs Offices for undergraduates.

Credit 1.5 units.

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**B62 FIN 550A Legal, Compliance and Taxation Aspects of Wealth Management**

The course will cover topics in law, compliance, risk management and taxation in wealth management at both the firm and client level. Topics covered include firm regulation; advisor compliance licensing and education; firm risk management; ethics; and taxation of client assets as relates to wealth planning and related firm services required. At the conclusion of this course students will understand the major management issues involved in running a wealth management firm, the obligations of an advisor and the major non-investment considerations for clients of wealth management firms. Prerequisites: FIN 5203 or FIN 510.

Credit 1.5 units.

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**B62 FIN 550B Wealth Management - Practice**

The course will help students to apply the many holistic concepts of Wealth Management by reviewing topics covered in previous courses, and emphasizing the importance of synthesizing, communicating and executing the various planning strategies used to meet the individual needs of clients. Students will be split into small groups; each group will receive a distinct client case study in the first class, and each group will develop a wealth management plan over the course of the semester to be presented to a hypothetical client in the last class. Every class will review planning topics including investment concepts, estate planning, tax management, insurance planning, retirement funding and education funding with a focus on practical application that will inform the recommendations in the wealth management plans. Prerequisites: FIN 5203 or FIN 510.

Credit 1.5 units.

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### **B62 FIN 550C Endowments, Foundations and Philanthropy**

The course will cover topics in endowment and foundation governance, grant making and investment management as well as fundamentals of philanthropic giving at both the foundation and personal levels. Topics covered include investment policy statements, spending policies, portfolio construction, giving priorities, socially-responsible/environmental-social-governance investing, impact investing, program related investments, and tax considerations.  
Credit 1.5 units.

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### **B62 FIN 550D Hedge Fund Strategies**

This course provides both an overview of hedge funds and an in-depth analysis of their trading strategies. Topics covered include structure, incentives, and performance evaluation of hedge funds, regulatory and taxation aspects of hedge funds, common trading strategies of hedge funds (e.g., market neutral, global macro, forex, activism, and event driven), and the academic evidence on the performance and influence of hedge funds. Prerequisite: FIN 532 or instructor's approval.  
Credit 1.5 units.

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### **B62 FIN 550E Behavioral Finance**

The course will cover topics in behavioral finance, which is a field of finance applying psychology to decisions of investors and corporate managers. Topics covered include prospect theory and non-expected utility preferences, behavioral biases and heuristics, limits to arbitrage, anomalies and their behavioral explanations, bubbles and their behavioral explanations, behavioral biases of individual vs. professional traders, and behavioral corporate finance. The course will cover theoretical aspects, empirical and experimental evidence, as well as practical implications.  
Credit 1.5 units.

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### **B62 FIN 550F FinTech: Methods and Practice**

This is a 3-credit course offered to MSBA students in the fintech track. The course will provide an overview of financial technology, and it will cover specific topics in this area, including data-driven credit modeling, cryptocurrencies, digital wallets and blockchains, smart contracts, robo advising, high-frequency trading, crowd funding, and peer-to-peer lending. The course will also discuss regulatory aspects of fintech, covering different methods as well as practical applications.  
Credit 3 units.

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### **B62 FIN 550G Seminar in Financial Technology**

This is a 3 credit course offered to MSBA students in the FinTech track. The course will provide students with an opportunity to delve deep into one aspect of financial technology and write an extensive paper on this topic. The paper needs to include an analytical component and may be either a research paper analyzing data and testing some hypotheses related to financial technology or an in-depth case study of a FinTech company or technology and their implications. Other topics may also be considered with the instructor's approval. Prerequisite: FIN 550F  
Credit 3 units.

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### **B62 FIN 552 Fixed Income Derivatives**

This is an advanced course in fixed income, focusing on risk-neutral model-based pricing of fixed-income securities. We will cover both analytic and Monte Carlo pricing of various types of fixed-income derivatives, including caps/floors and swaptions in the context of key "factor models" of the swap term structure and LIBOR Market Model (LMM). Students will apply the theory in a practical group project by calibrating Bloomberg data to interest rate models. In addition, an introduction to the Local Volatility and Stochastic Volatility LMM (SABR) models and basic frameworks of structural and reduced form credit-risk models will be given. We will briefly consider how to use these models to price various types of exotic interest rate derivatives

and credit-risky bonds and credit-default swaps commonly seen in practice. Practitioner-focused real-life applications and recent market developments (OIS, CVA) will also be discussed. Prerequisites: FIN 525, FIN 539, and completion of or concurrent enrollment in FIN 537.  
Credit 1.5 units.

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### **B62 FIN 553 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. Prerequisite: First-Year MBA student in good academic standing.  
Credit 0.5 units.

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### **B62 FIN 554 Tools of Venture Investing**

The course provides basic terminology and tools used in evaluation (not just valuation) of early-stage venture investing. Topics covered include term sheets, term sheet negotiation, due diligence, financial projections, and the Private Equity industry. The course will be offered in the Spring B term, and a satisfactory grade in this course will be a strict prerequisite for participation in the fall private equity experiential learning course (Fin 500L: SSVF), along with an interview. Observe, however, that enrollment in the subsequent experiential course is not required to derive benefit from the tools course as it would be useful to individuals looking to enter the fields of investment banking, angel & venture investing, buyout investing, and entrepreneurship/starting a business.  
Credit 1.5 units.

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### **B62 FIN 555 Risk Management and Insurance**

This course will provide an introduction to risk management and insurance. We will explore enterprise risk management broadly and understand what risk is, and how risk can be managed and or mitigated. We will understand the different kinds of risk and the difference between insurance and hedging. We will study the various insurance markets and the basics of how they operate. We will especially focus on the issues of risk management and insurance from an insurance issuer's perspective and from a corporate risk manager's perspective. We will also review the insurance operations of Berkshire Hathaway to understand the operations of a diversified insurance company and of Allstate Corporation and State Farm Insurance as we review the basics of auto and homeowners insurance respectively.  
Credit 1.5 units.

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### **B62 FIN 556 Quantitative Finance Projects**

This course is offered to MSF students in the Quantitative Finance track, and it provides students with the opportunity to deeply delve into a topic in quantitative finance and write an extensive paper on the topic. Broadly speaking, topics include (but are not limited to) portfolio optimization; asset return forecasting; risk modeling; factor models of asset returns; derivative trading; and high-frequency trading. The paper must include an analytical component and may be one of the following: 1) a research paper analyzing data and testing hypotheses relating to quantitative finance and an in-depth case study of a company involved in quantitative finance; or 2) a paper on any other topic approved by the instructor. Students will work on projects in groups and will meet four times during the semester.  
Credit 3 units.

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**B62 FIN 557E Introduction to Blockchain and Cryptocurrencies**

Blockchain is a revolutionary technology that incorporates aspects of data science, economics, computer science, and law. The course allows students to obtain basic understanding of the blockchain technology and its applications to cryptocurrencies, smart contracts, and decentralized finance.

Credit 1.5 units.

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**B62 FIN 558E ESG Investing**

The objective of this course is to help you develop a working knowledge of ESG investing, a new frontier in asset management. Topics covered will include a description of the environmental, social and governance characteristics of public companies, the regulatory environment and global trends in regulation, the stewardship and engagement functions, and the role of ESG integration in security selection and portfolio management. The coverage of topics will be supplemented with exercises involving use of information from MSCI, Sustainalytics and the Bloomberg information system. Prerequisite: FIN 5203 or FIN 510.

Credit 1.5 units.

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**B62 FIN 560A Research Methods in Finance**

The course is designed to prepare students for independent research in finance by exploring methods and techniques in a manner that will allow the students to implement them correctly and efficiently. The curriculum will emphasize practical applications of empirical methods used in financial research and how to implement them. Students in the course will learn empirical methods in corporate finance and asset pricing; obtain basic knowledge and familiarity of the databases used in common finance research; get exposure to recent research in finance which applies the methods covered; and learn how to implement the methods covered using relevant programming languages. Prerequisite: QBA 120, QBA 121, and FIN 340.

Credit 3 units.

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**B52 FIN 6000 Research Assistantship/Teaching Assistantship Independent Study**

Students will engage in either research assistantship or teaching assistantship activities to gain practical experience in conducting research and teaching courses. This course will be supervised by faculty and requires students to engage in RA/TA activities for a minimum of 10 hours a week, with a maximum of 20 hours per week.

Credit 3 units.

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**B52 FIN 600A Field Experiments in Household Finance**

This course will introduce students to the emerging topic of field experiments in household finance. We will meet seven times throughout the year, and we will start with a broad introduction to the history and methods of field experiments. We will then discuss some recent experimental design examples as well as the implementation process. To conclude, the students will form groups and propose a research design, either in an assigned environment and context or in a context of their own choosing.

Credit 1.5 units.

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**B52 FIN 610 Dissertation**

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**B52 FIN 615A Research in Finance I**

For Doctoral students only

Credit 1.5 units.

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**B52 FIN 615B Research in Finance II**

For Doctoral students only

Credit 1.5 units.

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**B52 FIN 620 Empirical Methods in Finance**

This course will provide students with an introduction to the commonly employed tools in empirical corporate finance. The course will be application oriented, and it will discuss the application of tools in different corporate finance contexts. Doctoral students only.

Credit 3 units.

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**B52 FIN 642 Advanced Continuous Time Finance**

Covers advanced dynamic asset pricing and portfolio selection in continuous time. Students are required to read some of the classical papers as well as the most recent developments in the field. Lectures emphasize the concepts and technical tools needed to understand these articles and to initiate frontier research in this field. For Doctoral students only

Credit variable, maximum 1.5 units.

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**B52 FIN 643 Information Economics & Corporate Finance Theory**

This course is for doctoral students only.

Credit 3 units.

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**B52 FIN 644 Financial Economics I**

Credit 3 units.

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**B52 FIN 644A Financial Economics**

For Doctoral students only

Credit 1.5 units.

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**B52 FIN 647 Topics in Corporate Finance**

The class covers current topics in corporate finance, with the goal of generating research ideas for doctoral dissertation. Topics covered may include mergers and acquisitions, private equity and venture capital, capital structure, and corporate governance. The course is intimately concerned with developing and analyzing theories capable of explaining empirical observations, so it covers both theoretical and empirical work. For Doctoral students only

Credit 1.5 units.

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**B52 FIN 648 Independent Study**

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**B52 FIN 649 Directed Readings in Finance**

Credit variable, maximum 3 units.

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**B52 FIN 651 Topics in Finance**

Visiting faculty will teach specialized courses in finance based on the courses they teach at their home universities. The faculty will be selected based on their research interests and the extent to which their course offerings complement finance department PhD courses. The course will involve 18 contact hours, and class sessions may be offered in a condensed manner.

Credit 1.5 units.

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**B52 FIN 652 Introduction to Asset Pricing**

This course is a six-week introduction course to the standard asset pricing theory's aspects of financial economics. The intended audience is first- and second-year PhD students in finance and related fields (e.g., economics, accounting). The book "Asset Pricing (Revised Edition)" by John Cochrane is the basic reference for this course. However, there are several additional textbooks relevant to this class, all of which are

optional. Taking lecture notes, reading selected papers, and doing assignments will cover the core materials intended for this class. All papers in the reading sections can be downloaded (free) via the WashU network.

Credit 1.5 units.

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#### **B52 FIN 654 Empirical Methods in Asset Pricing**

This course provides some of the common methodologies for testing various asset pricing models and discusses some of the recent research on empirical asset pricing.

Credit 1.5 units.

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#### **B52 FIN 655 Introduction to Corporate Finance**

The course objective is to introduce doctoral students to corporate finance theory. The goal of the class is to enhance skills in developing and understanding corporate finance models, providing the foundations for theoretical research as well as theoretically grounded empirical research in the field.

Credit 1.5 units.

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#### **B52 FIN 684 Independent Study for CPT**

Credit 1 unit.

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#### **B62 FIN 740 Corporate Finance**

In this course, we will examine the financial analysis of projects. There are three principal questions we will answer in the course: What are cash flows? How do you discount cash flows? What is the cost of capital? To answer the first question, the course will include a brief study of financial planning. In answering the second question, we will learn time-value-of-money calculations and simple models for valuing bonds and stocks. The cost of capital is an opportunity cost -- by what shareholders lose by not investing the funds themselves. The company creates value for shareholders if it earns more on investments than shareholders could earn themselves on investments of comparable risk. To understand what "comparable risk" means, we will study the theory of investments. We will also look at the financing options available to companies and examine whether and how a company can lower its cost of capital and create value for shareholders through its financing choices.

Credit 3 units.

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#### **B62 FIN 741 Growth, Valuation and Sustainability**

Credit 3 units.

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#### **B62 FIN 746 Enterprise Risk Management**

Enterprise risk can be thought of as the sum of all risks or as those that threaten organizational strategy and/or continuity. In either case, the board of directors must find a way to comprehend scope and manage these risks as they vet the strategies of their firms. This course offers a unifying framework for thinking about Enterprise Risk Management. Overarching is a process that impels discussion of major risks as an integral part of strategy deliberations at the board level.

Credit 1.5 units.

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#### **B62 FIN 748 Valuation, Mergers and Acquisitions**

Credit 3 units.

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#### **B62 FIN 754 Growth and Sustainability**

Provides strategic and financial tools for evaluating, creating, and capturing market value through organic growth as well as through mergers or acquisitions. Enables you to form the right teams to promote growth.

Credit 4.5 units.

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#### **B62 FIN 758 Global Finance**

This course deals with global financial markets, banking, and supply chains. These are essential components of both the financial system and the real sector, and an understanding of these is crucial for an appreciation of how resources are allocated in the economy, how the financial system facilitates this resource allocation and the management of the attendant risks, and how organizations use this to enhance global supply chains to move products and services to their customers. Thus, this course connects the financial system to the real economy. It focuses on data-driven decision making for managing global risks and opportunities by using tools like securitization, and it also considers how enterprise risk management can be used to facilitate the management of interconnected organizational risks.

Essential components of this are the risk-management culture of the organization and the associated organizational values.

Credit 1.5 units.

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#### **B62 FIN 8503 Financial Management for Value Creation**

Students will learn the basic tools and concepts to analyze corporate financial decisions, understand how the decisions of a company affect shareholder value and which decisions can increase it. Firms create value by earning more than their investors could expect to earn on comparable investments in the financial markets. We will therefore study basic principles of investing, including time value of money and the relationship between risk and expected return. We then use these lessons to learn how to estimate a firm's cost of capital and how to value assets based on their projected future cash flows. Students will learn to apply this framework to value financial securities like stocks and bonds, corporate investment projects, and entire firms. We will also study how firms' financing decisions, such as the choice of using debt or equity capital, affect shareholder value and risk. Prerequisite: Only open to students admitted to Olin's online MBA program.

Credit 3 units.

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#### **B62 FIN 8510 Introduction to Finance**

The main topics to be covered in this course are (1) principles of investments, (2) financial analysis of corporate projects, (3) cost of capital, and (4) capital structure and financing policies. The objective of the company is assumed to be shareholder value maximization. Shareholder value is created by earning more than the cost of capital. The cost of capital is an opportunity cost - what investors could expect to earn on comparable investments in the financial markets. To understand the cost of capital, we need to understand the viewpoint of investors. Furthermore, to understand whether a project earns more than the cost of capital, we need to know how to estimate and discount project cash flows. So, the first three topics are closely connected. The main question in the fourth topic is whether we can create shareholder value through the financial structure of the firm. For example, we will ask whether we can lower the cost of capital by financing with debt instead of equity, or vice versa. Course Goal: Prepare students for advanced coursework in finance.

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#### **B62 FIN 8522 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. Prerequisite: Admission to Olin's Online MSF program.

Credit 1.5 units.

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**B62 FIN 8523 Mergers and Acquisitions**

This course focuses on identifying ways to increase firm value through mergers and acquisitions (M&A). We will survey the drivers of success and failure in M&A transactions, develop your skills in deal design, explore the deal process, and develop LBO and merger models similar to those used by investment bankers. Other topics addressed in the course are M&A regulation, the sell-side and buy-side M&A process, valuations, takeover strategies and antitakeover defenses, structuring of transactions to minimize tax consequences, the acquisition method of accounting, merger arbitrage, and auction vs negotiation sale processes. Prerequisite: Admission to Olin's Online SMP Program. Credit 1.5 units.

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**B62 FIN 8527 Financial Markets**

This course will facilitate further learning in the finance track by providing insights into various financial markets, financial institutions, associated market participants, select representative transactions and industry conventions. Students will examine the role of regulators, rating agencies, commercial and investment banks, and investors in the debt, equity and derivatives markets. In addition, in the context of the Financial Crisis, the role of regulation, monetary policy, leverage and human behavior will be discussed as possible root causes of the crisis with an emphasis on the various market failures in specific markets and their impact on market participants. Lastly, the role of revised regulations and the future of financial innovation will be debated. Prerequisite: Admission to Olin's SMP Online program for MSFs. Credit 1.5 units.

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**B62 FIN 8530 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. Credit 1.5 units.

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**B62 FIN 8532 Investment Theory**

This course covers the theory of risk and return in capital markets. Topics covered include the CAPM and factor models of asset pricing, measures of mutual fund performance evaluation, interest rates and fixed income securities. Credit 1.5 units.

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**B62 FIN 8534 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. Prerequisite: Admission to Olin's SMP Online program. Credit 1.5 units.

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**B62 FIN 8535 Advanced Corporate Finance II – Financing**

The purpose of this course is to provide an understanding of the financing decisions made by corporations. While ACF I focused on firms' investment decisions, this course focuses on how firms fund those investments, how they raise capital, and how they return capital to investors. By the end of the course, you should be able to articulate how a variety of market frictions, including taxes, financial distress costs, asymmetric information, and agency conflicts, affect firms' financing decisions, and how these financing decisions interact with

investment decisions. The course content is designed to balance theories, computations, and applications through a combination of lectures, case discussions, and practice problems. Prerequisite: Admission to Olin's SMP Online program. Credit 1.5 units.

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**B62 FIN 8559 Behavioral Finance**

The course will cover topics in behavioral finance, which is a field of finance applying psychology to decisions of investors and corporate managers. Topics covered include prospect theory and non-expected utility preferences, behavioral biases and heuristics, limits to arbitrage, anomalies and their behavioral explanations, bubbles and their behavioral explanations, behavioral biases of individual vs. professional traders, and behavioral corporate finance. The course will cover theoretical aspects, empirical and experimental evidence, as well as practical implications. Prerequisite: Only students admitted to Olin's Online MS in Finance program can enroll in this course. Credit 1.5 units.

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**B62 FIN 8560 Financial Technology in the Digital World**

This course will provide an overview of financial technology and will cover specific topics in this area. Topics covered include data-driven credit modeling, crypto currencies, and digital wallets and block chains, robo advising, crowd funding, and peer-to-peer lending. The course will also discuss regulatory aspects of fintech. The course will cover different methods as well as practical applications. Apart from lectures introducing the various topics, the course will mainly include a set of outside speakers practicing in these different areas. Prerequisite: Admission to Olin's Online OMBB Program. Credit 3 units.

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**B62 FIN 8610 Venture Capital Methods**

This course provides basic terminology and tools used in evaluation of early-stage venture investing. The course will also cover the history of venture capital and discuss the different strategies that a venture capital firm could utilize. The course will use case studies and outside speakers to provide overviews of certain aspects of the venture capital industry including investment strategies and VC firm operations. Prerequisite: Only open students admitted to Olin's Online MS in Finance program. Credit 1.5 units.

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**B62 FIN 8612 Private Equity Methods**

This course will provide the student with an understanding of the basic terminology, due diligence and analytical methodologies critical to evaluating Private Equity investments. The course will also cover the history of Private Equity and the different roles of Private Equity - growth capital, LBO/MBO, Roll-Up, etc. in the evolution of the firm. Private Equity funds in the context of the overall market (strategic vs. financial acquirers) will be discussed as will be the role of leveraged lending and bank financing of financial sponsors. Private Equity as an investment and its role in portfolio construction will be analyzed. Finally, the legal structure of Private Equity funds in the context of firm control and governance will be reviewed. Prerequisite: Only open to students in Olin's Online MS in Finance program. Credit 1.5 units.

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**B52 FIN 885 Masters Nonresident****B52 FIN 886 Doctoral Nonresident****B52 FIN 887 Masters Resident**

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**B52 FIN 888 Doctoral Resident**

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## Management

Visit online course listings to view semester offerings for B63 MGT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B63&crslvl=5:9>).

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**B53 MGT 500 Independent Study in Management**

Topics may be in management or any other area within the School, such as accounting, finance, marketing, human resources management, operations and manufacturing management, or quantitative business analysis. Prerequisites: senior standing and approval of the acting dean.

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**B63 MGT 500T Social Entrepreneurship**

Social entrepreneurs use innovative, market-based tools and responses to solve social and environmental problems. This interdisciplinary class attracts students from all disciplines to develop an entrepreneurial mindset and skill set to apply to local and global issues. Through readings, lectures, local and international guest speakers, case studies, classroom debates, and lean startup and business model canvas techniques, students will gain meaningful insight into how to create and capture social value. Students will develop the skills to develop and pitch a social venture that fits their passions and interests in the Olin Big Idea Bounce Pitch competition that brings students together across campuses to share their ideas and compete for prize money. In addition, students will explore the role entrepreneurship and social impact investing play in the social and economic development of healthy communities both nationally and internationally. Same as S50 SWSA 5060  
Credit 3 units. EN: S

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**B63 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.  
Credit 1.5 units.

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**B63 MGT 501B Olin/United Way Board Fellows Program**

As future business leaders, students will have the unique opportunity to impact the regional community by becoming a full voting Board member of a nonprofit United Way organization. This course offers a high-impact way for students to serve the community while gaining valuable experience that couples their business acumen to the mission of a nonprofit organization. As a Board Fellow, students will develop skills for effective and thoughtful community leadership addressing nonprofit sector issues, while collaborating with other board members, and spearheading a project relevant to the board's current initiatives. THIS IS A CONTINUOUS YEAR LONG COMMITMENT, from January through December. As a full Board Member, each student is expected to fulfill all the obligations of a Board member throughout the year, either in person or through remote access. Students accepted into the program register for the MGT 501B in the spring and MGT 501F in the fall. Prerequisite: Application is required, and enrollment is limited. Open only to MBAs, PMBAs, and EMBA's and dual degree students in

the Law or Social Work Schools. All students must have completed their first semester of foundational courses prior to participation. Dropping this course may have an adverse impact your ability to register for other CEL courses in the future.  
Credit 1.5 units.

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**B63 MGT 501C CEL Entrepreneurial Consulting Team**

The CElect program is a consultative experiential course that provides students the opportunity to work directly with start-up businesses. Early stage companies provide a unique environment for students to make a meaningful impact on the future trajectory of a growing organization. CElect is an experiential learning course that matches teams of Washington University students with start-up ventures across various locations (locations specified by sections) to perform defined management consulting projects. In addition to the required orientation session(s) and concluding sessions, students will work directly with the professor and with their client company on a consistent, but variable, schedule depending on the needs over the course of the shortened semester. Please Note: There is a required orientation and/or travel (depending on section) session that will be held prior to the start of the semester. The class time listed is required to be available each week. Prerequisite: APPLICATION REQUIRED for acceptance consideration: Click on the link below. Application must be completed by November 19th; [http://olinbusiness.ut1.qualtrics.com/jfe/form/SV\\_9mDx0SxCS8MAoGG](http://olinbusiness.ut1.qualtrics.com/jfe/form/SV_9mDx0SxCS8MAoGG) Enrollment is limited. All students should also add their name to the waitlist in WebSTAC (Law School course: W74 675C). Please direct questions to Amy Soell, CEL Program Manager ([amysoell@wustl.edu](mailto:amysoell@wustl.edu)). Law Students: Prerequisite/co-requisite: Corporations. As a law student enrolled in CElect, you may not give legal advice to anyone unless you are directly supervised by a licensed attorney who approves of the advice in advance. Additionally, you may not prepare any legal documents except under the direct supervision of a licensed attorney. Giving advice, preparing legal documents, or rendering any legal services would be the unauthorized practice of law unless such services are under the direction and with approval of a licensed attorney. This course is cross-listed with the Business School, B63 MGT 501C. Grading for Law Students is modified pass/fail: HP (3.94), P, LP (2.98), F (2.50). Dropping this course may have an adverse impact your ability to register for other CEL courses in the future.  
Credit 3 units.

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**B63 MGT 501F Olin Board Fellows Program**

As future business leaders, students will have the unique opportunity to impact their communities as voting board members for nonprofit United Way organizations. This course offers 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 a Board Fellow, 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. THIS IS PART OF A YEAR LONG COMMITMENT. Students are expected to connect with their agency over the summer either in person or through remote access. Students accepted into the program register for the MGT 501B in the spring and MGT 501F in the fall. Prerequisite: Application required and enrollment is limited. Open only to MBAs, PMBAs, and EMBA's and Law School students. All graduate level students must have completed their first semester of foundational courses prior to participation. Dropping this course may have an adverse impact your ability to register for other CEL courses in the future.  
Credit 1.5 units.

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**B63 MGT 501M Madagascar Sustainability Initiative**

This course focuses on sustainable development in rural subsistence economies, using Madagascar as a case study. Students from diverse disciplines are challenged to develop and assess the feasibility of projects that can have a positive impact on communities constrained by poverty traps. The span of projects includes topics such as forest conservation and use, nutrition, health, food security, clean water, education, and bottom up economic growth. Students in Humanities, Social Sciences, Business, Design, Engineering, Physical Sciences, Law, Social Work, Economics, Political Science, Public Health and others use their different perspectives to search for answers. Teamwork and peer teaching are central to the course. Prerequisite: Application is required and enrollment is limited. Students should apply by adding their name to the waitlist in WEBSTAC. This will notify staff to send an application to interested students who will be notified of acceptance prior to the spring semester. Dropping this course may have an adverse impact your ability to register for other CEL courses in the future. Credit 3 units.

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**B63 MGT 501P CEL Practicum**

The CEL Practicum is a consultative experiential course that provides students the opportunity to work directly with established for-profit and non-profit organizations at a regional, national, or international level. Students work in four to six person teams on strategic consulting projects that delve into specific critical problems faced by the institution or company they are assigned. Teams will apply insights from their coursework to real-world business problems with supportive faculty advising and regular peer coaching. Each student is expected to spend in excess of 100 hours during the semester on their specific project. While the class will not meet regularly, there are specified times across the semester, including an intensive to start the year, where the entire class will get together to learn tools relevant to these engagements, and to share lessons and identify best practices in engagements across the student body. Prerequisite: Applications are required, and enrollment is limited. Interested students should add their name to the waitlist in WebSTAC and will be sent application information soon after the registration window. Students will be notified of their acceptance to the program shortly after the application process, and will have an opportunity to rank their preferred project prior to the start of the semester. Dropping this course may have an adverse impact your ability to register for other CEL courses in the future. Credit 3 units.

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**B63 MGT 501T Taylor Community Consulting Program**

The CEL's Taylor Community Consulting Program is a consultative experiential course that partners students with local, regional, and national non-profits to support their strategic development. Students work in four-six 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 150 hours during the semester project. Prerequisite: Applications are required and enrollment is limited. Interested students should add their name to the waitlist in WebSTAC and will be sent client information shortly after registration. Client ranking information will be shared only to students who are waitlisted for the course. Dropping this course may have an adverse impact your ability to register for other CEL courses in the future. Credit 3 units.

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**B63 MGT 502 Ethical Issues in Managerial Decision Making**

This course considers not only what ethical behavior means for a business entity, but how to: (i) balance competing ethical concerns against each other; and (ii) implement and sustain this balance across an organization. Readings and classwork zero in on the issues and

situations most likely to put a manager in jail and the company in bankruptcy. Classes include Socratic discussion, simulations, analysis of video clips, and team tasks. The emphasis is on practical frameworks and tools managers can apply in the real world. Credit 1.5 units.

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**B63 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. Credit 1.5 units.

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**B63 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. Credit 1.5 units.

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**B63 MGT 512 International Business**

Deals with U.S. and foreign-based multinational corporations, U.S. small business, and 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. Prerequisite, first 30 units of required courses or permission of instructor. Credit 3 units.

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**B63 MGT 513 Special Topics 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.

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**B63 MGT 513N Labor & Employment Laws**

As virtually all MBAs will be managing people, knowing the discrimination laws (NLRA, ADA, Title VII, Age Discrimination Act, FMLA, etc.) and being exposed to their practical application will make you effective managers and an asset to your employer. This course is designed primarily to give you the practical knowledge of how to avoid violating the law and how to deal effectively with employees without exposing your employer to liability.

Credit 1.5 units.

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### **B63 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.

Credit 3 units.

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### **B63 MGT 524 Business Planning for New Enterprises [The Hatchery]**

In this course, student teams pursue their own business idea or support outside entrepreneurs by researching, writing, and pitching business plans for new commercial or social ventures. Enrolled students can recruit a team to work on their own business idea, or can join a team working on another's idea. Outside entrepreneurs and scientific researchers wishing to recruit student teams must apply in advance to be considered for student selection. Most of the work is done outside the classroom with the support of mentors, advisors and the instructor. Classes are held once per week for the first half of the semester. Workshops and rehearsals are 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. Recommended prerequisites: Introduction to Entrepreneurship (MGT 521), or Social Entrepreneurship (MGT 500T), or Entrepreneurial Engineering (EECE 480).

Credit 3 units.

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### **B63 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.

Credit 1.5 units.

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### **B63 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.

Credit 1.5 units.

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### **B63 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.

Credit 1.5 units.

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### **B63 MGT 5301 Introduction to Management & Strategy**

MGT 5301. 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, diversification, globalization, and managing multi-business organizations.

Credit 1.5 units.

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### **B63 MGT 5302 Strategic Management**

This capstone course provides an opportunity for students to integrate concepts from prior functional courses (marketing, operations, finance, accounting, and managerial economics) through the development and implementation of a business strategy. The course is designed to deepen students' understanding of strategy formulation, competitive advantage, rivalry and competition, negotiation, and global management. 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. To prepare for the simulation game, the course will examine topics of strategy formulation, industry analysis, global strategy, and managing in technology-intensive industries. In preparation for the simulation, students will analyze several cases that introduce concepts of competitive strategy, global organization, and competition in technology-intensive industries. The latter portion of the simulation exercise will be played intensively over two days.

Credit 2 units.

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**B63 MGT 5305 The Global Business Environment in the 21st Century**

This course helps to prepare students to be senior leaders in global businesses by developing their understanding of how business interacts with political, social, technological, financial, and other institutions. Specifically, this course addresses three questions: 1) How do institutions and government policy affect competitiveness and business opportunities around the globe? 2) How do firms and institutions interact? 3) What is the role of business leaders as stewards of global institutions and resources? We draw upon scholars from Olin, the Brookings Institution, and beyond to address different perspectives on these issues. The course includes a two-day residency at the Brookings Institution in Washington, DC.  
Credit 3 units.

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**B63 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 including/related to strategy formulation, resource and capabilities assessment, industry and competitor analysis, diversification, globalization, and managing multi-business organizations.  
Credit 2 units.

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**B63 MGT 5313 Career Navigator**

The objective of this course is to prepare Olin first year MBAs to understand the complexity, challenges, skill set acquisition and knowledge base necessary to compete successfully for summer internships, and ultimately full-time positions, in the global MBA marketplace. The course's focus consists of a strategic and tactical framework which will allow first year MBAs to: assess capabilities and goals against the competitive MBA marketplace, explore the variety of traditional and non-traditional career opportunities available to them, build networking and information gathering skill sets, clarify their strategic summer objectives for both on and off campus searches, and demonstrably enhance presentation capabilities in both written and verbal form. Meeting the objectives of the course, successful students will demonstrate outstanding strategic and tactical knowledge and skills, and build a customized foundation for establishment and management of their post MBA degree career.

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**B63 MGT 5314 Critical Thinking and Impactful Communication**

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.  
Credit 2 units.

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**B63 MGT 5316 Leadership Communication**

The objectives of this course are to help you better communicate your ideas about unstructured business problems, some of which involve multiple functional areas of business (marketing, operations, finance, etc.). The course follows from MGT 5315, which was focused on critical thinking. In this course, we'll focus particularly on developing your presentation skills, and in combining those skills with your critical thinking skills.  
Credit 0.5 units.

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**B63 MGT 5317 Decisions: Data and Values**

In a world of rapid technological change, data-rich production processes, a purpose-driven talent pool, globally integrated value chains, and calls for greater business accountability to society, business leaders must be equipped to make decisions that are both data-driven and values-based. In other words, they must have the tools to critically evaluate and strategically utilize vast quantities of rapidly changing data using the latest analytic tools and techniques. These leaders must also have the clarity, courage, and leadership skills to make decisions that respect personal/organizational values and societal responsibilities. This course presents a framework and set of tools for making values-based/data-driven decisions that will serve as a foundation for other Olin coursework. This course is for PMBA students only.  
Credit 1 unit.

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**B63 MGT 5321 Business, Government and Society**

All firms operate within competitive and institutional landscapes that are shaped and framed by government. However, firms have the power to help shape the role of government through non-market strategy, both to protect their own interests and to help improve the efficacy of the public-private partnership. Furthermore, managers must navigate the complex intersection between business objectives and the values, norms, and expectations of the societies in which they operate. This course harnesses Olin's unique partnership with the Brookings Institution to access high-level experts from agencies and institutions in the federal government only found in the capital area. We will focus on how a better understanding of the mindset, objectives, and operations of these institutions can help managers better shape strategy and activities at the intersection of the public and private sectors.  
Credit 3 units.

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**B63 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.  
Credit 1.5 units.

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**B63 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. Prerequisite: MGT 5301.  
Credit 1.5 units.

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**B63 MGT 535 Strategic and Crisis Communication**

This course refines MBA candidates' competencies in delivering strategic communications related to three concentration tracks (financial, marketing, 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, provide 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.

Credit 1.5 units.

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**B63 MGT 537 Financial Industry Platform for MSFQ and MSFWM Students**

CFO is a customized career course for MS in Finance students pursuing industry opportunities upon graduation. The objective of the CFO course is to immediately prepare Olin MS Finance students to understand the complexity, challenges, skill-set acquisition and knowledge base necessary to successfully compete for full-time positions in the global financial marketplace. Meeting the objectives of the course, successful students will demonstrate outstanding strategic and tactical knowledge and skills, and build a customized foundation for establishment and management for their post MS Finance career.

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**B63 MGT 539 The Basics of Bio-Entrepreneurship**

Late one Friday afternoon in April 1976, the late venture capitalist Robert Swanson met with biochemist Herb Boyer, PhD, at his UCSF lab. Swanson had requested 10 minutes of Boyer's time; when the meeting ended, three hours later, the foundations had been laid for the formation of Genentech, the first biotechnology company, and the beginnings of the biotechnology industry. This course, The Basics of Bio-Entrepreneurship, investigates issues and choices that inventor/scientists encounter when considering the applications and commercialization of early stage scientific discoveries. This course is intended for anyone interested in working in the medical device, life-, bio-, or pharma-sciences industries as a founder, scientist, entrepreneur, manager, consultant, or investor. It focuses on the decision processes and issues that researchers and their business partners face when considering how a discovery might best be moved from academia to successful commercialization.

Same as L41 Biol 5014

Credit 3 units.

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**B63 MGT 540 Sports Management**

This course examines the key business and management topics in the sports industry, including league and franchise administration, team and individual sports, broadcast and digital media, data analytics, and leadership issues facing sports officials today. The course will look, in a practical way, at the strategic and operational challenges in the contemporary industry, while considering those issues in a historical context and discussing the future implications for all participants in the world of sports. The course's practical look at the sports industry will focus on key lessons for corporate management and administration.

Credit 1.5 units.

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**B63 MGT 541E Legal Issues in Sports**

This course introduces the fundamentals of sports law. It teaches the basic tenets of a variety of legal disciplines through the lens of sport. It focuses on legal issues that have a direct relationship to sport with an emphasis on current legal sports issues in the news. In the tort arena, we will explore the potential liability of athletes for reckless violent actions toward their competitors, of sports teams and leagues for failing to adequately protect the health of participants (e.g. concussion lawsuits), of coaches, trainers and medical personnel at all levels for failing to properly train, monitor and assess athletes, of product manufacturers for injuries caused by defective sports equipment, and of teams for injuries to spectators, among other potential liabilities.

Credit 1.5 units.

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**B63 MGT 545E Acquisition Entrepreneurship**

The purpose of this course is to provide students with an opportunity to explore being an entrepreneur by acquiring a company rather than starting one from scratch. The readings and class discussions will help students understand how to purchase a business, finance an acquisition, and operate and grow a business. The cases and conversations will help students understand what it is like being a young, first-time CEO and what types of challenges and issues will be encountered.

Credit 1.5 units.

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**B63 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. NOTE: Graduate Business Students should register for MGT 550C.

Credit 1.5 units.

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**B63 MGT 550L Conversation Skills for Academic and Career Success**

Designed for international graduate students entering the Olin MBA program, this course offers practical instruction in the speaking skills required for success in academic and professional settings such as class discussions and job interviews. Skills such as actively engaging in group discussions, advocating for your viewpoints, highlighting your skills and accomplishments, and relating to colleagues in formal as well as informal situations will be practiced and assessed through role plays. Cross-cultural considerations will be studied and then applied by analyzing your realworld communication failures and successes.

Credit 1.5 units.

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**B63 MGT 550Q Law, Business & Governance**

Assigned permanent course number B63 MGT 567 (12/2015)

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.

Credit 1.5 units.

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**B63 MGT 550T Venture Advising**

Assigned permanent course number B63 MGT 571 (12/2015) 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. Required immersive experience to Herzliya, Israel in January. Prerequisites: MBA core and Introduction to Entrepreneurship recommended. Application via sa.wustl.edu is required. Enrollment limited to 12.  
Credit 3 units.

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### **B63 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.  
Credit 1.5 units.

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### **B63 MGT 550V Defining Moments: Lessons in Leadership and Character from the Top**

Assigned permanent course number B63 MGT 572 (12/2015) Most successful leaders can point to a handful of "defining moments" in their careers - key choice points that defined the trajectory of their character, their career, and/or their company. What are those defining moments and why do they matter? How can aspiring business leaders prepare themselves to face their defining moments with insight and integrity? This course examines these questions by learning from notable leaders who exemplify both business excellence and personal character. Top executives from leading companies will sit down with us to talk about their "defining moments" and to engage with us in considering these questions. These conversations will be supplemented with 2yr MBA students; PMBA and EMBA students: core completed  
Credit 1.5 units.

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### **B63 MGT 550Z Professional Communication Forum**

This course focuses on the development and delivery of a technical presentation in a persuasive manner, reflecting a typical consulting environment. The course teaches students communication skills necessary to communicate to both technical and non-technical audience members. The students will deliver both an oral team presentation and a client proposal "leave behind".  
Credit 1.5 units.

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### **B63 MGT 551E Internship, Business and Application**

This internship course is designed to allow students to further develop their experience in a new setting. During the course, students should be able to identify their strengths and work motivations as they relate to future career goals. This course uses a pass/fail grading scheme, and it is one of several options for SMP students to use to satisfy their professional experience requirement. The course is only open to SMP students, except for those in the MSFC program.  
Credit 1.5 units.

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### **B63 MGT 555B 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.  
Credit 1.5 units.

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### **B63 MGT 557 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<sup>7</sup> 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.  
Credit 1.5 units.

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### **B63 MGT 558 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.  
Credit 1.5 units.

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### **B63 MGT 560A Write Like a Pro: Business Writing for Nonnative English Speakers**

In business writing, ideas must be clearly, quickly, and accurately communicated; failure in this process can risk lost revenue. For nonnative speakers who are graduate business students and future professionals, written communication can be a challenge. In this course, the pyramid structure for writing from MBarbara Minto's The Pyramid Principle provides international business students with key tools they need to communicate clearly in the fast paced

business world. Other key concepts covered include writing for short communications (texts), social media applications, emails, case write-ups, white papers, proposals, cover letters, and resumes. Writing structure, style, and content along with cultural differences in writing, will be addressed. Req: international graduate students in the Specialized Masters programs only.  
Credit 1.5 units.

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**B63 MGT 560B Talk the Talk: Professional Business Communication for Nonnative Speakers**

As business professionals know, communication skills are integral to success in today's global environment. Designed for international graduate students in the Olin Specialized Masters Programs, this course offers active, practical instruction for speaking English in multinational business settings. Vocabulary and cultural concepts necessary for the job search are also emphasized. Skills are internalized through business role plays, case studies, simulations, presentations, negotiations, and other real-life business situations for communication. Many, but not all, of the concepts, topics, and skills from this class would be applicable to native speakers in business. For nonnative speakers, the competitive advantage of taking this class is that the skills are carefully selected according to appropriateness and taught by an instructor with a background in English as Second Language who teaches with cross-cultural understanding. Req: international graduate students in the Specialized Masters programs.  
Credit 1.5 units.

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**B63 MGT 560C MBA Entrepreneurial Platform Seminar**

This course is designed to expose first-year MBA students to potential careers in entrepreneurship and corporate innovation through access to numerous guest speakers who have either founded startups, funded startups, joined startups, have innovated at established companies, or have founded non-profits (or for-profits) with a social mission. Over the course of the semester each class session will focus on a specific entrepreneurial career path where students will hear from real-world experts followed by Q&A and a reception. ----  
Credit 0.5 units.

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**B63 MGT 560D U.S. Macroeconomic Policies During Crises**

The course will cover 6 - 7 different topics related to monetary policy, banking supervision and regulation, and financial markets. The course will feature notable speakers as well as lectures by assigned faculty. The goal is to present the best in contemporary thought regarding monetary and fiscal policy as well as public regulation of the financial sector.  
Credit 1.5 units.

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**B63 MGT 560E Ownership Insights: Competitive Advantage of Family and Employee Owned Firms**

This course is designed to introduce students to the unique governance and financing issues faced by owners of closely held businesses and family controlled firms. The core issue addressed in this course is that of sustainability: what actions are required of the current owners to increase the likelihood that the business will last beyond them? What best practices can we learn from successful multi-generational family businesses, some of which have been in existence for 150 years and longer? There are three target audiences for this course: 1) Students who may be or are considering working for a closely held or family controlled business; 2) entrepreneurs who build successful businesses and want their business to remain privately owned; and 3) students seeking to work in the private equity, investment banking, legal or wealth management industries and who will be calling on this segment of the market. The course will be multi-disciplinary and more qualitative than quantitative. Each class will have a lecture and case

component; there will be guest speakers at each session. Students will be required to complete a case study in advance of each class (not more than 2 pages). There will be no final exam. Class attendance and active participation is expected.  
Credit 1.5 units.

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**B63 MGT 560H Business Speaking for Non-Native English Speakers**

Communication is the process of sending and receiving messages, however, communication is effective only when the message is understood and when it stimulates action or encourages the receiver to think in new ways. This course will introduce international graduate students to fundamental methods for improving pronunciation and intonation within the context of typical business situations. Improved pronunciation will allow students to communicate confidently and be understood with ease. A variety of speaking activities will develop the student's understanding of their pronunciation and intonation challenges and provide practical strategies for increasing fluency.  
Credit 1.5 units.

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**B63 MGT 560I Business Writing for Non-native English Speakers**

In business writing, ideas must be clearly, quickly, and accurately communicated; failure in this process can risk lost revenue. For non-native speakers who are graduate business students and future professionals, written communication can be a challenge. In this course, the pyramid structure for writing from Barbara Minto's The Pyramid Principle provides international business students with key tools they need to understand the Western thought process, and to communicate clearly in the fast-paced business world. Other key concepts covered include writing for short communications (texts), social media applications, emails, case write-ups, white papers, proposals, cover letters, and resumes. Writing structure, style, and content, along with cultural differences in writing, will be addressed.  
Credit 1.5 units.

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**B63 MGT 560J Social Innovation**

Social innovation focuses attention on the ideas and solutions that create social value - as well as the processes through which people generate and capture them. . This year's theme is: Community Wealth Building: co-operatives, collective entrepreneurship, worker owned businesses and trusts. Community wealth building is a bottom-up approach to economic development based on greater democratic ownership, participation, and control that we can begin to develop and scale. The goal is to create a democratic economy and displace the extractive economy. We will review the latest literature and policy documents then meet with practitioners and communities driving this work forward across our St. Louis region. We will learn and apply innovation methods like design thinking, google sprints and asset mapping. Graduate students from across campus (MSW, MPH, MBA, MSP, and more) will work together as teams to develop a pitch or policy brief applying community wealth building and shared prosperity approaches to the Greater St. Louis area.  
Same as S50 SWSA 5063  
Credit 3 units.

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**B63 MGT 560P Business Models in a Global Context**

A business model describes how an organization creates, delivers, and captures value in economic, social, cultural, or other contexts by identifying and choosing among potential revenue sources, customer segments, products, and financing options. This course focuses on developing students' capabilities to articulate, analyze, and improve business models in services industries, where advances in information technology and mobile telecommunications have led to an explosion of options for value creation and capture. China's key urban centers are among the world's most advanced when it comes to exploring these new IT-enabled opportunities. This course requires students to

spend a week in residence in Shanghai, which will allow them to access insights that would be difficult to glean elsewhere. The format of the course combines classroom instruction and experiential exercises to build a deep understanding of the following: 1) how to compare existing business models with a given sector and identify opportunities for performance improvement; and 2) how to approach a market entry decision and build a business model that is well-adapted for a distinct cultural and economic environment. Open to full-time MBA students only.

Credit 2.5 units.

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### **B63 MGT 560Q Implementing Strategy through Global Operations**

This course will help students achieve the following learning objectives: 1) understand the role of operations strategy in achieving competitiveness in the global marketplace (e.g., why and how organizations engage in international manufacturing and service provision and the issues and problems involved in starting up and managing overseas operations); 2) observe complex issues and problems in global supply chains and understand the influence of trade policies on operations strategy (e.g., how to manage global logistics and supplier networks in different political, economic, and cultural environments; and 3) study how new technologies -- data science, internet of things, mobile devices -- may affect operations strategy (e.g., how data science and artificial intelligence can be used to improve operations efficiency and decision making and how new technologies can lead to operations/business model innovation). Open to full-time MBA students only.

Credit 2.5 units.

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### **B63 MGT 560T Building Business Narratives**

Develop life-long professional communication competencies and skills to improve leadership effectiveness through respect; active listening; relationship-building and emotional intelligence. You will create and communicate clear, effective written and oral messages that take audience needs into account and achieve the desired impact.

Credit 1.5 units.

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### **B63 MGT 562 Critical Thinking Processes and Modeling for Effective Decision Making**

This course equips you with rigorous technical skills that are necessary for developing data-driven and value-based solutions for large-scale complex business problems. In particular, the course covers two fundamental and indispensable tools that form the backbone of all analytical approaches: 1. Mathematical Optimization is the backbone of virtually all applied models with vast applications in engineering, business, statistics (including machine learning), computer science (including artificial intelligence), biology, medicine, etc. The critical step in modeling a practical problem is to express it in mathematical language. This enables us to use the computational power of computers to analyze the problem, extract insights, and devise implementable solutions. The course teaches this critical skill by carrying out this step for a large set of examples. The examples are carefully chosen to be both realistic and novel in at least one aspect. They are taken from various fields including operations management, marketing, finance, and machine learning. 2. Statistical Simulation is a primary computational tool for modeling complex systems that exhibit random behavior (such as service time in a service system) or interact with random events (such as demand in a retail setting or price movement in a stock market). This course covers the basics of Monte Carlo simulation through examples and showcases its application in estimating relevant performance metrics and predicting a system's response to exogenous or endogenous changes. If time permits, select topics related to simulation-based optimization will also be discussed. In addition to modeling and problem formulation, the course also covers problem implementation. The primary implementation tool in this class is Microsoft Excel. However, the topics covered in this class are independent of the implementation platform.

Credit 3 units.

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### **B63 MGT 563 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.

Credit 3 units. EN: S

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### **B63 MGT 564 Health Economics and Policy**

The basic tenets of health economics will be covered. This course will place a unique emphasis on incorporating materials from three broad source categories: textbook elements, "lay" press and media, and academic journal publications with the aim to foster application of rigorous, critical thought to media presentations of health care economics and policy issues.

Credit 3 units. EN: S

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### **B63 MGT 565 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. The first phase will cover the basic background on the structure and financing of the healthcare industry to include very brief reviews of critical topics like insurance and government-provided healthcare. A few basic frameworks will then be developed for students to apply to course topics moving forward, such as cost/benefit analysis and evaluation of risk. The remainder of the course will involve critical analyses of healthcare cases involving varied subjects and management challenges. Sessions will emphasize student led discussions.

Credit 3 units. EN: S

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### **B63 MGT 566 Research in Healthcare Management**

This is the capstone course for the Health Management major where students learn to apply rigorous statistical and analytical approaches to research questions in health services, but not limited to questions relating to management, finance and economics, operations, and policy. Faculty will identify several available research project options, and present these options in class. The goal is to capitalize on the strength of the university medical school and affiliated medical centers, in addition to capitalizing on existing relationships between Olin and healthcare firms to identify the student research projects. Students will also be encouraged to formulate their own research question and to identify potential data sources they could use to address these questions, if they so desire. Students will work in teams of 3-4, using the approach developed for the Practicum and Hatchery courses.

Credit 3 units.

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### **B63 MGT 567 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.

Credit 1.5 units.

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### **B63 MGT 569 Consulting 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.

Credit 0.5 units.

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### **B63 MGT 570A Global Business I**

Examination of the management strategies of global businesses. We will use a network approach, though not exclusively, to understand firm strategies. Business networks are linked to knowledge clusters. Discussion of the rationale for going global and the internal organizational architectures and models that firms use for their global management. Global strategy of firms influences their external networks and how they deal with technological change. Examination of how logistics and finance relate to global business strategy. Consideration of political-economy of business and global economic crisis.

Credit 1.5 units.

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### **B63 MGT 570B Global Business II**

Case analysis of strategy of a global corporation. A global company will present a problem/case. Students will propose a strategic solution. Class periods devoted to: discussing theory/concepts for developing strategy; examining political-economic, demographic, and economic issues relevant to case; and planning case presentation. Company representatives will present case to the class. They will return to answer questions about the case. Then they will come to listen to case presentations and conclude with their assessment of the proposed strategies Pre-req: MGT 570A.

Credit 1.5 units.

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### **B63 MGT 570E Legal Issues in Sports**

This course introduces the fundamentals of sports law. It teaches the basic tenets of a variety of legal disciplines through the lens of sport, and it focuses on legal issues that have a direct relationship to sport with an emphasis on current legal sports issues in the news. In the tort arena, we will explore the potential liability of athletes for reckless violent actions toward their competitors; of sports teams and leagues for failing to adequately protect the health of participants (e.g., concussion lawsuits); of coaches, trainers and medical personnel at all levels for failing to properly train, monitor and assess athletes; of product manufacturers for injuries caused by defective sports equipment; and of teams for injuries to spectators, among other potential liabilities.

Credit 1.5 units.

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### **B63 MGT 571 Venture Advising**

Section 1: Students who complete the course will gain a deep understanding of the issues of both operational management and investment management of start-up firms from a different region of the world. 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. Students will better understand the interpersonal dynamics between the relevant stakeholders, will become proficient in the terminology of start-up 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. Required immersive experience to Herzliya, Israel in January. Prerequisites: MBA core and Introduction to Entrepreneurship recommended. Application via sa.wustl.edu is required. Enrollment limited to 40. Section 2: Students who complete the course will gain a deep understanding of the issues of both operational management and investment management of start-up firms from a different region of the world. 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. Students will better understand the interpersonal dynamics between the relevant stakeholders, will become proficient in the terminology of start-up 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. Required immersive experience to Berlin, Germany in March. Prerequisites: MBA core and Introduction to Entrepreneurship recommended. Application via sa.wustl.edu is required. Enrollment limited to 40.

Credit 3 units.

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### **B63 MGT 572 Defining Moments: Lessons in Leadership and Character from the Top**

Most successful leaders can point to a handful of "defining moments" in their careers - key choice points that defined the trajectory of their character, their career, and/or their company. What are those defining moments and why do they matter? How can aspiring business leaders prepare themselves to face their defining moments with insight and integrity? This course examines these questions by learning from notable leaders who exemplify both business excellence and personal character. Top executives from leading companies will sit down with us to talk about their "defining moments" and to engage with us in considering these questions. These conversations will be supplemented with 2yr MBA students; PMBA and EMBA students: core completed

Credit 1.5 units.

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### **B63 MGT 575E Innovating for Defense**

This interdisciplinary entrepreneurial course gives students the unique opportunity to solve real problems facing the U.S. Department of Defense (DoD) and the U.S. Intelligence Community (IC). This course is open to all students who want to solve real problems for real customers in real time. Students will form their own interdisciplinary teams. Each team chooses their own DoD problems from those available to the class. Each problem has a dedicated DoD problem sponsor who will be regularly engaged with the team. Student teams learn and use the Lean Startup methodology and the Mission Model Canvas made famous by Stanford University to iteratively cut through the complexity of the problem. Teams develop a keen understanding of the problem, craft a business model and solution, and develop a prototype. Note: This course is sponsored by the U.S. DoD. It was originally developed at

Stanford University and is now taught at 30+ U.S. universities. A student does NOT have to be a citizen of the United States to take this course; none of the DoD problems are classified. Recommended completion of T55 ETEM 520.

Same as T55 ETEM 525

Credit 3 units.

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### **B63 MGT 576E Innovating for Healthcare**

In this entrepreneurial course, students form teams and work on solving real problems facing the healthcare industry by producing solution prototypes that may also be commercialized by the students once the class is completed. The majority of the course work involves weekly customer interviews and team presentations on those findings. Using Lean Startup Theory, this course will provide an entrepreneurial platform that can develop solution prototypes that match the healthcare industry users' needs in just weeks, rather than months or years. Depending on the industry, grants or investors may provide follow-on funding to student teams for further refinement and development of solution prototypes. The course is demanding: students will present at every class, work closely with their team, and receive relentlessly direct feedback. Problem sponsors, mentors, industry liaisons, corporate partners, investors, and journalists may be in the room while students are solving real problems for real customers in real time. This is a course designed for all graduate students and upper-level undergraduates in all Washington University schools and programs. It takes an entrepreneurial, interdisciplinary approach to the healthcare industry's biggest challenges. Prerequisites: MGT 521 and MGT 501C; MGT 524 or MGT 500T is recommended for Olin students. It is assumed that students will come into the course with a basic understanding of ideation, research methods, corporate entities, funding sources, intellectual property, and so on.

Credit 1.5 units.

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### **B63 MGT 577E Launching and Scaling New Enterprises (The League)**

This advanced entrepreneurship course acts as an accelerator, encouraging students to actually launch and scale a business. Students must apply at <https://sites.wustl.edu/theleague/> either with a business idea OR to join a student team that is about to launch their business. Once accepted you'll be invited to join The League (of Extraordinary Entrepreneurs). Our most successful alumni in technology have agreed to be part of the class. This course covers leadership; crafting a story; product development; attracting customers; an innovative mindset; building successful teams; scaling to billion-dollar valuations and the mind of the high tech investor. The deliverables in the course include reflections on each of the "unicorn" guest speakers and how it applies to the students' ideas; actually launching their website and MVP of their product; meeting the growth goals the teams set for themselves; pitching real VC's and Angel Investors at the end of the course; and applying for a St. Louis Arch Grant. Prerequisite: It is highly encouraged that those applying with business ideas have previously taken The Hatchery.

Credit 3 units.

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### **B63 MGT 5999 Graduate Business Placeholder Course**

Temporary placeholder course for Graduate Business students.

Credit 10.5 units.

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### **B63 MGT 5ELE Management Elective: Graduate**

Credit variable, maximum 3 units.

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### **B53 MGT 6000 Mentored Teaching/Research Experience**

Students will engage in either research assistantship or teaching assistantship activities to gain practical experience in conducting research and teaching courses. This course will be supervised by faculty and requires students to engage in RA/TA activities for a minimum of 10 hours a week, with a maximum of 20 hours per week.

Credit 3 units.

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### **B53 MGT 600A Teaching Business**

The course on teaching business is designed to help late-stage doctoral students (and early-stage faculty members) to prepare systematically for their teaching careers in a business school. This includes guidance on how to get started while avoiding "rookie mistakes," and hands-on practice that includes coaching from peers and experts. The format will include discussion sessions, topic-oriented panel sessions, and hands-on practice sessions. For Doctoral students only

Credit 1.5 units.

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### **B53 MGT 601 Doctoral Prep: University Teaching & Research**

Credit 2 units.

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### **B53 MGT 602 Doctoral Prep: University Teaching & Research**

Credit 1 unit.

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### **B53 MGT 603 Seminar in Strategy & Organization**

For Doctoral students only

Credit 3 units.

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### **B53 MGT 604 Strategic Mgt. of Innovation & Technology**

Credit 3 units.

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### **B53 MGT 605 Research Internship**

Credit variable, maximum 3 units.

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### **B53 MGT 610 Dissertation**

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### **B53 MGT 611 Dissertation**

Credit 3 units.

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### **B53 MGT 620 Empirical Methods in Business**

Available to all PhD students studying in all areas. Schoolwide course.

Credit 3 units.

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### **B53 MGT 648 Independent Study in Strategy**

For Doctoral students only

Credit variable, maximum 3 units.

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### **B53 MGT 650 Seminar in Entrepreneurship**

The course is divided roughly into two sections. We begin with an immersion section (entrepreneurship statistics, history of entrepreneurship, entrepreneur biographies) to provide a rich contextual framework for understanding the phenomena we will examine later. Next we look at the phenomena themselves. These phenomena present the existing set of questions that a "field of entrepreneurship" will necessarily encompass. Our challenge is to make sense of the existing questions and build an organizing framework for formulating future questions. For Doctoral students only

Credit 3 units.

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**B53 MGT 660 Seminar on Presentation Skills**

The goal of this course is to teach students the basic principles of effective research communication sufficiently early in the program, so that they have multiple opportunities to practice and hone their skills. The learning objectives are as follows: 1) demonstrate knowledge of how to organize thoughts and write research papers effectively. 2) demonstrate ability of how to design effective presentation decks for seminars and conference presentations and 3) Improve the critical thinking that underlies research before, during, and after its completion. Required by all Olin PhD studying in all areas. Schoolwide course.

Credit 1.5 units.

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**B63 MGT 700A The Decisions Around Business Ethics**

This course imparts an understanding of how law, ethics, and public policy affect modern business. This course aims to place ethical issues within a management context and challenge you to reflect on your own personal strengths and weaknesses as well as develop specific strategies for making a difference in the organizations to which you'll belong.

Credit 0.5 units.

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**B53 MGT 700W Strategic Crisis Communication**

When the reporter calls, are you -- as your company leader -- ready to deliver effective messages? Employees, shareholders and customers represent just a few of the key stakeholders who will be watching when the media swoops in. Prior to joining the Olin faculty, the instructor of this course founded and built a nationally recognized public relations firm, Standing Partnership, where she and her team coached CEOs around the country in preparing for and managing crisis situations. Standing Partnership is recognized for its positive employee culture, exceptional client results, and innovative leadership as a partner in the global Worldcom Public Relations Group. Students will be expected to lead and to communicate clear, effective messages in a high-stress, high-stakes situation. This course will teach students the process that needs to be in place to survive the storm.

Credit 1 unit.

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**B63 MGT 701 Strategic Management**

Credit 3 units.

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**B63 MGT 702E Leadership Communication**

Credit 1.5 units.

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**B63 MGT 706 Strategic Management**

This course explores general management skills related to analyzing, formulating and implementing strategies. Students will develop skills in assessing internal capabilities and resources, evaluating industries and competitive environments, and exploring strategic options. This course will help students understand the fundamental task of the general manager, which is to develop strategies that deliver a competitive advantage.

Credit 1.5 units.

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**B63 MGT 710 International Management Residency**

Credit 3 units.

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**B63 MGT 715 Business Planning & Strategy**

Credit 3 units.

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**B63 MGT 717 Leadership**

Credit 3 units.

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**B63 MGT 720 Strategic Management of Innovation**

Credit 3 units.

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**B63 MGT 728 Growth through Corporate Strategy**

Some of the most visible changes in strategy occur at the corporate level as firms grow through acquisitions, mergers, vertical integration, hostile takeovers, and diversification. This course focuses on the strategic decisions that confront the senior-most managers in multi-business corporations. Finding ways to add rather than destroy value at the corporate level can be a difficult task. In this course, we will examine the objectives, issues, and tools that confront corporate managers as they seek value-creating growth. We will focus on topics of leveraging resources and competencies, drawing horizontal and vertical boundaries, diversification, corporate organization, and corporate governance

Credit 3 units.

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**B63 MGT 731 Business & Society**

Provides on-the-ground instruction at one of the world's premier public-policy think tanks, the opportunity to learn from key leaders and policymakers, and firsthand experience with the critical connection between business and government.

Credit 1.5 units.

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**B63 MGT 735 Fudan Thought Leaders**

Credit 3 units.

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**B63 MGT 736 Olin Thought Leaders**

Credit 1.5 units.

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**B63 MGT 737 Growth Theme**

EMBA ONLY Provides strategic and financial tools for evaluating, creating, and capturing market value through organic growth as well as through mergers or acquisitions. enable you to form the right teams to promote growth.

Credit 7.5 units.

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**B63 MGT 738 The Cutting Edge: Thought Leadership**

This course affords students access to current thought in areas of business critical to the China business landscape through the eyes and research of prominent members of the Fudan University faculty: some from the school of management, some from related fields of endeavour. Other speakers will include prominent business leaders and experts with special knowledge in areas related to the challenges of management in China.

Credit 3 units.

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**B63 MGT 740 Global Markets**

From multinational conglomerates to domestic family-owned businesses, few companies are insulated from the effects of globalization. This module provides an opportunity to learn how to shape and execute a business response to the opportunities and risks presented by an increasingly global marketplace. It draws on prior lessons in economics, finance, marketing, organizational behavior, operations and strategy. Topics include market selection; penetration of emerging markets; global supply chain management; and management of financial, currency and country risk.

Credit 8 units.

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**B63 MGT 741 Corporate Law and Governance**

This course will explore corporate governance from the perspective of the board of directors, those who are charged with leadership and oversight of the corporation. We will also examine several different aspects of corporate governance, a term generally used to define the relationship between shareholders, officers, and directors. In today's world, the term is really broader, and we will also talk about that in our sessions.

Credit 1 unit.

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**B63 MGT 742 Business Innovation & Technology**

Business challenges and opportunities caused by technology evolution are continually present in every industry. Companies are required to exploit new opportunities and defend markets aggressively or risk losing market share and being eclipsed by others; however, exactly how to do this is often poorly understood and ineffectually managed. Innovation is the overarching concept that captures turning technology into something of value. Innovation activities are responsible for small changes to existing products and services and the introduction of fundamentally new products and services and everything in between. In this course, students will learn about technology evolution and how business use innovation activities to harness new opportunities created by this evolution. IT technology evolution is considered specifically and its application to service economy opportunities is considered in detail.

Credit 1 unit.

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**B63 MGT 745 Innovation Projects**

Working in small teams under the direction of a faculty coordinator and advised by alumni mentors, students will undertake a comprehensive analysis of either a new innovative business or a significant innovation project within an existing firm. The teams will work on these projects over a period of approximately eight months and will present their final reports to an audience of faculty, alumni and perhaps potential investors during the St. Louis portion of the International Residency. It is expected that the projects will provide an opportunity to apply much of what the students have studied over the course of the program.

Credit 6 units.

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**B63 MGT 745A Innovation Projects – Module 1**

This series of three courses serves as an integrating and applied learning experience. Rather than introduce new material, concepts, techniques or skills, the course challenges students to apply what they have learned throughout the program to the process of taking a business innovation from initial idea to a developed business plan.

Credit 2 units.

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**B63 MGT 745C Innovation Projects – Module 3**

This series of three courses serves as an integrating and applied learning experience. Rather than introduce new material, concepts, techniques or skills, the course challenges students to apply what they have learned throughout the program to the process of taking a business innovation from initial idea to a developed business plan.

Credit 2.5 units.

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**B63 MGT 749 Integrative Mid-Term Project**

Team-based consulting project - EMBA teams will be asked to develop and present a consulting report for a local client firm. The client firm will be a start-up or a small business interested in growing. It may be non-profit or for-profit organization. The client will be selected from among Washington University affiliated companies, companies to which EMBA students have connections, or from companies in the local community more broadly. Students will be challenged to apply the tools they have learning in the first year of their EMBA program to help the client formulate and solve business problems.

Credit 1.5 units.

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**B63 MGT 751 Managing Growth and Sustainability**

This theme addresses the challenges and dilemmas posed by growth, the need to achieve efficiencies while maintaining corporate responsibility in a global economy driven increasingly by consolidation, competition and cost pressures. The theme begins with a Competing Values Framework-based (CVF) introduction to the cultural drivers of corporate growth and the various internal organizational tensions that arise from it. We then move towards developing an understanding of the external tensions created through corporate growth with societies at large, and how these tensions create new opportunities for growth.

Credit 4 units.

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**B63 MGT 752 Corporate Strategy**

Most major companies in the world are not single-business firms operating in a single location but portfolios of businesses spanning multiple locations. Single business firms today ultimately become multi-business firms to sustain growth as they exhaust opportunity in existing markets. This course provides tools, frameworks and processes that will help you understand the unique opportunities and challenges for firms spanning multiple products, business units, and geographic locations.

Credit 3 units.

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**B63 MGT 755 Innovation & Entrepreneurship**

Ties effective idea generation and new-venture creation to competitive advantage and market leadership - for both entrepreneurs and intrapreneurs. Student teams develop their business plan for their innovation project.

Credit 8 units.

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**B63 MGT 755S Entrepreneurship**

This course ties effective idea generation and new-venture creation to competitive advantage and market leadership for both entrepreneurs and intrapreneurs. Student teams develop their business plan for their innovation project.

Credit 1.5 units.

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**B63 MGT 756 Entrepreneurship**

This course provides an overview of the entrepreneurial process, from idea generation to financing. We will cover the following topics critical to the startup process: 1) Idea Creation and Prospecting - tools for finding a potentially profitable business idea 2) Opportunity Evaluation and Strategy - the strategic issues entrepreneurs and firms must face in creating sustainable business ideas 3) - Financing the Venture - valuation of new ideas, angel investing, and venture capital. These financing decisions are closely linked to both Idea Creation and Opportunity Evaluation. We will discuss these issues from the perspectives of the entrepreneur, the investor, and the established firm strategic partner.

Credit 1.5 units.

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**B63 MGT 757 International Residency**

Effective leadership in a diverse, globally interconnected world requires understanding the historical, political, economic, and cultural contexts of unfamiliar people and markets. Successful leaders must adapt both their business models and their leadership styles to align them with the sometimes very different realities of these markets. Through a combination of background research, discussions with in-market experts, and on-the-ground experiences in an international location, this course equips students with the tools to gather and synthesize quantitative and qualitative information about unfamiliar markets

and to formulate values-based and data-driven strategies for working in them. Through first-hand encounters with unfamiliar cultures, students develop their cross-cultural capabilities and grow more agile, resourceful, and empathetic as leaders.  
Credit 2 units.

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#### **B63 MGT 761 Legal Strategies for Business**

The course will cover both "micro and macro" legal strategy. Students will learn to navigate the main legal minefields of business and review the law in light of Porter's Forces. Finally, the course will cover some of the issues and components of dispute resolution and business formation.  
Credit 1 unit.

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#### **B63 MGT 770 Capstone Exercise**

A final project that pulls together the cumulative learning of the last twenty months.  
Credit 1.5 units.

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#### **B63 MGT 777 Business Start-up Consulting Project**

This course of Joint EMBA degree of IIT Bombay - Washington University in St. Louis is designed to provide EMBA candidates with an opportunity to engage in active and functional learning through work on actual, real-world, team-based projects. This course will help implement the learning of completed EMBA modules and past experience of Sr executives focused on developing/refining entrepreneurial mindset through experiential real-world projects. This course will help develop management-consulting competencies and polish their critical thinking, project management, data analysis, report writing, diplomacy and leadership skills. Critical learning outcomes include developing entrepreneurial mindset and displaying agile leadership within diverse and unfamiliar settings. In this module, participants will be working towards the actual deliverables that generate tangible results for the client and its organization. This ensures that the clients receive high-quality work on their underlying problem/opportunity. The reasonable expectation is that students spend 2+ hours per week on the client work.  
Credit 3 units.

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#### **B63 MGT 785 Business, Government & Society**

Provides on-the-ground instruction at one of the world's premier public-policy think tanks, the opportunity to learn from key leaders and policymakers, and firsthand experience with the critical connection between business and government.  
Credit 3 units.

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#### **B63 MGT 790 Business Analytics & Decisions**

Designed to develop quantitative analysis skills and reasoning abilities as they apply to business situations and decision-making contexts. It will guide students in determining what kinds of analytics they should be asking for given particular business circumstances. Moreover, the course will develop analytic reasoning and critical thinking skills that students will apply in other courses in the MBA curriculum.  
Credit 3 units.

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#### **B63 MGT 8221 Digital Impact Project I**

The digital revolution has fundamentally altered certain of the processes, products and platforms associated with business. As 'digital' mindsets, practices, tools, and technologies become even more embedded in the ways we work it is vital for every MBA to understand their foundations, current impact, and potential power. This course exposes the student to the varying impact of their organization's

digital choices on an array of diverse stakeholders. We will focus on how a privileged understanding of the scope and impact of digital technologies and their applications can be harnessed to create value in organizations.  
Credit 1 unit.

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#### **B63 MGT 8222 Communicating in Digital Spaces II: Communicating Change**

This course is the second in a three-semester series of required courses that focus on the communication challenges that leaders face in the modern, digital professional landscape, given varied communication technologies, diverse audiences, and professional purposes. Across the series, students will consider communication through three lenses: communicating about yourself (Communicating in Digital Spaces I), communicating within your organization (Communicating in Digital Spaces II), and communicating outside of your organization (Communicating in Digital Spaces III). In this course, the focus is on analyzing stakeholders, crafting messages, creating written documents, and delivering presentations to drive change within your organization. Prerequisite: MGT 8221.  
Credit 1 unit.

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#### **B63 MGT 8223 Communicating in Digital Spaces II: Communicating Change**

This course is the third in a three-semester series of required courses that focus on the communication challenges that leaders face in the modern, digital professional landscape, given varied communication technologies, diverse audiences, and professional purposes. Across the series, students will consider communication through three lenses: communicating about yourself (Communicating in Digital Spaces I), communicating within your organization (Communicating in Digital Spaces II), and communicating beyond your organization (Communicating in Digital Spaces III). In this course, the focus is on gathering information about the business landscape, using writing to consolidate knowledge about industry trends and structure complex information, and presenting recommendations given your assessment of future trends. Prerequisite: Only students admitted to Olin's Online MBA program can enroll in this course.  
Credit 1 unit.

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#### **B63 MGT 8224 Communicating in Digital Space III: Communicating Beyond Your Organization**

Credit 1 unit.

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#### **B63 MGT 8317 Values-Based, Data-Driven Decision Making**

In a world of rapid technological change, data-rich production processes, a diverse & purpose-driven talent pool, and calls for greater business accountability to society, business leaders must be equipped to make decisions that are both data-driven and values-based. The central goal of this course is to prepare you to approach every business decision with thoughtful attention to both values and data.  
Credit 3 units.

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#### **B63 MGT 8330 Strategy for Organizations**

Credit 3 units.

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#### **B63 MGT 8560 Professional Business Communication**

Communication is the process of sending and receiving messages, however, communication is effective only when the message is understood and when it stimulates action or encourages the receiver to think in a new way. This course will introduce students to fundamental best practices in business writing and business speaking that will ensure effective communication. Students will participate in activities that will develop professional business communication skills in both

writing and speaking. These will include: preparing, writing and delivering presentations, composing clear concise business messages in a variety of formats, understanding emotional intelligence to reach the audience and utilizing critical thinking as a basis for communication strategies.

Credit 1.5 units.

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**B53 MGT 885 Masters Nonresident**

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**B53 MGT 886 Doctoral Nonresident**

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**B53 MGT 887 Masters Resident**

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**B53 MGT 888 Doctoral Resident**

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**B53 MGT 889 Doctoral Continuing Student Status**

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## Managerial Economics

Visit online course listings to view semester offerings for B64 MEC (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B64&crslvl=5:9>).

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**B54 MEC 500 Independent Study in Economics**

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**B64 MEC 500J Markets, Business, and the Environment**

This course focuses on the theory and practice of economics within the realm of current environmental policy. In addition to covering the underpinnings of market failure and environmental regulation, this course will cover the specifics of firm behavior in a regulatory environment. The course will consist of lectures supported by a series of case studies and discussions. Prerequisites: MBA core  
Credit 1.5 units.

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**B54 MEC 513 Independent Study: Managerial Economics**

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**B64 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.

Credit 0.5 units.

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**B64 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.

Credit 1.5 units.

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**B64 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. Prerequisite: MEC 5400 or MEC 5402 and 5403.

Credit 1.5 units.

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**B64 MEC 538B Compensation, Incentives & 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 500D, 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.

Credit 1.5 units.

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**B64 MEC 540 Macroeconomics for Business Leaders**

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.

Credit 1.5 units.

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**B64 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.

Credit 3 units. EN: S

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**B64 MEC 5406 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.

Credit 3 units.

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#### **B64 MEC 561E U.S. Macroeconomics Policies During Crises**

The course will cover 6 - 7 different topics related to monetary policy, banking supervision and regulation, and financial markets. The course will feature notable speakers as well as lectures by assigned faculty. The goal is to present the best in contemporary thought regarding monetary and fiscal policy as well as public regulation of the financial sector.

Credit 1.5 units.

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#### **B64 MEC 563 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 integrate management tools and clinical knowledge. The objective is to provide students with 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.

Credit 3 units.

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#### **B64 MEC 564 Health Economics and Policy**

The basic tenets of health economics will be covered. This course will place a unique emphasis on incorporating materials from three broad source categories -- textbook elements, "lay" press and media, and academic journal publications -- with the aim of fostering the application of rigorous, critical thought to media presentations of health care economics and policy issues.

Credit 3 units.

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#### **B64 MEC 565 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. The first phase will cover the basic background on the structure and financing of the healthcare industry to include very brief reviews of critical topics like insurance and government-provided healthcare. A few basic frameworks will then be developed for students to apply to course topics moving forward, such as cost/benefit analysis and evaluation of risk. The remainder of the course will involve critical analyses of healthcare cases involving varied subjects and management challenges. Sessions will emphasize student led discussions.

Credit 3 units.

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#### **B64 MEC 566 Research in Healthcare Management**

This is the capstone course for the Health Management major where students learn to apply rigorous statistical and analytical approaches to research questions in health services, but not limited to questions relating to management, finance and economics, operations, and policy. Faculty will identify several available research project options, and present these options in class. The goal is to capitalize on the strength of the university medical school and affiliated medical centers, in addition to capitalizing on existing relationships between Olin and healthcare firms to identify the student research projects. Students

will also be encouraged to formulate their own research question and to identify potential data sources they could use to address these questions, if they so desire. Students will work in teams of 3-4, using the approach developed for the Practicum and Hatchery courses.

Credit 3 units.

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#### **B64 MEC 574 Basics of Stata Programming**

As one of the most popular statistics software packages, Stata has served as an essential tool of data science in every industry and academia. The goals of this course are to better prepare students for success in future courses and careers. Students will be trained to obtain necessary technical skills related to the use of Stata. The introduction of Stata will be from the very beginning of the course, so there is no prerequisite required. Basic statistics foundations will be reviewed to facilitate the goals of the course.

Credit 0.5 units.

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#### **B64 MEC 592 Competitive Industry Analysis and Strat Dev**

Uses economic and game-theoretic models to analyze behavior of firms in American industries. 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 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. Prerequisites, MEC 5900 and 5321.

Credit 3 units.

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#### **B64 MEC 595 Game Theory for Business**

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.

Credit 3 units.

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#### **B54 MEC 6000 Research Assistantship/Teaching Assistantship Independent Study**

Students will engage in either research assistantship or teaching assistantship activities to gain practical experience in conducting research and teaching courses. This course will be supervised by faculty and requires students to engage in RA/TA activities for a minimum of 10 hours a week, with a maximum of 20 hours per week.

Credit 3 units.

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#### **B54 MEC 610 Microeconomics I**

MEC 610 is the first semester of the required microeconomic theory sequence for first-year Ph.D. students at Olin. The first-year sequence prepares students to conduct original research in economics and related fields. Topics for the first half of the semester include individual choice in an abstract setting, decision making under uncertainty, expected utility theory, risk aversion, dynamic choice and an introduction to stochastic choice models. The second half will cover consumer theory, producer theory and general equilibrium. Prerequisite: First year Ph.D. students

Credit 3 units.

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**B54 MEC 615 Microeconomics II**

MEC 615 is the second semester in the graduate PhD core microeconomics sequence. The sequence prepares students to conduct original research in economics and related fields. In the first half of the semester, students will cover all of the basic tools of game theory in economics. Topics for first half include a review of expected utility theory, strategic-form and extensive-form games with perfect information, Bayesian games, infinitely repeated games, dominance, and Nash equilibrium and its refinements. We will apply these tools to study strategic situations in industrial organization, auctions, bargaining, voting, and signaling games. The second half of the course covers topics in information economics and mechanism design, including social choice, price discrimination, auctions, moral hazard and adverse selection. Prerequisite: Microeconomics I or permission of instructor.

Credit 3 units.

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**B54 MEC 626 Industrial Organization II**

This course is a graduate-level introduction to the economics of antitrust and regulation from an industrial organization perspective. The first section of the class will cover three classic areas of antitrust: price fixing, merger analysis, and vertical restraint. The second section of the class will cover topics in regulation, including theoretical basics of regulation in the presence of asymmetric information; the political economy of regulation; regulation of several specific sectors, such as telecommunications, cable, and electricity; environmental regulation; and managed competition in health care.

Credit 3 units.

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**B54 MEC 627 Industrial Organization III**

Credit 3 units.

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**B54 MEC 628 Industrial Organization IV**

Credit 3 units.

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**B54 MEC 648 Independent Study**

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**B54 MEC 661 Analysis of Time Series Data**

Credit 3 units.

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**B54 MEC 670 Seminar in Econometrics**

Credit 3 units.

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**B54 MEC 671 Seminar in Econometrics II**

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**B54 MEC 684 Independent Study for CPT**

Credit 1 unit.

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**B54 MEC 699 Directed Reading in Economics**

Credit 3 units.

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**B64 MEC 721 Navigating the Macroeconomic Environment**

Focuses on macroeconomics, the branch of economics that deals with the overall performance of the economy, including the rate of growth of income, interest rates, employment, inflation and productivity. In this course, we study how the interaction among households, producers, government, central banks and financial markets affects this performance. The focus of the course is current economic events and issues.

Credit 3 units.

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**B64 MEC 722 Managerial Economics**

Examines the decisions of consumers and firms and the ways in which they interact in various market settings. Among the topics considered are consumer behavior and consumer choice, decision making when outcomes are uncertain, and the way in which firms' decisions are impacted by technology, input cost and the various competitive settings in which they operate. Emphasis is placed on concepts and tools that will be particularly useful in the study of marketing, finance and competitive strategy.

Credit 3 units.

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**B64 MEC 724 Organizations and Incentives**

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 a framework for the analysis of a variety of challenges that face businesses in managing internal labor markets, both at the organizational and individual employee levels. In particular, we will consider what economics can say about the efficient organization of 7 firms and businesses, and provide an economic approach to solving organizational and incentive problems.

Credit 3 units.

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**B64 MEC 740 Opportunities and Challenges of Global Markets**

From multinational conglomerates to domestic family-owned businesses, few companies are insulated from the effects of globalization. This course provides an opportunity for students to learn how to shape and execute a business response to the opportunities and risks presented by an increasingly global marketplace. It draws on prior lessons in economics, finance, marketing, organizational behavior, operations and strategy. Topics include market selection, the penetration of emerging markets, and the identification and management of financial, currency, and country risk.

Credit 3 units.

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**B64 MEC 743 Innovation and Entrepreneurship**

The theme takes the perspective that innovation and entrepreneurship are core business processes 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, testing, and eventual implementation. Entrepreneurship creates new possibilities by bringing together a multitude of diverse assets driven by the understanding of customer needs and the evolving challenges of the competitive environment. The objective of the theme is to help our students develop the needed skills in managing the complex, multi-stage processes of innovation and entrepreneurship under highly uncertain conditions, whether the innovation and entrepreneurial opportunities arise in a large, well established company or a new startup. Educating professionals, managers, and executives in entrepreneurial thinking and innovative practices is a key strategic principle of the Olin business school, and our theme is in full support of it.

Credit 3 units.

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**B64 MEC 745 Sustaining Value Creation Through Corporate Strategy**

Some of the most visible - and critically important - strategic decisions for an organization's performance reside at the corporate level; acquisitions, mergers, spin-offs, vertical integration, and diversification into new business areas. This course focuses on these critical decisions that confront the senior-most managers in multi-business corporations as they deal with continuous pressure to grow. Finding ways to add rather than destroy value at the corporate level is a difficult task. In this course, we will examine the challenges faced by corporate managers in sustaining value creation across the portfolio of businesses

and the tools that they can use to do so. We will focus on topics of leveraging resources and competencies, drawing horizontal and vertical boundaries, diversification, corporate organization, portfolio planning, and corporate governance.  
Credit 3 units.

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**B64 MEC 770 Managerial Economics**

Credit 3 units.

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**B64 MEC 780 Data Science**

Credit 3 units.

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**B64 MEC 781 International Economics**

Credit 3 units.

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**B64 MEC 796 Macroeconomics**

Credit 3 units.

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**B64 MEC 797 Competitive Strategy & Indus. Structure**

Credit 3 units.

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**B54 MEC 885 Masters Nonresident**

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**B54 MEC 886 Doctoral Nonresident**

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**B54 MEC 887 Masters Resident**

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**B54 MEC 888 Doctoral Resident**

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## Marketing

Visit online course listings to view semester offerings for B65 MKT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B65&crslvl=5:9>).

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**B65 MKT 500Q Intensive Industry Project**

Students will work in teams on an analytics-driven client project, applying the tools that they learned in their fall course work to the client's data-driven business problem under faculty and client supervision. Each student is expected to spend about 150 hours on the project. Grades are based on the quality of the final deliverables (i.e., a written report and oral presentation).  
Credit 3 units.

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**B65 MKT 500R Basic Statistics Using SPSS**

This foundational course, which is a required course for students in the MSCA program, will cover material that serves as useful preparation for courses offered in the Olin curriculum that rely extensively on applied statistical concepts (e.g., marketing research, advanced marketing research, database marketing, data analysis for brand management etc.). The course will provide students with both an overview of basic statistical concepts and a practical grasp of statistical analysis. Students will be trained to use SPSS, a popular statistical software package, in order to perform the statistical analysis. The course will also cover interpretation of results.  
Credit 0.5 units.

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**B65 MKT 500T Customer Analytics**

Customer Analytics addresses how we use data to learn about and market to individual customers. Using a combination of lectures, labs, and case analyses, we aim to gain a better appreciation of the advantages and limitations of data analytics and learn to communicate insights using analytical tools. The main programming language for this course is R. R is difficult but one of the industry standard languages for data analytics, visualization, and machine learning. The instructor offers an R preparation session at the beginning of the course and will provide sample codes and guidance during the semester. But if you have never used R or other programming language before, the learning curve of R language may be challenging."  
Credit 3 units.

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**B65 MKT 500U Digital Marketing and Analytics**

The aim of this course is to provide a rigorous and comprehensive introduction to technology and methods of conducting marketing activities online. Specific objectives are to introduce students to: (1) Concepts and terminology of digital marketing; (2) Specifics of online consumer behavior and internet-based business models; (3) Hands-on experience in creating and running advertising campaigns in social media.  
Credit 1.5 units.

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**B65 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.  
Credit 1.5 units.

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**B65 MKT 501P CABI Practicum**

The CEL CABI Practicum runs concurrently with the CEL Practicum and is a consultative experiential course that provides students the opportunity to work directly with established for-profit and non-profit in the form of a comprehensive strategic engagement around some of their most complex problems. Partnering with regional, national, or international business, students work in a four to six person teams on consulting projects, applying insights from their coursework to real-world business problems under direct faculty advising. The class times listed are required for this course engagement. The class times listed are required for this course engagement. Each student is expected to spend 150 hours during the semester project. Prerequisite: MSCA students only.  
Credit 3 units.

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**B55 MKT 513 Independent Study in Marketing**

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**B65 MKT 520 Creating and Building Brand Equity**

A brand is a promise, and this promise is often the most valuable asset of a firm. In this class, students will examine the creation and building of brand equity to create long-term profit for the firm. The class will examine what we know from the science of branding from a consumer psychology perspective. While learning the foundations of brand management, students will develop the skills needed to create a meaningful brand, position a brand, develop brand names and logos, promote a brand, leverage brand equity, extend a brand, and communicate brand meaning via traditional and social media  
Credit 1.5 units.

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**B65 MKT 522 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.  
Credit 0.5 units.

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**B65 MKT 523 Sales Management**

Sales management refers to all activities, processes, and decisions involved in managing the sales function in an organization. Effective and efficient sales management is an indispensable component of a marketing strategy especially in business-to-business markets. Companies make significant investments in their sales force as it is the public face of the company, plays a major role in sales creation, and is entrusted with the most important corporate asset - the customer. Primarily through case discussion and industry expert sessions, this course will focus on developing a repertoire of analytic and conceptual skills and emphasize a decision orientation. Topics covered will include sizing, structuring, designing sales territories, recruiting, motivating, compensating and performance management of a professional sales force. There are no prerequisites.  
Credit 1.5 units.

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**B65 MKT 531E Marketing Metrics**

Innovative Learning: Provide an opportunity for Washington University students to engage in active and applied learning through work on real-world, team-based projects through work with Marketing projects. This exercise is designed to help students develop business and management consulting competencies including, interpersonal communication and leadership skills, project management, critical thinking, problem formulation, data analysis, report writing, diplomacy, and persuasive presentation skills. Delivering Impact for the client: Produce a deliverable that provides utility to the organization in the form of actionable results and/or critical information. These projects matter to the client. Prerequisite: Enrollment is limited. Interested students should add their name to the waitlist in WebSTAC and will be sent a survey shortly after registration. Students will be notified of their acceptance prior to the start of the semester. Graduate students must have completed their first semester of foundational courses prior to participation.  
Credit 1.5 units.

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**B65 MKT 5503 Marketing Management**

The purpose of this courses 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.  
Credit 3 units.

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**B65 MKT 555 Analytics Driven Brand Management**

Examines the formulation of strategies for building, leveraging, and defending brands, and the management of programs that influence consumer and channel behavior. Beginning with a discussion of consumer purchasing behavior, the course develops the concept of brand equity and its measurement. Strategies for building new brands and extending and defending the equity in established brands are analyzed. Introduces current thinking about communication and promotion strategy, and how their ability to influence consumers and channel intermediaries can be improved. Issues such as the evolution of cooperative channel activities (e.g., the efficient consumer response movement) and the rise of electronic commerce and its impact on brand building strategy will also be discussed. Prerequisite: MKT 555A  
Credit 1.5 units.

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**B65 MKT 555A Data Analysis for Brand Management**

Today's brand managers typically have access to large quantities of data. For example, managers of consumer packaged goods brands typically have access to supermarket scanner data that cover thousands of daily transactions in hundreds of product categories at the store. Careful analyses of such data leads to an improved understanding of the marketplace and, in turn, improves the quality of marketing decisions. This course will cover statistical models and techniques that can be effectively used by brand managers on large marketing datasets. While the focus will be on fast-moving packaged goods categories (coffee, laundry detergents, carbonated beverages etc.), the course will also deal with durable goods (automobiles), entertainment products (movies) etc. Microsoft Excel will be used for analysis.  
Credit 1.5 units.

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**B65 MKT 556B Integrated Services Marketing & Management**

This course builds on the frameworks developed in MKT 556A and develops an integrated understanding of the relationship between various aspects of marketing and management in successful creation and delivery of value added services. The course will be built on a series of modules that focus on contemporary issues/challenges in services marketing. Students will be expected to apply concepts/tools/insights from MKT 556A and understand the implications of forces that confront services marketing. Prerequisite: MKT 556A.  
Credit 1.5 units.

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**B65 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 case studies, in-class discussions, and course project/presentations, 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.  
Credit 1.5 units.

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**B65 MKT 558B Pricing Decision Making & Implementation**

The focus of this course is on pricing tactics and strategies that are proven to be profitable for firms. Through case studies, lectures, a pricing simulation game and presentations, 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 innovative products, pricing and market making on the

Internet, pricing of digital products, and dynamic pricing. Prerequisite: MKT 5503; completion of MKT 558 is strongly recommended. Familiarity with basic statistical techniques and a spreadsheet package like Excel; completion of MKT 558 is strongly recommended. 1.5 credits  
Credit 1.5 units.

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#### **B65 MKT 559 Creating and Marketing Innovative Products and Services**

In a rapidly changing business environment where product life cycles are shortening and competition is intensifying, creating new products has become the most significant and most risky activity within a firm. This course is the first of a two-part sequence, which aims to develop an understanding of the "state of the art" strategies, processes and methods used in developing new products. This course focuses on key new product issues including generation and assessment of ideas, value creation in competitive markets, the impact of disruptive technologies on mainstream industries, and the diffusion of innovative new products and services. This is a case-based course, where students participate in a dynamic and interactive group environment to develop the capacity to use the information learned to make informed new product decisions. There are no prerequisites.  
Credit 1.5 units.

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#### **B65 MKT 559B Marketing Strategies for Innovative Products and Services**

This course is the second of a two-part sequence. Each part in the sequence focuses on different areas of new product creation and can be taken as a stand-alone course. However, substantial synergies are gained by attending both courses and attaining extensive knowledge of the strategies, processes and methods used in creating successful new products. This course focuses on issues including business model innovation, marketing mix (4P's) decisions for new products, concept and market testing, first mover dis/advantage, and expanding the product portfolio. This is a case-based course, where students participate in a dynamic and interactive group environment to develop the capacity to use the information learned to make informed new product decisions. There are no prerequisites.  
Credit 1.5 units.

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#### **B65 MKT 561E Introduction to GIS and Spatial Mapping**

This course will introduce students to spatial thinking, Geographic Information Systems (GIS), and their application to solving important problems in the business world. Location plays an important role in business decisions ranging from where to locate a new store, how to efficiently deliver goods and services, to identifying customers and determining common demographic factors that define markets. This course will teach fundamental concepts such as how spatial data is generated, how to evaluate various sources, and common spatial analysis workflows. Students will learn how to use a browser-based GIS application to create maps and perform spatial analysis including geocoding, routing, and data integration. Upon completion students will be able to understand how GIS and Location Intelligence are used in business; confidently use the ArcGIS Online (AGOL) platform for spatial analysis and mapping; find, evaluate, and manage spatial data sources used for making business decisions; apply demographic analysis to identify customer characteristics using location; perform routing functions and quantify delivery logistics; carry out a Site Selection project to identify the best location for a new store. Prerequisite: None.  
Credit 1.5 units.

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#### **B65 MKT 571A Marketing Research I**

This course teaches the essentials of marketing research: how to collect and analyze data in order to understand and characterize the target consumer. This is done in two steps: 1) collecting data from consumers using techniques such as focus groups, surveys, laboratory experiments

and so on; and 2) analyzing the collected data using techniques such as linear regression, factor analysis, multidimensional scaling, conjoint analysis, and so on. 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.  
Credit 1.5 units.

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#### **B65 MKT 571B Advanced Marketing Research**

This course will cover an area of emerging interest for marketers owing to the recent explosion in e-commerce: database marketing. It will teach how a marketing manager can make sense out of large purchase databases, both internal to the firm (i.e., purchase histories of existing customers) and external to the firm (i.e., data purchased from marketing research vendors such as A.C. Nielsen, IRI and Media Metrics). Students will learn the applicability of customer relationship management (CRM), lifetime value models, and data mining techniques to identify and retain profitable customers. The course will also teach students how to implement a few of these methods using standard software. The format for the course is lecture and cases. Prerequisites: MKT 5503 and MKT 571A.  
Credit 1.5 units.

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#### **B65 MKT 576A Understanding and Influencing Consumer Behavior**

If consumer behavior were easy to explain, then all products would sell as projected, all ads would be effective, economies would be perfectly efficient, and marketing would be a simple prospect. In reality, consumers are frustratingly human: irrational, emotional, and difficult to predict. Marketing begins and ends with consumers, and in this class we will discuss foundations of human behavior that will help us understand and predict consumer choices. There are no prerequisites.  
Credit 1.5 units.

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#### **B65 MKT 577 Marketing Strategy**

Marketing strategic decisions require long-term planning and are often costly to change once implemented. They often involve more than one marketing mix variable (price, advertising and other promotions) that have to be consistent with a firm's core competencies, with the objective of establishing sustainable competitive advantages. A good strategic planning requires careful analysis of customers and competitors in the industry, identifying a feasible set of options and deciding on a course of actions. With the development of the information technology nowadays, firms have collected valuable market data, either by themselves or from third-party data providers. The biggest question for most firms, however, is how to use these data to help make strategic decisions. The objective of this capstone course is to develop a comprehensive framework to help understand the strategic situations of firms and the trade-off involved in decision-making. It will also provide students a comprehensive knowledge of using analytical skills to solve business problems. We will explore the importance of CRM and how to use customer analysis to make marketing decisions. Other topics including competitor analysis, STP, price competition, product and entry strategies will also be covered. MBA Prerequisite: MKT 5503. Recommended: MKT 571A AND 571C. PMBA Prerequisites: MKT core. Recommended: MKT 571A AND 571C.  
Credit 3 units.

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#### **B65 MKT 580 Marketing Research Analytics**

This course is designed to provide students with an appreciation for the role of marketing research in the formulation and solution of marketing problems. In this course, students will develop basic skills related to conducting and evaluating marketing research designs, alternative methods of data collection, and data analysis techniques.  
Credit 3 units.

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**B65 MKT 581E Diversity Marketing Strategies**

An essential component of a comprehensive strategic marketing plan is the ability to understand and incorporate diversity marketing into the overall strategy. According to American Marketing Association, Diversity marketing refers to marketing strategies, tactics and technologies that have a goal to create a sense of welcoming and belonging, for members of demographic or societal groups. Marketers today must recognize the differences within the subgroups of the market including age/generation, gender, disability, religion, ethnicity, and sexual identity. Within those groupings, it's important to understand intersectionality and the ability to further segment the market using factors like marital status, education, income, and occupation. It's imperative to explore contemporary trends and how the data relates to the changing landscape and the need to provide value to these emerging customer profiles and markets in an authentic way. This course will explore: What we know about current and future societal, cultural, demographic shifts in the community and with consumers. How these changes will affect our marketing approach and process. What are the key components of an effective diversity (inclusive) marketing strategy: Define the mission and objectives. Be intentional about being inclusive when developing goals. Gain insight and enhance knowledge to thoroughly understand your target audience/market - Assess how your brand or product speaks to underrepresented markets - Use thoughtful language and visuals across all channels - Determine accountability metrics to measure goals and impact What companies' intentional inclusion approach has strengthened their marketing success and provided a competitive advantage The importance of incorporating diverse marketing into your brand strategy to ensure a cohesive and inclusive message.

Credit 1.5 units.

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**B55 MKT 6000 Research Assistantship/Teaching Assistantship Independent Study**

Students will engage in either research assistantship or teaching assistantship activities to gain practical experience in conducting research and teaching courses. This course will be supervised by faculty and requires students to engage in RA/TA activities for a minimum of 10 hours a week, with a maximum of 20 hours per week.

Credit 3 units.

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**B55 MKT 6001 Experimental and Behavioral Research Methods Part A**

This PhD-level course is designed to give students exposure to important issues in behavioral and experimental data collection, focusing specifically on the evaluation of research design. Students will read and discuss foundational methodological articles, will complete several related assignments, and will also have the opportunity to evaluate published empirical work. This course is for PhD students only.

Credit 1.5 units.

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**B55 MKT 6002 Experimental and Behavioral Research Methods Part B**

Credit 1.5 units.

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**B55 MKT 600A Experimental and Behavioral Research Methods**

This course is designed to give students exposure to important issues in behavioral and experimental data collection, the evaluation of research design, and research reliability. In addition to reading and discussing several important methodological articles, students will also have the opportunity to evaluate published empirical work. This course may be taken twice, since the reading platforms for this course will not be the same. This course is for PhD students only.

Credit 1.5 units.

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**B55 MKT 601 Consumer Behavior I**

Consumer Behavior I is the first half of a two-part PhD level course on consumer behavior. However, either part I or part II can be taken independently of the other part. This course will essentially cover the first half of topics from the Handbook of Consumer Psychology. For Doctoral students only

Credit 1.5 units.

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**B55 MKT 602 Consumer Behavior II**

Consumer Behavior II is the second half of a two-part PhD level course on consumer behavior. However, either part I or part II can be taken independently of the other part. This course will essentially cover the second half of topics from the Handbook of Consumer Psychology. For Doctoral students only

Credit 1.5 units.

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**B55 MKT 6201 Empirical Methods in Business: Part A**

For doctoral students.

Credit 3 units.

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**B55 MKT 648 Independent Study**

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**B55 MKT 670 Doctoral Seminar in Marketing**

This course is an advanced seminar of doctoral level standing. The course is aimed at students pursuing a degree in business, economics or other disciplines interested in learning about the state of the art in analytical and empirical models in marketing. The objective of this course is to study analytical and empirical models and methods used in marketing to understand and predict the behavior of market participants, viz., consumers, and firms and to examine generalizations of such behaviors from a number of studies. The topical coverage in this seminar will vary from year to year.

Credit 3 units.

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**B55 MKT 6720 Experimental and Behavioral Research Methods Part A**

This PhD-level course is designed to give students exposure to important issues in behavioral and experimental data collection, focusing specifically on the evaluation of research design. Students will read and discuss foundational methodological articles, will complete several related assignments, and will also have the opportunity to evaluate published empirical work. This course is for PhD students only.

Credit 1.5 units.

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**B55 MKT 6731 Analytical Modeling in Marketing: Part B**

This seminar examines selected research in judgment and decision making, covering fundamental research in psychology as well as research on consumer and managerial decision making. The course is grounded in behavioral decision research. The topics may be of interest to doctoral students studying related topics in business, psychology, economics, social work, and political science. This seminar will examine classic works on judgment and decision making and also focus on more contemporary issues. The primary course objectives are to: (a) provide a selective but intensive exposure to research in key theoretical, substantive, and methodological areas in judgment and decision making; (b) understand and explore both the normative and descriptive principles that govern decision making; (c) develop a critical perspective that enables students to identify opportunities for theoretical advances, methodological innovations, and relevant applications in this area; and (d) equip students to conceptualize, design and implement original research on decision making.

Credit 1.5 units.

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**B55 MKT 6742 Judgement and Decision Making, Part A**

This seminar examines selected research in judgment and decision making, covering fundamental research in psychology as well as research on consumer and managerial decision making. The course is grounded in behavioral decision research. The topics may be of interest to doctoral students studying related topics in business, psychology, economics, social work, and political science. This seminar will examine classic works on judgment and decision making and also focus on more contemporary issues. The primary course objectives are to: (a) provide a selective but intensive exposure to research in key theoretical, substantive, and methodological areas in judgment and decision making; (b) understand and explore both the normative and descriptive principles that govern decision making; (c) develop a critical perspective that enables students to identify opportunities for theoretical advances, methodological innovations, and relevant applications in this area; and (d) equip students to conceptualize, design and implement original research on decision making.

Credit 3 units.

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**B55 MKT 678 Independent Study in Marketing**

Credit variable, maximum 1 units.

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**B55 MKT 679 Directed Readings in Marketing**

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**B55 MKT 680E AI & Machine Learning for Business Applications**

The goal of this course is to prepare students regarding the aforementioned four directions. So in this course, we will focus more on applying ML techniques when we are learning traditional ML methods. We will focus more on the theory side when we try to combine ML methods with existing causal inference or structural estimation methods to create new methodologies for business research. We will also cover the social science side of ML, such as discrimination, fairness, labor market implications, etc. MKT 680E and 681E are part of the same sequence, but either course can be taken first.

Credit 3 units.

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**B55 MKT 681E AI & Machine Learning Business Applications**

This course will build on 680E-A and gives students more coverage of different ML topics that are used in business school research. Understand how (deep) reinforcement learning can be used in business school context. Understand the recent development of machine learning in causal inference, including but not restricting to more advanced double machine learning, causal forest and tree-based estimators, double robust estimation, causal discovery and causal graph. Understand the economics literature of various aspects of machine learning, including but not restricting to, data privacy, digital economy, multi-agent machine learning in IO, machine learning and fairness. Understand the recent development of generative models and how they could be used in business school context. A taste of cutting-edge technologies in the ML community can do. MKT 680E and 681E are part of the same sequence, but either course can be taken first.

Credit 3 units.

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**B55 MKT 684 Independent Study for CPT**

Independent study in marketing.

Credit 1 unit.

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**B55 MKT 700C Digital Marketing Strategy: Succeeding in the Digital Age**

The role of sales and marketing is severely evolving. This evolution is fueled by the rapid rate of technological advancement, which enables consumers to quickly and conveniently discover, evaluate, and determine the best solution for their needs with confidence. More simply put, it is the consumer -- not the firm -- that now has the

power and control. This new environment has forced firms to compete in environments of low marketing influence, high price sensitivity, and decreased loyalty. Although technology has created these new challenges, it is technology that provides firms with innovative opportunities to gain a competitive edge. The purpose of this course is to provide attendees with the knowledge, tools, resources, and experiences needed to successfully craft a digital marketing strategy designed to help them better engage, nurture, convert, and retain consumers throughout the customer life cycle. This course is designed for anyone responsible for driving business growth and its lessons can be applied across all industries, including both business-to-business and business-to-consumer.

Credit 1 unit.

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**B65 MKT 720 Reputation Management**

While traditionally the domain of marketing, the abundance of information in the modern era allows for ever more comprehensive analyses of our business environment in ways that involve not just market forces, but also social, regulatory and attitudinal elements that profoundly impact the way brands are perceived. This course shows how Big Data concepts and tools can be used to manage and build the health and strength of corporate brands. Ideal for CIOs, marketing professionals, data analytics professionals, ancillary team members, and executives who need a better understanding of the impact of big data.

Credit 1 unit.

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**B65 MKT 730 Customer Analytics**

Today's managers typically have access to large quantities of data. For example, managers of consumer packaged goods brands typically have access to supermarket scanner data that cover thousands of daily transactions in hundreds of product categories at the store. Careful analyses of such "big data" lead to an improved understanding of the marketplace and, in turn, improve the quality of marketing decisions. In the current big data era, managers with an analytics bent also face a competitive advantage in successfully managing their brands or business divisions. This course will cover decision support tools that can be effectively used by managers to improve the quality of their strategic business decisions, such as pricing, advertising, promotions, etc.

Credit 1 unit.

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**B65 MKT 771 Marketing Management**

Credit 3 units.

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**B65 MKT 773 Advanced Marketing**

Credit 3 units.

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**B65 MKT 773S Market Analytics**

Credit 1.5 units.

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**B65 MKT 774 Market and Consumer Focus**

Focuses on key marketing strategies and tactics that enable a business to attract, satisfy and retain customers by creating real customer value while growing profitability. Emphasizes locating, understanding, educating and cultivating the right customers and defining the right offerings for those customers, at the right prices, using the right marketing communications and promotions delivered through the right channels and supported by the right service at the right time.

Credit 3 units.

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**B65 MKT 8501 Customer Analytics**

Customer analytics is about using customer data to make business decisions and predict future behavior. This course will build and implement powerful and leading-edge models for customer acquisition, retention, behavioral patterns such as website visits, customer lifetime value and direct marketing responses. The course will provide a unifying framework for thinking about customer data analysis and develop hands-on experience in model building and estimation using Microsoft Excel. These models use basic building blocks from probability theory to offer behaviorally plausible perspectives on what people buy, when they buy, and how much they buy. Anyone with interest in the revenues generated by customers (such as managers, consultants, analysts and investors) can benefit from deeper insights and more accurate forecasts that result when accounting for these patterns in their models.

Credit 3 units.

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**B65 MKT 8555 Data Analysis for Brand Management**

Today's brand managers typically have access to large quantities of data. For example, managers of consumer packaged goods brands typically have access to supermarket scanner data that cover thousands of daily transactions in hundreds of product categories at the store. Careful analyses of such data leads to an improved understanding of the marketplace and, in turn, improves the quality of marketing decisions. This course will cover statistical models and techniques that can be effectively used by brand managers on large marketing datasets. While the focus will be on fast-moving packaged goods categories (coffee, laundry detergents, carbonated beverages etc.), the course will also deal with durable goods (automobiles), entertainment products (movies) etc. Microsoft Excel will be used for analysis. Prerequisite: Admission to Olin's Online SMP program.

Credit 1.5 units.

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**B65 MKT 8556 Analytics-Driven Brand Management**

Examines the formulation of strategies for building, leveraging, and defending brands, and the management of programs that influence consumer and channel behavior. Beginning with a discussion of consumer purchasing behavior, the course develops the concept of brand equity and its measurement. Strategies for building new brands and extending and defending the equity in established brands are analyzed. Introduces current thinking about communication and promotion strategy, and how their ability to influence consumers and channel intermediaries can be improved. Issues such as the evolution of cooperative channel activities (e.g., the efficient consumer response movement) and the rise of electronic commerce and its impact on brand building strategy will also be discussed. Prerequisite: MKT 8555.

Credit 1.5 units.

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**B65 MKT 8602 Marketing Strategy and Technology**

This course will train students to apply a strategic framework that is applicable across marketing contexts; train students to analyze complex business situations and propose solutions based on high-quality evidence; introduce students to the techniques of marketing research and other tools including technological ones used in the practice of marketing and allow experiences working and thinking in teams. Prerequisite: Admissions to Olin's Online MBA program.

Credit 3 units.

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**B55 MKT 885 Masters Nonresident**

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**B55 MKT 886 Doctoral Nonresident**

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**B55 MKT 887 Masters Resident**

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**B55 MKT 888 Doctoral Resident**

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## Organizational Behavior

Visit online course listings to view semester offerings for B56 OB (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B56&crslvl=5:9>) and B66 OB (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B66&crslvl=5:9>).

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**B56 OB 500 Independent Study in Organizational & Human Resources**

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**B66 OB 500B Women in Leadership**

In this course, we will take a multi-faceted approach to learning about women and leadership to better prepare students to lead in organizations. To do this we will learn from notable leaders who will share their experiences and advice with the class. These conversations will be supplemented with cases and readings of women leaders pulled from a range of organizations as well as a review the current state of empirical evidence about the status of women as leaders. Finally, there will be time to engage in deep reflection about what students expect from their careers, as well as a chance to consider the pathways they must take to become effective and inclusive leaders in increasingly diverse organizations. 1.5 units.

Credit 1.5 units.

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**B66 OB 500F Foundations for Impactful Teamwork**

Working effectively in and leading teams are essential competencies in modern organizations, both large and small. Setting the foundation for knowledge, skills, and experiences will differentiate you as an effective member and leader of impactful teams. Course objectives are: Learn and be able to apply a framework for effectively launching and leading goal-directed team-based performance episodes, including principles of adaptive teamwork and continuous improvement. Understand common barriers encountered when working under pressure in diverse teams and be able to apply evidence-based practices for surmounting these barriers. Refine your awareness of your personal strengths and weaknesses as a leader and develop a plan for growing as a leader during your MBA program. Develop resourcefulness in navigating diverse local environments and unfamiliar cultures and societies. Using an experiential model, you will join your Global MBA Core Team. You will take on a series of difficult team-based challenges in St. Louis, Washington DC, Barcelona, and Shanghai and receive candid feedback on your performance as an individual and as a team. While much of this course will take place "in the wild," classroom time will be used to lay core academic foundations; discuss evidence-based practices for working effective in, and leading, diverse teams; reflect on and learn from your successes and failures in the team-based challenges. Prerequisite: None

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**B66 OB 523 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. Prerequisites: MBA OB 5620 or permission of the instructor.

Credit 3 units.

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#### **B66 OB 524 Negotiation**

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 and to analyze, plan, and conduct negotiations. The course material addresses negotiation as an effective means for implementing decisions and strategies and for resolving conflict in a variety of settings. The course format will involve simulated negotiations as well as experiential exercises, cases, discussion, and lectures. Students will be evaluated on the basis of case analysis, negotiating performance, and a final project. Students may not take both this course and OB 561 for credit. This course covers topics in greater depth than the shorter OB 561 course; offers more opportunities for hands-on practice, learning, and feedback; and covers a wider range of additional topics.

Credit 3 units.

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#### **B56 OB 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.

Credit 1.5 units.

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#### **B66 OB 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 to the creation of 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 the completion of a summer internship.

Credit 1.5 units.

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#### **B66 OB 530 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

Credit 1.5 units.

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#### **B66 OB 534 Talent Analytics**

Finding, developing, and retaining the best talent has always been the key to sustained success in business. Organizations today have potential access to far more useful information about people than ever before but most struggle to access and use it effectively. In a highly competitive global market, rigorously analyzing data to enable timely, strategic decisions about talent provides a critical edge. In this course you will learn how to use analytics to bring data and rigorous modelling to bear on people-related issues, such as recruiting, performance evaluation, leadership development and succession, job design, and compensation. Together, these can help organizations achieve long range strategic goals, rather than simply serving as an administrative support function.

Credit 1.5 units.

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#### **B66 OB 535 People Metrics**

Metrics are at the core of people analytics. The purpose of this course is to introduce students to the foundations of assessing behavior in organizations using novel measurement approaches and large datasets. Through classroom discussions and real-world applications, this course will enable students to add value to organizations through the development, use, and interpretation of innovative people metrics. Specifically, after taking this course, you will be able to do the following: 1) Develop a clear and logical conceptual measurement model. A conceptual measurement model is the foundation of creating novel and useful new approaches for assessing intrapersonal characteristics (e.g., personality) and interpersonal behavior (e.g., knowledge sharing, teamwork). 2) Identify novel sources of data for innovative people metrics. Organizations are awash in the traces of individual behavior and social interactions. Decoding how data that already exist in an organization can be used to understand behavior is an essential skill for adding value in the field of people analytics. 3) Apply a rigorous process for validating new people metrics. Developing a measurement model and finding sources of data are necessary but insufficient for adding value through people metrics. New measures must be validated.

Credit 1.5 units.

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#### **B66 OB 545 Human Resources Management**

Emphasis on development of attitudes and skills of managers and supervisors in solving human problems and in building and maintaining effective employer-employee relations. Major topic areas include: selection and placement, training, and compensation. Other topics include legal aspects of employment policies, labor relations, and other aspects of human resources management.

Credit 3 units.

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#### **B66 OB 5601 Organizational Behavior**

Organizational life is built around a complex interplay of psychological and social phenomena, including judgment and decision making, incentives and rewards, and norms and values. This course will develop your understanding of behavior in organizations with the goal of enriching your managerial skillset. More specifically, this course is designed to help you make more effective decisions, solve challenging problems, and motivate and lead others. To this end, we will adopt an evidence-based approach. That is, we will focus on practices and techniques supported by academic research.

Credit 1.5 units.

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#### **B66 OB 5603 Foundations of Diversity, Equity and Inclusion**

Given the challenges that we face locally both nationally and globally, managers need to develop the necessary skills to thrive socially and professionally in diverse contexts and communities. Most successful managers are able to incorporate and capitalize on the diversity of their employee population. However, by its nature, diversity means that we

have different points of view, different values, different understandings and ways of "knowing," different cultures and nationalities, and different ideas about how to measure and implement success and other factors in our organizations. Failure to incorporate and value those diverse voices can lead to conflict, negative press, turnover and poor performance in organizations and leave us paralyzed. Alternatively, we can capitalize on our diversity instead of letting it divide us. In so doing, we incorporate more points of view in our thought processes, consider novel alternatives, enhance creativity and performance, and incorporate all of our human assets by focusing on the basic values of equity, equality and inclusion. In this course, we will explore the impact of diverse organizational and multicultural contexts, with topics relevant to the workplace and our interactions, perceptions, and outcomes by exploring difference in terms of nationality, ethnicity, age, cultural values, gender differences, sexual orientation and different abilities. We take an interdisciplinary approach to the topic of diversity and inclusion. We will highlight diversity, equity and inclusion from the perspective of areas within business, law, and sociology. As we cover each topic area, we will juxtapose specific business practices and their impact (or lack thereof) on members of a diverse organization. We will also attend to the impact of different perspectives in terms of how business practices may be viewed by diverse employees, customers and stockholders. Our agenda will be accomplished in discipline-specific segments, where we examine a specific topic/business practice and its impact on various constituencies, identities and organizational outcomes. Students can expect discussions that at times involve conflicting ideas and positions. These discussions should be approached with humility and respect, and students should be courteous and professional. Prerequisite: MBA students only. Credit 3 units.

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#### **B66 OB 561 Negotiation and 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 tool box 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 this course and OB 524 for credit. Prerequisite: OB 5211, OB 5601, or permission of instructor. Credit 1.5 units.

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#### **B66 OB 562A Leadership Competence**

This course introduces theories of leadership that identify critical traits, skills, and behaviors typical of successful leaders, with a specific focus on developing competencies in the upcoming internship or career. Participants will review assessments of their own traits, dispositions, behavioral orientations, and social networks in light of contemporary frameworks for effective leadership. Competence in applying these frameworks will be developed through the development of cases and their analysis in "leadership workshops." In addition, course participants will engage in constructive leadership development training both as "coaches" and recipients. Based on this feedback, participants will prepare an individual leadership development plan. PMBA prerequisite: OB 5601 or permission of instructor. MBA prerequisite: OB 5620 or permission of instructor. Credit 1.5 units.

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#### **B66 OB 562B Leadership Behavior & Development**

This course addresses the leadership behaviors typical of successful leaders, with a focus on personal feedback taken from the 360-degree assessment instruments distributed in OB 562A. The course will focus in depth on the development of leader behaviors such as challenging the process, inspiring a shared vision and enabling others to act. The class approach will include presentations on leadership experiences, case studies of examples of leaders exhibiting specific behaviors, experiential exercises, and the discussion of barriers to and enablers of leadership development. Students will complete the leadership development plan they began in OB 562A. Prerequisite: OB 562A. Credit 1.5 units.

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#### **B66 OB 565 Leading Change**

At work and throughout life, change happens. It often happens in fits and starts, as organizations and their members resist it. It can also happen more smoothly. Rapidly, even. The purpose of this course is to help you learn how to reduce resistance to change and produce changes more effectively within organizations - and within yourself. This course integrates cutting-edge academic research with cases and activities designed to strengthen your understanding of the course concepts and help you practice putting them into action. By the end of this course, you should be equipped to navigate a wide range of change-related challenges you will encounter throughout your career. Students cannot take this course and OB 525B for credit. Credit 1.5 units.

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#### **B66 OB 566 Leadership in the Trenches**

The course design is based on the idea that effective leadership development combines three elements: (1) a challenging leadership experience; (2) developmental feedback from coaching; and (3) formal instruction. For the experiential component, the course partners with the Center for Experiential Learning (CEL) and targets those students who have been selected as practicum team leaders. Similar to leading a team in a consulting firm, these team leaders must manage, organize, and motivate team members; manage the relationship with the client to guide expectations and delivery; and work with the faculty advisor and the CEL. Team leaders spend an average five to 10 hours per week throughout the semester. Prerequisite: Permission of instructor. Credit 1.5 units.

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#### **B66 OB 567E Developing a Human Resource Strategy**

This course builds on the HR Strategy course by exploring topics more deeply and developing business applications. The course will begin with an overview of the role of the HR function and the components of an HR strategy. The course content will include workforce planning, talent management, employee engagement and performance, and compensation as key elements of an effective HR strategy. Credit 1.5 units.

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#### **B66 OB 568E Mindfulness and Performance in the Workplace**

Throughout corporate America and contemporary society, we frequently hear people touting the value of "mindfulness." What exactly is this concept - and how can it foster performance in the workplace and improve the quality of workers' lives? This course addresses these questions. More specifically, this course examines a large and growing body of research on mindfulness and mindful organizing and incorporates a number of cases and activities designed to hone your attention-related skills and highlight applications of the course material. By the completion of the course, you should be finely attuned to the nature and relevance of mindfulness for organizations and their members - and able to think and behave more mindfully on an everyday basis. Credit 1.5 units.

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**B66 OB 600A Introduction to Organizational Field Research**

This course will immerse students in the discipline and practice of research on organizations "in the wild." Through readings, class discussions and -- most importantly -- student experiences embedded within an organization throughout the semester, students will use reflective memos and feedback from faculty and classmates to develop an initial mental model of what it means to develop and advance research projects that are grounded both in theory and in how real organizations operate today.  
Credit 3 units.

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**B56 OB 620 Seminar in Organizational Behavior**

Credit 3 units.

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**B66 OB 620 Seminar & Organizational Behavior**

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**B56 OB 620A Seminar in Organizational Behavior (DEI)**

Credit 1.5 units.

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**B56 OB 620B Seminar in Organizational Behavior**

Credit 1.5 units.

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**B56 OB 621 Seminar in Organization Behavior II**

Credit 1.5 units.

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**B56 OB 626 Negotiation & Conflict Management**

This course will critically examine current theory and empirical research on social conflict, negotiation, and bargaining. Our objective will be to prepare participants in the seminar to become effective researchers in this field of study. Classes will be student driven with a focus on discussion and critical debate. All students will be expected to contribute actively to the discussions during each class period. The final deliverable for the course will be a research project on some significant aspect of conflict and negotiation. For Doctoral students only  
Credit 3 units.

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**B56 OB 627 Social Hierarchy in Organizations**

The early-stage doctoral proseminar is a unique course that attempts from the first semester of the Ph.D. program in Organizational Behavior to: 1) Encourage students to start thinking critically about the work of others, 2) Encourage students to start proposing their own new ideas, and 3) Expose students to the research of the department's faculty members in order to facilitate the development of working relationships. For Doctoral students only  
Credit 1.5 units.

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**B56 OB 628 Independent Study in Organizational Behavior**

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**B56 OB 629 Directed Readings: Organization Behavior**

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**B56 OB 630E Research as a Generative Process**

The objective of this course is to help students develop the skills surrounding the most critical aspects of producing and disseminating research that precede data collection and that emerge following data analysis. In other words, this seminar focuses on the most generative aspects of the research process: formulating problems, generating ideas, building theory, engaging readers, and presenting work to various audiences. As such, this course addresses critical -- though often underappreciated -- aspects of empirical research (and its reporting) as well as all pertinent aspects of conducting and communicating theoretical research (i.e., conceptual papers). This

course is designed to complement and enrich other seminars in the PhD program, most notably Organizational Research Methods and Field Research Methods. Connections to these seminars will become evident during the term.

Credit 3 units.

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**B56 OB 640 Seminar on Social Hierarchy Organizational Behavior**

The purpose of this seminar is to examine the implications of social hierarchy, or stratification in power and status within a social group, for phenomena of central interest in the field of organizational behavior. We will examine the implications of social hierarchy for topics such as conflict, negotiation, learning, creativity, interpersonal perception, emotion, diversity, and leadership. For Doctoral students only  
Credit 3 units.

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**B56 OB 648 Independent Study**

Credit 3 units.

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**B66 OB 700 Independent Study -- Organizational Behavior**

Credit 1.5 units.

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**B66 OB 721 Organizational Behavior and Design**

Credit 3 units.

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**B66 OB 725 Managing Power & Influence in Organizations**

Credit 3 units.

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**B66 OB 726 Team Development and Assessment**

Develops the conceptual tools and basic skills needed to manage people in organizations. Considers the basic problems that confront every manager: communicating effectively, negotiating sound agreements that build lasting relationships, managing the inevitable conflicts that arise in every organization and exercising leadership in work teams.  
Credit 1.5 units.

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**B66 OB 727 Negotiations and Conflict Management**

Managers spend the majority of their time negotiating - from schedules and vacation time to resource allocations to 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 and 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.  
Credit 1.5 units.

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**B66 OB 728 Communication & Negotiation Skills**

EMBA International  
Credit 3 units.

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**B66 OB 730 Coaching Workshop**

Increase your authentic leadership skills. Turn stressful meetings into coaching conversations. Learn how to use disagreement to generate knowledge, build resilience, and convert vulnerability into strength. You'll also learn how to change ambivalence and indecision into clear goals genuine buy-in and concrete results, and learn how to convert vulnerability into real strength as a leader.  
Credit 1 unit.

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### **B66 OB 731 Teams & Collaboration**

Teams have become ubiquitous in contemporary organizations, especially in circumstances when organizations are trying to tackle complex problems. All too often, however, teams do not deliver the anticipated results. The goal of this course is to introduce a framework for successful team design and leadership. The course will offer theoretical insights into the science of teams based on cutting-edge research as well as the opportunity to practice some team design and leadership tools firsthand. The course focuses on the processes necessary to organize, motivate, and lead people engaged in collective activities and on the strategies that will help students to become more effective leaders.

Credit 3 units.

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### **B66 OB 740 Creative Thinking**

Credit 1.5 units.

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### **B66 OB 741 Global Leadership and Organization**

This course provides tools, frameworks, and processes to help you understand unique opportunities for leading and building organizations across cultural differences. Throughout the course, we will focus on many questions, including: 1. What are the most relevant frameworks for understanding cultural differences across peoples and groups, and what implications do they hold for building organizations to optimize around such differences? 2. What is required of me as a leader as I seek to manage across cultural differences, whether those differences exist within or across global boundaries? 3. What are the principles and practices that make for high functioning global teams, and how can these be built into my team?

Credit 1.5 units.

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### **B66 OB 746 Values-Based, Data-Driven Leadership**

The purpose of "Part 1: Values-Based/Data-Driven Leadership" is to lay the foundation for each student's EMBA leadership development journey by 1) introducing a framework that will be used to organize and focus their leadership development and coaching efforts throughout the EMBA program, 2) elaborating and illustrating the importance of values/purpose and data for effective leadership, and 3) helping students understand and commit to a process for their own leadership development throughout the EMBA program (and beyond). On completion of this first module of the Leadership Development course, students will be prepared to start working with their personal executive coach to discuss strengths, identify developmental needs, and set goals.

Credit 1.5 units.

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### **B66 OB 747 The Power of Purpose**

The purpose of "Part 2: The Power of Purpose" is to 1) understand the critical importance of higher purpose for leader and organizational effectiveness, 2) work with colleagues to begin developing a statement of leader higher purpose, 3) understand the role of leaders in developing others (and launch peer coaching groups as a venue in which to practice), and 4) process individual and team feedback from the first-half teams and set goals for second-half teams.

Credit 1.5 units.

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### **B66 OB 748 Your Leadership Development Journey**

The purpose of "Part 3: Your Leadership Development Journey" is to 1) meet with peer coaches to give and receive feedback on the first draft of the leadership development plan, 2) process individual and team feedback from the second-half teams, 3) reinforce commitment to leader higher purpose by sharing statements with others, and 4) commit to a process of lifelong learning and personal development.

Credit 1 unit.

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### **B66 OB 750 Organization Leadership and Influence**

Leadership is more than just managing subordinates or leading a team. True leadership in contemporary organizations requires the capacity to manage all kinds of relationships and a realistic understanding of one's own strengths, weaknesses and leadership style. This theme provides an appreciation for, an understanding of and tools for dealing effectively with the variety of relationships that determine one's success as a leader.

Credit 3 units.

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### **B66 OB 760 Critical Thinking**

This course introduces the skills and concepts of diagnosing -- otherwise known as "problem" formulation -- complex ill-structured business problems. The capability of doing so is a vital foundation of critical thinking for senior executives. Whether in business or life, individuals and teams are confronted with problems, opportunities, situations, crises, etc. that require inquiry, deliberation, and decision. Yet, all too often the process of inquiry is fundamentally flawed causing individuals and teams to solve the wrong problem. A flawed process of inquiry wastes valuable time, squanders scarce resources, grows a cynical culture that stymies efforts to lead change, and results in ongoing firefighting of symptoms and not causes. What can a leader do to avoid these pitfalls?

Credit 0.5 units.

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### **B66 OB 8537 Teamwork and Leading Organizations**

Skillfully contributing to, building, and leading collaborative efforts from small project based teams to larger functions and divisions will enable you to have an impact throughout your career. The purpose of this course is to lay a foundation of interpersonal skills and systems thinking that will enable you to differentiate yourself as a valued-adding member and leader of organizations. The specific learning objectives for this course are to develop your skills as a contributor to and leader of project-based teams. This includes sharpening your understanding of the core elements of team design and how leaders and team members alike can promote effective team processes. Develop your skills as a leader in and of organizations. This comprises being able to architect a system-its structure, work design, culture, and people management practices-to execute a given strategy, within a given environment. At the conclusion of this course, you will be able to independently transfer your learning to design, launch, and lead project-based teams in a manner that (a) meets or exceeds stakeholder's expectations for task performance; (b) contributes to the growth of individual team members; and, (c) leaves team members willing to work together again in the future; systematically analyze an organization's architecture, assessing its internal congruence and its utility for executing a given strategic approach, either when engaged in early organizational design (e.g., scaling a start-up team) or when diagnosing the reasons for unsatisfactory organizational performance.

Credit 3 units.

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### **B56 OB 885 Masters Nonresident**

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### **B56 OB 886 Doctoral Nonresident**

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### **B56 OB 887 Masters Resident**

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### **B56 OB 888 Doctoral Resident**

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## Supply Chain, Operations, and Technology

Visit online course listings to view semester offerings for B57 SCOT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B57&crslvl=5:9>) and B67 SCOT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B67&crslvl=5:9>).

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### B57 SCOT 500 Independent Work

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#### B67 SCOT 500D Project Management

Change management has become synonymous with project management, since organizations that want to change their focus or direction increasingly recognize that introducing new products, processes, or programs in a timely and cost effective manner requires professional project management. This course analyzes complex projects and discusses available tools for managing them. Some of the topics covered include life cycle models, project selection, project monitoring and control, planning with uncertainty, project risk management, the critical chain method, and managing multiple projects. It also discusses commercial project management software and how to overcome its limited functionality to address the requirements of managing risky complex projects in practice. Students learn project management skills that will be useful throughout their careers. As such, this course is essential for current or future managers regardless of their career concentration. Prerequisite: OMM 5704 or instructor's permission.  
Credit 3 units.

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#### B67 SCOT 500E Supply Chain Risk Management

Many events in the last few years made supply chain managers keenly aware of the multiplicity and diversity of risks affecting them, from fluctuating commodity prices, unstable currencies, hurricanes and earthquakes, fires, terrorist attacks, contaminated material sourced from developing countries, and suppliers going bankrupt in tight financial credit environments. Building a functional supply chain requires careful planning and consideration of a variety of disruption risks, and it is of paramount importance to integrate management of physical flows and financial hedges when dealing with such risks. Companies that effectively manage their supply chain risks enjoy a level of robustness (flexibility) and resilience disruption-"proof-ness") that affords them significant competitive advantage. This course will develop a comprehensive risk management framework for complex supply chains and introduce students to all needed decision tools for supply management and risk hedging. In addition, it will outline a portfolio of proven strategies to assess, reduce, hedge, and mitigate supply chain risks. Prerequisites: OMM 5704 (MBA, PMBA)  
Credit 1.5 units.

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#### B67 SCOT 500F Advanced Topics in Logistics and Supply Chain Management

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.

Credit 1.5 units.

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#### B67 SCOT 500M Supply Chain Analytics: Stochastic Models

This course covers the two key types of simulation models of uncertain events: Monte Carlo simulation and Discrete Event Simulation. The conceptual difference between these two simulation methodologies is in their treatment of time. Discrete Event Simulation is used to model dynamic systems where events occur at specified, random, time. In Monte Carlo simulation the timing of events is typically inconsequential. Upon successful completion of this course, students will demonstrate competency in formulating and analyzing stochastic models using state-of-the-art simulation software. They will become proficient with software tools like Arena for Discrete Event Simulation and Crystal Ball for Monte Carlo simulation. The course emphasizes proficiency in using software tools to analyze models rather than theory.

Credit 1.5 units.

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#### B67 SCOT 500N Prescriptive Analytics

This course covers optimization models and tools as they apply to the design and analysis of supply chains. Production planning, distribution, network design, and revenue management problems are covered using the methods of linear, non-linear, and integer programming. Upon successful completion of this course, students will demonstrate competency in formulating and solving supply chain optimization models of real-life complexity using state-of-the-art software. They will become proficient with industrial strength software tools like AMPL and Gurobi alongside Excel's Solver. The course emphasizes proficiency in model-building and using software tools rather than theory.

Credit 1.5 units.

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#### B67 SCOT 501P Boeing Center Supply Chain Practicum

This practicum project will be a semester-long collaborative process between a Boeing Center client and a team of student consultants, whose goal is to solve a key problem faced by the firm. The project is created to provide the client with an outside, unbiased perspective on a matter of operational or strategic importance. If you think you see an immediate solution, the client is probably already aware of it. The client engages us for help because they are indeed facing a problem that requires a lot of work, so we should not quickly jump to conclusions. It is not just a simple school assignment that can be completed within a matter of days. As professionals-in-training, students will be evaluated for their job performance. Assessment criteria include quality of work, ability to meet deadlines, meeting participation, communication, teamwork, work ethic, and so on. The faculty adviser and PhD lead will provide students with analytical guidance and advice to facilitate project progression. The project manager and fellow will maintain client relationships, coordinate the logistics of client and internal meetings, and ensure that the team is performing up to expectations. Each task assigned is a building block for overall deliverables, which require the thorough and creative thinking of participating students.

Credit 1.5 units.

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#### B67 SCOT 511 Operations Management Foundations

This course discusses the main principles and concepts of 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, with the main goal of this course being to prepare students for advanced course work in operations and supply chain management, beginning in the Fall A term. Most sessions consist of in-depth case discussion integrated with theory. This course is available only to students entering the MS/Supply Chain Management program.

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**B67 SCOT 519E Introduction to Revenue Management**

The term "quantitative pricing and revenue analytics" collectively refers to the set of practices and tools that firms in various industries use to quantitatively model consumer preferences, segment their market, and tactically optimize (often in a microtargeted or personalized manner) their product assortment, pricing, and promotion strategies. The origins of this field, which is often referred to as "revenue management," were in the airline industry during the late 1980s. The prototypical question is how a firm should set and update pricing and make product availability decisions across its various selling channels in order to maximize its profitability. In the airline industry, tickets for the same flight may be sold at many different fares, and availability may change as a function of purchase restrictions, forecasted future demand, and the number of unsold seats. The adoption of such systems has transformed the transportation and hospitality industries, and it is increasingly important in retail, telecommunications, entertainment, financial services, health care, and manufacturing as well as online advertising, online retailing, and online markets. In parallel, pricing and revenue optimization has become a rapidly expanding practice in consulting services and a growing area of software and IT development. The ultimate goal of this course is for students to learn to identify and exploit opportunities for revenue optimization in different business contexts. The topics covered in this course are either directly or indirectly related to customer segmentation, demand modeling, and tactical price optimization. Students can take either OMM 519E or OMM 520 but not both. Prerequisites: DAT 561 (formerly OMM 561) and DAT 500N (formerly OMM 500N).

Credit 1.5 units.

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**B67 SCOT 520 Revenue Management**

This course examines the core concepts of revenue management: how to accurately align product pricing, placement, and availability with a retailer's perception of consumer demand. Students will be introduced to linear and dynamic programming as a means to model a variety of capacity allocation and pricing problems that are relevant to airline, hotel, or restaurant industries. Specifically, most problems will be framed within the context of the single resource and network level revenue management problems. For the single resource problem, we will derive efficient exact solution methods and also consider a variety of extensions to the original model which incorporate overbooking and no-show behavior. For the network problem, we will learn how to extract near-optimal, and easily implementable policies from deterministic approximations. While the main goal of this course is to provide insight into industry specific problems, another central objective is to introduce students to concepts such as robust optimization and approximate dynamic programming to expand their breadth of modeling tools. Moreover, students will learn how to use Python to solve complex and industry-level optimization problems with data. At the successful completion of this course, students should feel confident modeling and analyzing a broad series of stochastic optimization problems. Students should also feel comfortable with using Python to make revenue management decisions with data. Beyond studying and analyzing classical RMP problems the students will gain valuable computational skills. Students will be asked to code up dynamic programming formulations, solve large scale linear programs with Python (coupled with Gurobi) and use machine learning techniques for demand estimation and forecasting.

Credit 3 units.

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**B67 SCOT 521 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.  
Credit 0.5 units.

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**B67 SCOT 530 Supply Chain Analytics Capstone**

This capstone course offers opportunities for students to apply various analytics techniques learned from different courses to large-scale real-world datasets and problems. Students will work on several projects, each of which will involve the following: (1) exploring a dataset to identify problems; (2) defining project scopes; (3) conducting data analysis (e.g., prediction models, forecasting); (4) setting up decision-making models (e.g., real-time, large-scale optimization models, simulation models); and (5) prescribing decision recommendations. By applying relevant analytic tools and going through a complete problem-solving process, students will gain confidence in applying theories and techniques to solve real-world problems.

Credit 3 units.

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**B57 SCOT 550 Production & Operations Management**

Credit 3 units.

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**B67 SCOT 558 Advanced Operations Strategy**

Examines major issues of operations policy from a strategic perspective. Covers productivity measurement, process choice, product profiling, interfaces with marketing, experience costs, process positioning, accounting and financial perspectives, and international operations. Gives equal attention to service operations and manufacturing operations. Valuable for students with an operations or general management focus, as well as for finance and marketing students. Prerequisite, OMM 5500 or OMM 5701 and 5702 or permission of instructor.

Credit 3 units.

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**B67 SCOT 559 Managing Business Process Outsourcing for Competitive Advantage**

The growth of global outsourcing of all types of business processes (from manufacturing to research and development, engineering, call centers, clinical trial tests, IT, accounting, human resources, etc.) with third party contracting organizations has been heralded as 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 "global business process outsourcing" as a key business process by itself, and this to hire and train managers that fully understand the tradeoffs, implementation challenges, approaches for managing risks and more importantly, able to manage the business relationships with third party contracting organizations. This course is intended to provide the fundamental skills necessary to become successful, global managers of "virtual" value chains who, when faced with outsourcing decisions, can competently make them within the context of their firms' strategy as well as effectively execute all aspects of the outsourcing process while managing the outsourcing relationship with suppliers.

Credit 1.5 units.

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### **B67 SCOT 560 Enterprise Resource Planning**

This course introduces students to the concepts of Enterprise Resource Planning systems, and the integrated business processes which ERP systems support. These processes include sales and operations planning, materials management, manufacturing requirements planning, and financial reporting. Cross-functional business processes, such as Order-to-Cash, integrate sales and distribution, materials management, and financial accounting. The ERP system provides a "roll-up" to financial reporting systems which is essential for cost management and control. This course introduces participants to integrated business processes through the application of SAP modules supporting Sales and Distribution (SD), Materials Management (MM), Financial Accounting (FI), Production Planning (PP), and Controlling (CO) as components of the SAP integrated business solution. This is a hands-on workshop type of class which enables you to learn the business processes which SAP-ERP supports. The class provides opportunities for problem-solving, collaboration, and active learning. The Enterprise Systems course will enable you to acquire the skills and knowledge needed for roles as business analysts, configuration specialists, and consultants. This skill set provides significant opportunities to increase your value for roles as enterprise architects, business systems analysts, IT project managers, and information systems specialists in accounting/finance, sales/distribution, human resources, production planning, materials management, and supply chain.

Credit 1.5 units.

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### **B67 SCOT 561 Intro to Python and Data Science**

This MSSCM course provides students the necessary skill set to extract reliable insights from the large datasets prevalent in supply chain management. In this course, students will develop basic tools to acquire, clean, and analyze supply chain data, which they will then use to improve decision-making processes. Throughout the course, students will use the Python programming language, which is very effective for data manipulation, reporting, and complex optimization. Topics covered include current multi-source data collection technology used in supply chain management, how to transfer data into analyzable formats, how to generate static and interactive data visualizations to gain supply chain insights, and predictive analytics in supply chain management, with emphasis on machine learning models for demand forecasting and inventory management optimization.

Credit 3 units.

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### **B67 SCOT 562E Business Management with SAP II**

Enterprise Resource Planning (ERP) Systems are at the heart of modern companies. The primary vendors in this space are SAP and Oracle. This course provides students with "hands-on" experience with a real-life SAP ERP system. This course expands on Business Management with SAP -I by adding the manufacturing module to the simulation and provides a richer experience for students. Manufacturing adds substantial complexity over the earlier tasks that are limited to supply chain, finance, and marketing. Some substantive additions include capital investments, creating the Bill of Material, and production scheduling planning. The experiential learning covers the following topics: (i) enterprise technology systems, (ii) business processes integration, (iii) data-driven decision making, and (iv) analytics and business intelligence. This course is strongly recommended to those who see their careers in consulting or business functions such as manufacturing, operations, corporate finance, marketing, sales, business analytics, information technology, and logistics. Prerequisite: SCOT 560.

Credit 1.5 units.

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### **B67 SCOT 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.

Credit 3 units.

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### **B67 SCOT 5705 Quantitative Decision Making**

This course has the following objectives: 1) to introduce students to the science of quantitative decision making; 2) to enhance and reinforce students' analytical skills and their ability to intelligently use information; 3) to teach the art and science of spreadsheet modeling; and 4) to expose students to different approaches, support tools, and analytical methods for decision making, particularly those analytical methods useful for later courses. These objectives will be facilitated through the following key tools taught in this course: spreadsheet modeling, decision analysis, simulation for risk analysis and modeling uncertainty, and optimization tools. The course will be taught from an interdisciplinary standpoint, and examples will be provided from a variety of functional areas.

Credit 1.5 units.

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### **B67 SCOT 572 Strategic Quality Management**

Discusses the theory and practice of quality management in the business world. Covers operations and marketing issues that are typical for manufacturing and service organizations, a cross-functional perspective emphasizing the interactions between the operations and marketing decisions. Topics include quality strategies and competition; organization and incentives for quality enhancement (the approaches of Crosby, Deming, Feigenbaum, Ishikawa, and Juran); quality-function deployment; process mapping; and the role of top management. Prerequisites: OMM 5701 and 5702 and MEC 5410 or permission of instructor.

Credit 1.5 units.

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### **B67 SCOT 573 Operations Management in the Service Industry**

Credit 1.5 units.

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### **B67 SCOT 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, 7) collaborative processes. Prerequisites: OMM5700; or OMM5701 and OMM5702.

Credit 1.5 units.

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**B67 SCOT 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 turn provides 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. Prerequisites: OMM5700; or OMM5701 and OMM5702  
Credit 1.5 units.

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**B57 SCOT 6000 Research Assistantship/Teaching Assistantship Independent Study**

Students will engage in either research assistantship or teaching assistantship activities to gain practical experience in conducting research and teaching courses. This course will be supervised by faculty and requires students to engage in RA/TA activities for a minimum of 10 hours a week, with a maximum of 20 hours per week.  
Credit 3 units.

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**B57 SCOT 600C Translating Research To Management Practice**

This course is taught in a seminar format over nine sessions, with the last three sessions devoted to mini-projects that students execute on their own with instructor advice. The instructor picks four or five influential recent research areas with published powerful new ideas that can influence and advance practice; chooses a few academic readings in them; and then discusses them in a seminar fashion with students in the course. The instructor uses their personal experience to illustrate some of the translation media from research to practice: simplified exposition through teaching notes, carefully chosen examples, mini-cases, decision support tools (e.g., spreadsheets, simulations, easy-to-code algorithms), the demonstration of ideas using given data sets, and open-ended discussion on implementation challenges of the ideas. Some of this material is developed in collaboration with students in the course, other doctoral students studying in these research areas, doctoral fellows at the research center, interested executives from local companies and/or on the board of BCSCI, and other interested faculty. The mini-projects are completed so that the students may apply these "translation" tools and practices to a research area of their own choosing and thus bring a "translation" project to completion.  
Credit 3 units.

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**B57 SCOT 648 Independent Study**

Credit 3 units.

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**B57 SCOT 652 Theory and Research Methods in Inventory and Supply Chain Management**

Theory and Research Methods in inventory and supply chain management.  
Credit 3 units.

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**B57 SCOT 653 Stochastic Models for Production and Service Systems**

For Doctoral students only  
Credit 3 units.

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**B57 SCOT 654 Inventory & Supply Chain Management Theory and Research**

This course is designed for PhD students in the area of operations and supply chain management. From a theoretical perspective, this course covers the fundamental theory of inventory and supply chain management for deterministic systems and focuses on establishing structural results for optimal policies and deriving solution algorithms. The course content will include book chapters and (published/working) research articles. We will run in parallel to the course some "recent hot topic research areas" mini-seminars. The hot topics might be outside of the traditional inventory and supply chain management domain, but they will still heavily rely on operational theory fundamentals and have immediate applicability to operations and supply chain management. This course is for doctoral students only.  
Credit 3 units.

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**B57 SCOT 655 Dynamic Programming & Optional Control**

For Doctoral students only  
Credit 3 units.

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**B57 SCOT 657 Research Topics & Engineering Themes in Supply Chain & Revenue Mgt**

For Doctoral students only  
Credit 3 units.

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**B57 SCOT 659 Directed Readings in Operations Mfg. &**

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**B67 SCOT 700 Independent Study in Operations & Manufacturing Management**

Credit 3 units.

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**B67 SCOT 713M Operations Strategy**

Credit 3 units.

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**B67 SCOT 746 Global Supply Chain Management**

The objective of the course is to introduce the students to an integrated enterprise approach of flow of goods and services, information and financial flows from suppliers to customers. After the completion of the course, the students will understand how goods and services are being produced and distributed in integrated global supply chain environments within and between enterprises in order to reduce and/or eliminate the duplicative process; thereby reducing/eliminating wasteful process and ultimately improve overall enterprise performance (profitability). The course will inform on management principles not only for efficient operation of global supply chains, but also on how to design and operate resilient supply chains in a highly uncertain and even turbulent world.  
Credit 3 units.

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**B67 SCOT 748 Data-Driven Decision Making: Analysis to Action**

With the development of information technology, every organization must adapt to a data-driven world where decisions are made based on not only fundamental business logic, but also on real-time and high-dimensional data. The process of making data-informed, or even data-driven, decisions is called data science. Such a decision-making process requires that leaders of an organization understand the technological platform of data acquisition, storage and analysis. It also requires leadership to be familiar with various data-driven decision-making techniques, their advantages and their disadvantages. This course provides an introduction to this topic and helps leaders to utilize data to better manage their organizations.  
Credit 1.5 units.

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**B67 SCOT 750 Managing Operations**

Credit 3 units.

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**B67 SCOT 754 Global Supply Chain Management**

Credit 3 units.

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**B67 SCOT 756 Managing Operations**

Deals with the process by which organizations convert inputs (e.g., labor, material, equipment, knowledge) into outputs (goods and services). Focusing on strategic and tactical issues, the course covers the following subjects: product/process management, total quality management, capacity management, customer loyalty and services, inventory management, supply chain management, product development; and facility location and sourcing. Different industries, including services, as well as international operational issues are covered.

Credit 3 units.

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**B57 SCOT 885 Masters Nonresident**

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**B57 SCOT 886 Doctoral Nonresident**

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**B57 SCOT 887 Masters Resident**

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**B57 SCOT 888 Doctoral Resident**

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## Data Analytics

Visit online course listings to view semester offerings for B69 DAT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B69&crslvl=5:9>).

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**B69 DAT 500N Prescriptive Analytics**

This course covers optimization models and tools as they apply to the design and analysis of supply chains. Production planning, distribution, network design, and revenue management problems are covered using the methods of linear, non-linear, and integer programming. Upon successful completion of this course, students will demonstrate competency in formulating and solving supply chain optimization models of real-life complexity using state-of-the-art software. They will become proficient with industrial strength software tools like AMPL and Gurobi alongside Excel's Solver. The course emphasizes proficiency in model-building and using software tools rather than theory. Prerequisite: Completion of DAT 561 or concurrent enrollment in DAT 561 if offered in Mini A.

Credit 1.5 units.

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**B69 DAT 500R Basic Statistics Using SPSS**

This foundational course, which is a required course for students in the MSCA program, will cover material that serves as useful preparation for courses offered in the Olin curriculum that rely extensively on applied statistical concepts (e.g., marketing research, advanced marketing research, database marketing, data analysis for brand management). The course will provide students with both an overview of basic statistical concepts and a practical grasp of statistical analysis. Students will be trained to use SPSS, a popular statistical software package, to perform the statistical analysis. The course will also cover the interpretation of results.

Credit 0.5 units.

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**B69 DAT 500S Machine Learning Tools for Prediction of Business Outcomes**

Predictive analytics deals with the employment of formal learning from business experience, using business data, to predict the future behavior of customers or other critical organizational elements in order to drive better business decisions. This course emphasizes data situations that students are likely to face in marketing, finance, manufacturing and consulting jobs. Students will analyze real-world business datasets using various advanced analytic techniques, such as logistic regression, decision trees, neural networks, stochastic gradient boosting, MARSplines, ensembles, clustering, associations, and so on. The focus of the course lies in the conversion of raw and messy business data into robust actionable predictions for decision-making.

Credit 3 units.

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**B69 DAT 500V Introduction to R Programming**

R has become the tool of choice for many data science and business analytics professionals in every industry and field. It is not surprising to see a requirement for being familiar with R in job descriptions. R is very flexible for carrying out data analysis. Part of the benefit of R being open source is that many programmers and researchers are constantly introducing new statistical and machine learning analysis tools into R through R packages. Given all of these benefits, R does have a relatively steep learning curve. To better prepare MSCA students, we have introduced this online introduction to R programming course. This course will help students master the basics of R. We will start from the very beginning with installation of the program. No prior knowledge in programming is required. Through video demonstrations and their own practice, by the end of this course, students will have the chance to undertake their own data analysis and solve relevant business problems using R.

Credit 0.5 units.

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**B69 DAT 500W A/B Testing in Business and Social Science**

This course introduces students to causal methods that are used to measure the impact of business and policy decisions. The key insight of the course is that correlation does not imply causation and therefore cannot measure impact. In this course, students will learn about A/B testing and other causal methods as well as how to implement them in business, economic, and policy situations.

Credit 3 units.

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**B59 DAT 530A Analysis of Deterministic Systems**

Credit 3 units.

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**B69 DAT 537 Data Analysis, Forecasting & Risk Analysis**

This course develops the methods and techniques of econometrics that are of particular relevance to students of business and economics. A range of models -- namely single equation regression models, time series models and models for discrete response data -- are studied. The purpose of building these models is described within the context of aggregate data and microdata at the level of firms and individuals. Procedures to evaluate the estimated models are discussed, and emphasis is placed on the interpretation of results and the forecasting of future observations. Students are expected to complete an individual (non-group) project in which the techniques developed in the course are applied to real-world problems. The course should be valuable for a variety of students, including those with primary interest in finance, marketing, operations, and accounting. MBA Prerequisites: MEC 5410 and MEC 5400. PMBA Prerequisite: MEC 5401 or MEC 5406. Required for MSFQ Students.

Credit 3 units.

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**B69 DAT 5402 Data Analytics for Business Leaders**

This course will introduce data-visualization tools and machine-learning algorithms appropriate for extracting insights from big datasets. It will include topics related to probability, probability distribution, inferential statistics (e.g., hypotheses testing, confidence interval), simple linear regression, logistic regression, and multiple linear regression, all of which are useful for unearthing managerial insights. Credit 3 units.

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**B69 DAT 5410 Data Analytics for Business Leaders**

This course introduces the statistical methods for the analysis of business and economic data. The role of probabilistic concepts such as independence, conditional probability, expectation, and variance as well as probability models such as 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. Credit 3 units.

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**B69 DAT 560E Data Visualization for Business Insights**

Data Visualization has become a core skill set to derive business insights in the data rich business world. Organizations are expecting Business Analysts and Managers to create and disseminate insightful visualizations about the business. This course teaches students the necessary skill set to create insightful visualizations using Tableau to understand patterns prevalent in large datasets which are otherwise difficult to comprehend. In particular, students will learn how to choose and create appropriate visualization based on the following three criteria: 1. Who's the audience looking at the visualization? 2. What is the nature of the business goal (Descriptive, Predictive, or Prescriptive)? 3. What is the data (Categorical, Numerical, Time Series, etc.)? The course will expose students to prevalent business applications of data visualization in different domains (Customer Analytics, Supply Chain Analytics, Healthcare Analytics, Financial Technology Analytics, Accounting Analytics, and Talent Analytics etc.). Upon completing this course, students will know how to create insightful dashboards and other visualizations for different audiences from the given data according to the specified goal. Priority enrollment for all MSA tracks. Credit 1.5 units.

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**B69 DAT 560G Database Design and SQL**

Databases are at the foundation of every organization's information strategy. Understanding the structure of databases and mastering the tools needed to analyze data are essential skills in any role. The tools developed in this course assist students with implementing a company's data management strategy and developing well-grounded analytical recommendations. In this course, we focus on understanding how data is structured in relational databases. With the vast amounts of data available from disparate sources, effective organization of the data is essential to its utilization. To complement this, we utilize Structured Query Language (SQL) as the primary tool to extract data for managerial reports and for advanced analytical models. Practical experience with current relational database software is developed throughout the course. This course is required for MSCA students, and priority will be given to SMP students. Credit 1.5 units.

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**B69 DAT 560M Big Data and Cloud Computing**

The growth in available data is a challenge to many companies. This presents an opportunity for companies to conquer the vast and various data available to them. The growth in data includes traditional structured data, as well as unstructured data created by both people and machines. It is essential for analysts to be comfortable in the new technologies and tools that are being developed to store, retrieve,

analyze, and report, using the vast data resources available. This course introduces students to the technologies currently deployed to overcome the challenges of Big Data. Prerequisites: DAT 560G and completion or concurrent enrollment in DAT 561. Credit 1.5 units.

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**B69 DAT 560N Introduction to Cybersecurity**

This course covers a broad range of cybersecurity terms, definitions, perspectives, concepts, and current trends, with a focus on managing risk and the use of information and cybersecurity as business enablers. Students will complete a cybersecurity analytics-related project as part of the course work. Credit 1.5 units.

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**B69 DAT 561 Introduction to Python and Data Science**

This MSSCM course provides students the necessary skill set to extract reliable insights from large datasets prevalent in supply chain management. In this course, students will develop basic tools to acquire, clean, and analyze supply chain data, which they will then use to improve decision-making processes. Throughout the course, students will use the Python programming language, which is very effective for data manipulation, reporting, and complex optimization. Topics covered include current multi-source data collection technology used in supply chain management, how to transfer data into analyzable formats, how to generate static and interactive data visualizations to gain supply chain insights, and predictive analytics in supply chain management -- with emphasis on machine learning models for demand forecasting and inventory management optimization. Credit 3 units.

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**B69 DAT 562 Text Mining**

Consumers and companies constantly generate large amounts of unstructured or lightly structured texts on the web and offline: exchanges of consumer opinions on products and services on social media, transcripts of phone conversations with customer representatives, open-ended surveys, etc. By employing text analytics, businesses can derive at scale valuable insights into consumer attitudes to brands, competitive landscape, and customer relationships, among other applications. This course introduces students to the methods of mining, organizing, summarizing, and analyzing textual data with the objective of driving business decision-making. Prerequisites: DAT 500S and DAT 561. Credit 1.5 units.

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**B69 DAT 565E Deep Learning for Prediction of Business Outcomes**

Deep learning has become a core skillset required to solve business problems in the unstructured, data-rich business world. Experts estimate approximately that 90% of the data in organizations is in the form of unstructured datasets, including images, texts, customer reviews, videos, and so on. Organizations would like to use these datasets to improve their business. Moreover, deep learning has a significant advantage over other machine learning algorithms in that it does not require extracting "features" manually prior to applying algorithms. Leading-edge organizations are also expecting business analysts and managers to be familiar with applying deep learning models to solve business problems using unstructured data. This course is recommended but is not required for MS-Business Analytics (MSA) students. It will teach students to build deep learning models for solving business problems using Python libraries (e.g., Keras, Tensorflow). We will cover a range of algorithms from neural networks foundations to convolutional and recurrent network structures; these will be applied in domains such as marketing, customer behavior, and predicting finance risks. Students will better understand the practical use of deep learning with the use of the following five questions: (1) How can unstructured datasets be visualized and analyzed? (2) What are neural networks, and how can they be optimized? (3) What

is the deep learning model, and how can it be used in business? (4) Which deep learning structure should be used for a given business problem? (5) How can a deep learning model be developed to solve business problems? In summary, the course will expose students to prevalent business applications of deep learning in different domains (e.g., customer analytics, supply chain analytics, healthcare analytics, financial technology analytics, accounting analytics, talent analytics). Upon completing this course, students will know how to build and optimize deep learning models for different business applications. Prerequisites: DAT 500S and DAT 561.  
Credit 1.5 units.

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#### **B69 DAT 566E Deep Reinforcement Learning with Applications in Business**

Deep reinforcement learning is an area of artificial intelligence that combines the fields of deep learning approach and reinforcement learning approach. It holds the capability to solve wide-ranging problems, especially in the area of sequential decision-making using various forms of unstructured data (including images, texts, customer reviews, videos, etc.). Deep reinforcement learning has been applied in resources management systems to optimize the distribution of limited resources such as warehouse space utilization and inventory management. Deep reinforcement learning techniques have also been used in finance to solve dynamic pricing problems. There is a growing trend for leading-edge organizations to expect business analysts and managers to be familiar with applying deep reinforcement learning techniques to solve business problems using unstructured data. Prerequisite: DAT 565E.  
Credit 1.5 units.

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#### **B69 DAT 570E R and Statistics**

This course is designed for students who have no experience in R programming and using R for statistical analysis. It is a 1.5-credit required course offered to students in Business Analytics. The course will teach students to learn how to use R for making inferential statistical analysis, and modeling with R. The course will show the basic understanding of R programming. We will cover arithmetic and logical operators, vector operations, data structures, manipulating data, fundamentals of R programming (such as if statements, for loops, building functions, etc.), probability, and inferential statistical analysis. Students will learn R programming practically based on the following five questions: 1. Understand fundamental syntax, control statements, and functions in R? 2. Apply R programming concepts through examples? 3. Prepare the datasets in R for statistics and data analytics? 4. Using R for making inferential statistics? 5. How to use linear regression and modeling on panel datasets with R? In summary, the course will expose students to prevalent R programming by focusing on fundamentals and statistics. Upon completing this course, students will know how to use R programming.  
Credit 1.5 units.

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#### **B69 DAT 572E Business Forecasting**

This course will provide you with foundational knowledge and experience to generate information and make inferences from data. You will learn to take raw data, select an appropriate forecasting method, set up the data to facilitate the forecast, build the forecast, and learn the ins and outs of fine tuning the models we discuss in class. Some key components of the course are: to work with data sets; become familiar with different forecasting techniques, their pros, and their cons; gain experience working with forecasting tools (Excel, R, SPSS). Prerequisite: DAT 5402 is required for MBA students. DAT 5410 is the prerequisite for PMBA students.  
Credit 3 units.

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#### **B69 DAT 573 Basics of SAS Programming**

Statistics using SAS serves as a technical basis for research and data analysis. This course will provide students with an overview of statistical knowledge and with a good practice of analysis techniques. Students will be trained to use SAS, one of the most commonly used tools in commercial analytics markets, to analyze data and interpret results. The course aims to prepare students for more advanced courses in data analytics.  
Credit 0.5 units.

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#### **B69 DAT 574 Basics of Stata Programming**

As one of the most popular statistics software packages, Stata has served as an essential tool of data science in every industry and academia. The goals of the course are to better prepare students for success in future courses and careers. Students will obtain the technical skills needed to use Stata. The introduction of Stata will be from the very beginning, so there is no prerequisite required. Basic statistics foundations will be reviewed to facilitate the goals of the course.  
Credit 0.5 units.

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#### **B69 DAT 800V Introduction to R Programming**

R has become the tool of choice for many data science and business analytics professionals in every industry and field. It is not surprising to see a requirement for being familiar with R in job descriptions. R is very flexible for carrying out data analysis. Part of the benefit of R being open source is that many programmers and researchers are constantly introducing new statistical and machine learning analysis tools into R through R packages. Given all of these benefits, R does have a relatively steep learning curve. To better prepare MSCA students, we have introduced this online. This course will help you master the basics of R. We will start from the very beginning: installation of the program. No prior knowledge in programming is required. Through video demonstrations and your own practice, by the end of this course, you will have the chance to undertake your own data analysis and solve relevant business problems using R.  
Credit 0.5 units.

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#### **B69 DAT 8550 Machine Learning Tools for Prediction of Business Outcomes**

Predictive Analytics deals with the employment of formal learning from business experience, using business data, to predict the future behavior of customers or other critical organizational elements in order to drive better business decisions. This course emphasizes data situations that students are likely to face in marketing, finance, manufacturing and consulting jobs. Students will analyze real-world business datasets using various advanced analytic techniques such as logistic regression, decision trees, neural networks, stochastic gradient boosting, MARSplines, Ensembles, Clustering, Associations etc. The focus of the course lies in the conversion of raw and messy business data into robust actionable predictions for decision-making. Prerequisite: Admission to Olin's SMP Online program.  
Credit 3 units.

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#### **B69 DAT 8551 Strategic Decision Making with Data Analytics**

This course combines data, statistical methods, and computation to gain insights and make useful inferences and predictions. This course will take a holistic approach to help you understand the critical elements of data science, from data collection and exploratory data analysis to modeling, evaluation, communication of results, and analysis. Since this course is about numbers and their interpretation, it's fairly clear that statistics plays a role in the subject. While I will do my best to minimize unnecessary derivations and other mathematical complications, I make no apologies in advance for requiring you to work your way through some basic statistics and some basic computer applications. If you're not entirely comfortable with numbers, don't panic. Whenever a formula must be used, I'll describe it from a real-life

perspective. You'll learn how to extract useful managerial information from these equations that will help you make better decisions in the face of uncertainty. In terms of coding, while you will not be creating R or Python code yourself, in the case studies, you will go through the same process that data scientists do in order to critically think your way through a problem. You will also learn the basics of Tableau for the purposes of data visualization. Understanding how it is accomplished will make you a significantly better "understander" when it is presented to you  
Credit 3 units.

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**B69 DAT 8561 Introduction to Python and Data Science**

This course provides students the necessary skill set to extract reliable insights from large datasets prevalent in supply chain management. In this course, students will develop basic tools to acquire, clean, and analyze supply chain data, which they will then use to improve decision-making processes. Throughout the course, students will use the Python programming language, which is very effective for data manipulation, reporting, and complex optimization. Topics covered include current multi-source data collection technology used in supply chain management, how to transfer data into analyzable formats, how to generate static and interactive data visualizations to gain supply chain insights, and predictive analytics in supply chain management - with emphasis on machine learning models for demand forecasting and inventory management optimization. Prerequisite: Admission to Olin's SMP Online program.  
Credit 3 units.

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**B69 DAT 8562 Text Mining**

Consumers and companies constantly generate large amounts of unstructured or lightly structured texts on the web and offline: exchanges of consumer opinions on products and services on social media, transcripts of phone conversations with customer representatives, open-ended surveys, etc. By employing text analytics, businesses can derive at scale valuable insights into consumer attitudes to brands, competitive landscape, and customer relationships, among other applications. This course introduces students to the methods of mining, organizing, summarizing, and analyzing textual data with the objective of driving business decision-making. Prerequisite: DAT 8561.  
Credit 1.5 units.

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**B69 DAT 8563 Data Visualization for Business Insights**

Data Visualization has become a core skill set to derive business insights in the data rich business world. Organizations are expecting Business Analysts and Managers to create and disseminate insightful visualizations about the business. This course teaches students the necessary skill set to create insightful visualizations using Tableau to understand patterns prevalent in large datasets which are otherwise difficult to comprehend. In particular, students will learn how to choose and create appropriate visualization based on the following three criteria: 1. Who's the audience looking at the visualization? 2. What is the nature of the business goal (Descriptive, Predictive, or Prescriptive)? 3. What is the data (Categorical, Numerical, Time Series, etc.)? The course will expose students to prevalent business applications of data visualization in different domains (Customer Analytics, Supply Chain Analytics, Healthcare Analytics, Financial Technology Analytics, Accounting Analytics, and Talent Analytics etc.). Upon completing this course, students will know how to create insightful dashboards and other visualizations for different audiences from the given data according to the specified goal. Prerequisite: Admission to Olin's SMP Online program.  
Credit 1.5 units.

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**B69 DAT 8564 Database Design and SQL**

Databases are at the foundation of every organization's information strategy. Understanding the structure of databases and mastering the tools needed to analyze data are essential skills in any role. The tools developed in this course assist students with implementing a company's data management strategy and developing well-grounded analytical recommendations. In this course, we focus on understanding how data is structured in relational databases. With the vast amounts of data available from disparate sources, effective organization of the data is essential to its utilization. To complement this, we utilize Structured Query Language (SQL) as the primary tool to extract data for managerial reports and for advanced analytical models. Practical experience with current relational database software is developed throughout the course. Prerequisite: Admission to Olin's SMP Online program.  
Credit 1.5 units.

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**B69 DAT 8565 Deep Learning for Business Analytics**

Deep learning has become a core skillset required to solve business problems in the unstructured, data-rich business world. Experts estimate approximately that 90% of the data in organizations is in the form of unstructured datasets, including images, texts, customer reviews, videos, and so on. Organizations would like to use these datasets to improve their business. Moreover, deep learning has a significant advantage over other machine learning algorithms in that it does not require extracting "features" manually prior to applying algorithms. Leading-edge organizations are also expecting business analysts and managers to be familiar with applying deep learning models to solve business problems using unstructured data. This course is recommended but is not required for MS-Business Analytics (MSA) students. It will teach students to build deep learning models for solving business problems using Python libraries (e.g., Keras, Tensorflow). We will cover a range of algorithms from neural networks foundations to convolutional and recurrent network structures; these will be applied in domains such as marketing, customer behavior, and predicting finance risks. Students will better understand the practical use of deep learning with the use of the following five questions: (1) How can unstructured datasets be visualized and analyzed? (2) What are neural networks, and how can they be optimized? (3) What is the deep learning model, and how can it be used in business? (4) Which deep learning structure should be used for a given business problem? (5) How can a deep learning model be developed to solve business problems? In summary, the course will expose students to prevalent business applications of deep learning in different domains (e.g., customer analytics, supply chain analytics, healthcare analytics, financial technology analytics, accounting analytics, talent analytics). Upon completing this course, students will know how to build and optimize deep learning models for different business applications. Prerequisite: DAT 8550 and DAT 8561.  
Credit 1.5 units.

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**B69 DAT 8566 Big Data and Cloud Computing**

The growth in available data is a challenge to many companies. This presents an opportunity for companies to conquer the vast and various data available to them. The growth in data includes traditional structured data, as well as unstructured data created by both people and machines. It is essential for analysts to be comfortable in the new technologies and tools that are being developed to store, retrieve, analyze, and report, using the vast data resources available. This course introduces students to the technologies currently deployed to overcome the challenges of Big Data. Prerequisite: Prerequisite: Admission to Olin's SMP Online program and completion of DAT 8550, DAT 8561 and DAT 8564.  
Credit variable, maximum 1.5 units.

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### **B69 DAT 8567 Prescriptive Analytics**

This course covers optimization models and tools as they apply to the design and analysis of supply chains. Production planning, distribution, network design, and revenue management problems are covered using the methods of linear, non-linear, and integer programming. Upon successful completion of this course, students will demonstrate competency in formulating and solving supply chain optimization models of real-life complexity using state-of-the-art software. They will become proficient with industrial strength software tools like AMPL and Gurobi alongside Excel's Solver. The course emphasizes proficiency in model-building and using software tools rather than theory. Prerequisite: DAT 8561, Credit 1.5 units.

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### **B69 DAT 8569 A/B Testing in Business**

This course introduces students to causal methods that are used to measure the impact of business and policy decisions. The key insight of the course is that correlation does not imply causation and therefore cannot measure impact. In this class, we will learn about A/B testing and other causal methods, as well as how to implement them in business, economic, and policy situations. Credit 3 units.

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### **B69 DAT 8570 R and Statistics**

he course will teach students to learn how to use R for making inferential statistical analysis, and modeling with R. The course will show the basic understanding of R programming. We will cover arithmetic and logical operators, vector operations, data structures, manipulating data, fundamentals of R programming (such as if statements, for loops, building functions, etc.), probability, and inferential statistical analysis. Students will learn R programming practically based on the following five questions: Understand fundamental syntax, control statements and functions in R; Apply R programming concepts through examples; Prepare the datasets in R for statistics and data analytics; Using R for making inferential statistics; How to use linear regression and modeling with R. In summary, the course will expose students to prevalent R programming by focusing on fundamentals, statistics, and data analytics. Upon completing this course, students will know how to use R programming. Credit 1.5 units.

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### **B69 DAT 8571 Introduction to Cybersecurity**

This course covers a broad range of cybersecurity terms, definitions, perspectives, concepts, and current trends, with a focus on managing risk and the use of information and cybersecurity as business enablers. Students will complete a cybersecurity analytics-related project as part of the course work. Prerequisite: Only students admitted to Olin's Online Master of Accounting program can enroll in this course. Credit 1.5 units.

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### **B59 DAT 885 Masters Nonresident**

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### **B59 DAT 886 Doctoral Nonresident**

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### **B59 DAT 887 Masters Resident**

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### **B59 DAT 888 Doctoral Resident**

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## **Brookings Executive Education**

Visit online course listings to view semester offerings for B90 BEE (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B90&crslvl=5:9>).

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### **B90 BEE 516 Resilience in Leadership**

In this highly interactive, skills-based program, students will learn how to capitalize on their existing resilience and bolster any areas of weakness. They will identify their own thinking styles and how they may be helping or hurting performance. They will also learn a series of practical skills that will help them to think more flexibly and more accurately in order to become more resilient and successful. Credit 1 unit.

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### **B90 BEE 522 Finance for Non-Financial Managers**

This course introduces financial tools and frameworks for making decisions in the context of public organizations. It will help students to identify resources and means to control, allocate, and prioritize funding for programs and organizational units. It also will assist students with utilizing cost-benefit analysis, ROI, and other tools for prioritizing projects and maximizing the use of limited resources. Students will gain confidence and competence to maintain the financial health of their organizations. Credit 1 unit.

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### **B90 BEE 526 Leading Through Influence**

How do you develop organizational power? Where do organizational politics come from? In this new, interactive, two-day course, students will learn how to influence people both within and outside of their chain of command. They will develop key skills of informal leadership: navigating politics, understanding power, and exercising influence. In addition, the course instructs students on ways to read and think through politically charged situations to resolve them. In this course, students will learn how to appreciate their own influencing strengths and weaknesses; evaluate their own approaches to influencing others and strengthen their skills in this area; and enhance their ability to navigate the informal side of an organization in order to make change happen. Credit 1 unit.

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### **B90 BEE 531 Inside the White House**

Policymaking on Capitol Hill is only one part of the equation. Congress regularly enacts vague legislation, which leaves addressing policy details to the discretion of executive branch agencies. Rules, regulations, executive orders, and a variety of other mechanisms have a significant impact on an organization's bottom line, be it public or private. Another key element of the policy process is the agenda set by the White House, whether formally through the budget or informally via the bully pulpit. This "insider's" guide to the White House focuses on the many dimensions of executive power-from the White House to Executive Branch agencies-to help you position your organization to participate in the policy conversations that matter. Credit 1 unit.

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### **B90 BEE 532 Insider's Legs and Regs**

Designed to provide a deeper understanding of both the policy formulation process (legislation) and the policy implementation process (regulations) for those already familiar with Congress and the legislative process, this is an intensive advanced seminar. Speakers will highlight various pivotal points in the policy process, e.g., markup

sessions, Rules Committee action, Office of Management and Budget's Office of Information, and Regulatory Affairs review. Become an "insider" in this essential immersion course that provides perspective and understanding of the complex legislative and regulatory processes. Credit 1 unit.

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**B90 BEE 560 Global Studies: Middle East**

Middle East volatility continues to roil U.S. foreign policy. Consider, for example, the Israeli-Palestinian conflict, the Syrian civil war, and ISIS. New dynamics are shaping American engagement in the region, but is the United States reacting to or actually shaping events? This course examines the security, economic and political issues that define U.S. policy in the region. Learning objectives include recognizing the political, social, religious and economic complexities of the Middle East; assessing the impact of the Iran nuclear agreement; and interpreting the direction of Middle East policy under the current administration. Credit 1 unit.

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**B90 BEE 561 Global Economic Policy**

The U.S. economy is the largest in the world, and it is responsible for about one-fourth of the global GDP. The health of the U.S. economy affects the global economy. At the same time, the global economy's performance is vitally important to the United States. This course provides an overview of economic policy issues, along with the ongoing debates that accompany them. Topics include international trade, financial risk management, emerging capital markets, tax policy, regional financial issues, labor and demographics. Learning objectives include understanding how economic policy is designed, implemented and evaluated at the national and international levels; acquiring the requisite skills to address economic policy challenges; and relating economic policy issues to the contemporary global economy. Credit 1 unit.

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**B90 BEE 562 Global Studies: Europe**

For decades, Europe was a stable region secured by the North Atlantic Treaty Organization and bolstered by the economic cohesiveness of the European Union. The rise of populism, Brexit, and the reemergence of Russia have made the region less stable. Countries across the continent remain key U.S. allies, however, and they are vital to national security. Learning objectives include debating the effects of Brexit on the world economy; analyzing Russian influence in the region; and discussing the changing values of Western democracies. Credit 1 unit.

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**B90 BEE 563 Global Studies: East and South Asia**

Many questions surround East and South Asia's economic, political and social climates. For example, China's continued economic growth and integration into the global community are uncertain. At the same time, India is growing its economy and expanding its military. This course examines how developments in Beijing, New Delhi, Seoul and Jakarta affect U.S. policy. Learning objectives include examining China's economic, political and military expansion and its effects on the world order; evaluating Asia's changing economies and geopolitical dynamics; and assessing the opportunities and risks of rebalancing American strategy in Asia. Credit 1 unit.

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**B90 BEE 564 Global Studies: Africa**

Despite half a century of political independence, Africa remains the continent facing some of the most complex economic, political, and social challenges in the globalized world. For decades, economic growth and political stability were elusive goals for many African nations. Today, however, closer regional integration is helping Africa to emerge and address the institutional reforms needed to stimulate growth and development. This course will explore the initiatives that

are helping the continent harness its potential to secure its future. However, realizing a future of African self-reliance will require concerted support for development financing. New and innovative instruments are needed to better mobilize resources to spur sustainable growth. Despite encouraging signs, extreme poverty persists, and far too many people face a bleak future. As a result, migration out of Africa continues to be widespread. This course provides students with a broad understanding of the many factors that will sustain or impede development across the continent. Learning objectives include learning the economic, political and social challenges facing the continent; developing an understanding of the opportunities for growth and continued impediments; diagnosing the challenges to U.S. national security; and appreciating the importance of supporting long-term plans for growth and development. Credit 1 unit.

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**B90 BEE 566 Inside the Judiciary**

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**B90 BEE 571 Operational Excellence**

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**B90 BEE 573 Daring to Lead: Organizational Alignment**

Credit 1 unit.

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**B90 BEE 574 Leading Across Generations**

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## International Studies

Visit online course listings to view semester offerings for B99 INTL (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B99&crslvl=5:9>).

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**B99 INTL 513 Independent Study for the Global Immersion Experience**

This independent study is serving as a substitution for MBA students who can't participate in the Global Immersion Experience in Spring 2022. Credit 2.5 units.

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**B99 INTL 903 Study Abroad at Chinese University of Hong Kong**

Credit 12 units.

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**B99 INTL 904 Study Abroad at Universidad Carlos III de Madrid**

Credit 12 units.

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**B99 INTL 907 Study Abroad: Esade University**

Credit 12 units.

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**B99 INTL 908 Study Abroad in Brazil**

Credit 12 units.

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**B99 INTL 909 Study Abroad at University College Dublin**

Credit 12 units.

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**B99 INTL 912 Study Abroad at Bogazici University**

Credit 12 units.

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**B99 INTL 913 Study Abroad at Universita Bocconi**

Credit 12 units.

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**B99 INTL 915 Study Abroad at University of Maastricht**

Credit 12 units.

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**B99 INTL 916 Study Abroad at Singapore Management University (SMU)**

Credit 12 units.

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**B99 INTL 918 Study Abroad at Copenhagen Business School (CBS)**

Credit 12 units.

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**B99 INTL 919 Study Abroad at University of Economics – Prague**

Credit 12 units.

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**B99 INTL 920 Study Abroad at Korea University**

Credit 12 units.

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**B99 INTL 924 Study Abroad at the Paris School of Business**

This course is used for students pursuing a full-time study experience at the Paris School of Business through the Olin School of Business. Prerequisite: Admission to Olin's Study Abroad program at the University of Sydney.

Credit 12 units.

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**B99 INTL 951 Study Abroad at Chinese University of Hong Kong**

Graduate business students study at Chinese University of Hong Kong through Olin's study abroad program.

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**B99 INTL 952 Study Abroad at Otto Beisheim School of Management**

Graduate business students study at the Otto Beisheim School of Management through Olin's study abroad program.

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**B99 INTL 953 Study Abroad at Hong Kong University of Science and Technology**

Graduate business students study at Hong Kong University of Science and Technology through Olin's study abroad program.

Credit variable, maximum 10.5 units.

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**B99 INTL 954 Study Abroad at Indian Institute of Management Ahmedabad**

Graduate business students study at Indian Institute of Management Ahmedabad through Olin's study abroad program.

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**B99 INTL 955 Study Abroad at Yonsei University School of Business**

Graduate business students study at Yonsei University School of Business through Olin's study abroad program.

Credit variable, maximum 10.5 units.

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**B99 INTL 956 Study Abroad at Indian Institute of Management Calcutta**

Graduate business students study at Indian Institute of Management Calcutta through Olin's study abroad program.

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**B99 INTL 957 Study Abroad at University of Paris-Dauphine**

Graduate business students study at University of Paris-Dauphine through Olin's study abroad program.

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**B99 INTL 960 Business Research Internship**

Students will conduct an original piece of research on a topic of their choosing. Students will receive assistance and supervision from overseas faculty in the development and execution of their research. Prerequisite: Admission to an Olin Internship Program

Credit 6 units.

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**B99 INTL 999A International Internship in Asia-Pacific Region**

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**B99 INTL 999B Study Abroad Program at Bocconi University in Italy**

Credit 15 units.

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**B99 INTL 999C International Internship in China**

Credit 12 units.

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**B99 INTL 999H International Internship in Hong Kong**

Credit 12 units.

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**B99 INTL 999L International Internship in London**

Students observe first-hand how business is done in other parts of the world through a full-time work internship in London. Prerequisite: admission to the International Internship Program in London.

Credit 12 units.

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**B99 INTL 999S Exchange Program in Sydney**

Students observe first-hand how business is done in other parts of the world through a full-time work internship in Sydney. Prerequisite: admission to the International Internship Program in Sydney.

Credit 15 units.

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**B99 INTL 99HK Study Exchange Program in Hong Kong**

Credit 12 units.

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**B99 INTL 99SI Exchange Program in Singapore**

Credit 15 units.

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