Business

About the Olin Business School

Any top business school should give students an exceptional grounding in the basics — accounting, finance, economics, marketing and operations. At Olin Business School, mastering those functional skills is not the end, but the beginning. Here, it’s not only about what you know, but, more importantly, how you think.

Our faculty is widely regarded as among the very best in the nation in terms of scholarly research productivity. In the classroom, students learn rigorous critical thinking skills — the same kind of analytical, open-minded inquiry that powers top-tier research.

Students will have many opportunities to integrate their newfound knowledge, critical thinking and collaboration skills to solve real, complex, unstructured business problems. From real-world consulting projects to internships, students will apply what they learn in real-world situations. Study abroad and entrepreneurship options further transform our students’ perspectives, skills and competencies.

At the Olin School, students learn from the best and with the best, in an energizing and exhilarating environment that fosters teamwork, interdisciplinary learning and the practical experience essential to their future success.

Bachelor of Science in Business Administration (BSBA)

Olin Business School offers a full-time Bachelor of Science in Business Administration (BSBA) degree program of instruction. Undergraduate students at the Olin School may choose to major in one or two professional fields in business as part of their degrees. Our BSBA students enroll in business courses in their freshman year. The curriculum covers the core functional areas of business. At least one major course of study in a field of business and at least 40 percent of the course work must be in nonbusiness fields — from fine arts to science — allowing students to pursue individual careers and ensuring a well-rounded educational experience.

Majors

BSBAs are offered the option to focus their studies in a specific field of business. While a business student is not required to declare a business major, almost all our business students earn at least one professional major. A student may pursue one or two majors from the list below:

- Accounting
- Economics and Strategy
- Entrepreneurship
- Finance
- Health Care Management
- International Business*
- Marketing
- Operations and Supply Chain Management
- Organization and Human Resources

*Our International Business Major is classified as a secondary major. Therefore, to major in International Business (IB), a BSBA student must earn two business majors (IB along with one of the other primary majors listed above).

Specific requirements for each major can be found on the Majors page.

Combined Majors

Business students have the option to major in more than one field of study. BSBA students can earn a total of two majors either both in business or one in business and one outside of the Olin School. For example, a student could earn a BSBA degree with a major in finance and a major in English literature from the College of Arts & Sciences. Students must complete the specific courses required for the second major, but they are not required to complete the general requirements for the second degree. Students should consult with their academic advisers for additional information. Upon completion, the student’s transcript would show a BSBA degree along with the earned second major. A diploma is awarded for the degree, with reference to any major(s) on the official transcript.

Minors

Many departments and schools in the university offer minors. Business students also can pursue a minor outside of Olin Business School in any recognized academic discipline offered within the university by satisfactorily completing all the requirements for both the BSBA degree and the minor. Required courses for a minor outside of business may range from 15 to 27 units, depending on the specific regulations of the academic department. A business student who applies for a minor and completes all of the requirements will have the award of the minor noted on the official transcript. A student must be approved for admission to a minor program by the department offering the minor.

The only business minor offered to business students is The Business of Sports minor. Additional information is listed on the Minors page.

Students from other schools of Washington University can read about business minors on the Minors page.

Combined Degrees

A student also can earn two undergraduate degrees simultaneously — a BSBA degree and another undergraduate degree offered at the university. The student must be admitted
to the other degree-granting program, and he or she must meet specific degree requirements for both schools. Typically, this option requires additional time to complete all requirements. For example, if a student combines a business degree with a degree from the College of Arts & Sciences, the student must complete a minimum of 150 units between the two disciplines. Of the 150 units, at least 90 units must be from the College of Arts & Sciences and at least 54.5 units from Olin Business School. Some courses may be used to satisfy both degree requirements simultaneously. Because requirements for a second degree vary from discipline to discipline, students should talk with their primary adviser to plan their program.

Joint Undergraduate and Business Master’s Degrees

Master of Business Administration (MBA)

A special five-year program combining an undergraduate degree with the Master of Business Administration degree is available to a select number of undergraduates. Often referred to as the 3+2 program, it combines three years of undergraduate study and two years of MBA study for completion of both degrees in five years. Joint programs include: the AB/MBA degrees offered with the College of Arts & Sciences, the BS/MBA degrees offered with the School of Engineering & Applied Science, and the BSBA/MBA degrees offered through Olin Business School.

Admission to the 3+2 program is extremely competitive. The student must have a superior academic record, an outstanding performance on the Graduate Management Admission Test (GMAT) or Graduate Record Exam (GRE) and substantive summer internship experience in a related field.

Students apply during the winter of their junior year and begin the full-time MBA program in the fall semester. They must complete at least 90 units of undergraduate course work before entering Olin Business School and then complete an additional 66 units of graduate-level courses. Students should consult their academic adviser during their sophomore year regarding specific degree requirements. If a student’s undergraduate major is in the School of Engineering & Applied Science or the College of Arts & Sciences, up to 15 units of remaining undergraduate courses will apply toward the 66 units required in the MBA program. If a student’s undergraduate major is in Olin Business School, up to 6 units of remaining undergraduate course work will apply toward the 66 units required in the MBA program. Visit the MBA website page on combined degrees for more information, including additional requirements for Arts & Sciences candidates.

In addition, an MBA student can earn a second graduate degree concurrently in one of the following disciplines:

- Master of Architecture (MBA/MArch), Master of Urban Design (MBA/MUD)
- Master of Science in Biomedical Engineering (MBA/MS-BME)
- Master of Arts in East Asian Studies (MBA/MA)
- Juris Doctorate (MBA/JD)
- Master of Social Work (MBA/MSW)
- Master of Public Health (MBA/MPH)
- Master of Engineering in Energy, Environmental and Chemical Engineering (MBA/MEng–EECE)

To apply contact the MBA Admissions Office in Simon Hall, Room 114, or send an email to mba@olin.wustl.edu.

Specialized Master’s Programs

A specialized master’s degree is highly concentrated and singular in focus, providing intensive education in one business discipline. Olin Business School offers a variety of specialized master’s programs. Visit www.olin.wustl.edu/SMP for details. Further information is available in the Specialized Master’s Programs Office in Simon Hall, or by emailing the programs using the contact information below.

If students are interested in pursuing a specialized master’s degree, it is recommended that they contact the Specialized Master’s Programs office prior to entering their junior year. For students at Washington University, the GMAT/GRE requirement and $100 application fee are waived.

Master of Accounting (MACC)

Whether a person’s career interests lie in public or corporate accounting, consulting or financial services, the Olin School’s Master of Accounting (MACC) program will prepare him/her for an exciting and challenging future. This program requires 33 graduate-level credit units in addition to the course work requirements for an undergraduate degree. Course work is included to help meet eligibility requirements to sit for the CPA exam in states with the “150-hour rule.” Students can apply for admission once they have completed ACCT 2610 and ACCT 3610. It is expected that a student also will have completed ACCT 3620 during the undergraduate program.

Email maccinfo@wustl.edu.

Master of Science in Customer Analytics (MSCA)

The MSCA program will provide a student with the tools to become an analytics-driven business manager, well-versed to guide firms in the emerging era of big data and data-driven decision-making. Washington University’s Olin Business School, School of Engineering, and the College of Arts & Sciences have partnered with business technology industry leader IBM to create a curriculum that will help a student formulate and imple analytics-driven approaches to marketing.

Completion of the degree requires a minimum of 30.5 credits of graduate-level (500-level) structured course work, in addition to the course requirements for an undergraduate degree. MEC 5200 and one-day courses in SPSS programming and R programming are taught in August and are required as
foundations courses. A student must maintain a minimum GPA of 3.0. Applicants to the MSCA program should have taken at least two courses in calculus or equivalent course work. Email mscainfo@wustl.edu (MSCAInfo@wustl.edu).

**Master of Science in Finance (MS/Finance)**

Graduates of the Olin School’s Master of Science in Finance (MS/Finance) develop highly targeted skills by selecting the curriculum track best suited to their career aspirations. These rigorous and comprehensive graduate programs offer in-depth training in securities research, asset management, derivative pricing, fixed income and corporate finance for students pursuing specialized finance careers:

- Corporate Finance and Investments track requires 30.5 graduate-level credit units in addition to the course requirements for an undergraduate degree. It prepares students for careers in investment banking, asset management, sales and trading, industry finance and consulting.
- Quantitative Finance track requires 39 graduate-level credit units in addition to the course requirements for an undergraduate degree. It prepares students for careers in credit risk analysis, derivative pricing, risk management modeling and financial software development.
- Accelerated MS/Finance track requires 30 graduate-level credit units in addition to the course requirements for an undergraduate degree. The program format allows students to begin their degree during the summer following their junior year of undergraduate study and complete the degree during the summer upon graduation from their undergraduate program of study. Courses focus on investment theory and practice.

Applicants to the Master of Science in Finance program should have taken at least one course in microeconomics, one in statistics, and at least one course in calculus. Based on a student’s academic background, he or she may be required to enroll in foundations courses: FIN 510, ACCT 560 and ACCT 562.

Email msfinanceinfo@wustl.edu (MSFinanceInfo@wustl.edu).

**Master of Finance Dual Degree Program (GMF)**

To meet demand for graduates with global financial expertise, Olin Business School offers dual degree programs that feature study at the campuses of prestigious international universities. Students earn two degrees:

- Master of Science in Applied Finance degree from Singapore Management University (SMU) and MS Finance from Washington University. Students take courses in four sessions: a summer at the Olin School, two academic semesters at SMU, and a final summer at the Olin School.
- Global MBA degree from Yonsei University (YSB) and MS Finance degree from Washington University. Students take courses in five sessions: a summer at the Olin School; fall, winter, and spring academic semesters at YSB; and a final summer at the Olin School.

Applicants to the Global Master of Finance Dual Degree program should have taken at least one course in microeconomics, one in statistics, and at least one course in calculus. Based on a student's academic background, he or she may be required to enroll in foundation courses: FIN 510, ACCT 560 and ACCT 562.

Email globalfinance@wustl.edu or globalfinanceYonsei@wustl.edu.

**Master of Science in Supply Chain Management (MS/SCM)**

Exceptional management of the production and delivery of a firm’s products and services — its supply chain — is essential. The Master of Science in Supply Chain Management degree equips graduates to stand out in this challenging and critically important career field. This program provides students with comprehensive preparation in all areas relevant to sophisticated management of a company’s supply chain, whether the company is engaged in manufacturing or in the delivery of complex services.

Completion of the degree requires a minimum of 36 graduate-level credit hours in addition to the course requirements for an undergraduate degree.

Email msscminfo@wustl.edu (MSSCMInfo@wustl.edu).

**Special Opportunities**

**Center for Experiential Learning**

The Olin School’s Center for Experiential Learning (visit www.olin.wustl.edu/cel ) is the focal point for a wide range of activities that take learning beyond the classroom to integrate a student’s learning in hands-on projects and real-world situations. Courses include:

- Taylor Community Consulting Program — Students serve as management consultants in six-week projects for area nonprofit organizations.
- The Practicum — Student teams consult for local, national and international companies on a wide array of business and management problems. An Olin School faculty member serves as a mentor for each team. At the end of the semester-long project, student teams makes a formal presentation that includes analyses, strategies and recommendations for change.

**Skandalaris Center for Entrepreneurial Studies**

With its collaborative, interdisciplinary focus, the Skandalaris Center connects Washington University and the St. Louis start-
Undergraduate Teaching Assistantships

In this challenging program, outstanding students are chosen to assist various professors with their course development work or research efforts. Students may conduct library research, perform computer programming, develop new learning materials for class, assist other students with their writing skills, or tutor in various areas of the curriculum.

Participation in the Undergraduate Teaching Assistantship (UTA) program is voluntary and may begin as early as the first year. As a participant, students are paid the going rate for student assistants. UTA experience also impresses company recruiters.

Study Abroad

A business student has the opportunity to participate in various study abroad programs. Students may choose to (1) apply to one of the Olin School’s International Internship Programs, (2) apply to participate in a semester academic exchange programs, or (3) apply to participate in one of the study abroad programs sponsored by the Office of International and Area Studies in the College of Arts & Sciences. Detailed information is available at http://sa.wustl.edu or in the BSBA Programs office.

International Internship Programs

Our International Internship Programs offer students the opportunity to combine classroom learning with an internship in Herzliya/Tel Aviv, Germany, London, Sydney or Paris. Students earn 15 units of academic credit in any of these programs by completing:

- 6 units of academic credit in appropriate areas (e.g., language study in non-English-speaking locations)
- Full-time internship placement of approximately 10-12 weeks (in Herzliya/Tel Aviv, London, Paris, Sydney or Germany) for credit.
- A significant research project in conjunction with the internship experience.
- European Study Tour for programs in Europe, and Colloquium/Study Tour Series for programs outside of Europe, for credit.

The International Internship Programs are open to all Olin Business School juniors and seniors who have completed the equivalent of five semesters of course work (75 units) and the specific prerequisites for the particular program of study. Second majors in business also may be eligible to apply. There is a minimum GPA requirement of 3.0 in the student’s overall course work and 3.0 in the student’s professional course work. Eligibility requirements are subject to change.

Other Study Abroad Opportunities through Olin Business School

Olin Business School students may participate in academic exchange programs at Chinese University of Hong Kong or Hong Kong University of Science and Technology in Hong Kong; Bocconi University in Milan, Italy; the University of Melbourne in Australia; ESCP Business School in Paris, France; Carlos III University of Madrid, Spain; Singapore Management University in Singapore; WHU in Vallendar, Germany; FGV in São Paulo, Brazil, or Fudan University in Shanghai, China. Students may participate in any of these exchange programs and take course work that allows them to continue their studies toward their Olin School degree without interruption.

Independent Study

Independent study under the direction of a faculty member is available on a selective basis. The purpose of independent study is to provide an opportunity for students to pursue subject matter beyond the specific course offerings found in the Olin School. Projects may be done for 1 to 6 units, but normally no more than 3 units will be granted in any one semester. For more information, please refer to the Olin School’s Undergraduate Student Handbook.

Students may apply a maximum of 6 units of independent study in business and 6 units outside of the Olin School toward the 120-unit degree requirement.

Internship for Credit Opportunities

Olin Business School freshmen and sophomores who have a summer internship can enroll in MGT 450A for academic credit. This online course is designed to deepen a student’s overall learning gained from an internship. Students enroll in this 1.5-credit course on a Pass/Fail basis. While this course will be listed on a student’s academic transcript, it will not count toward the 120 units needed for graduation.

Olin Business School juniors or seniors who have completed the core requirement and one advanced elective in the appropriate major field may apply to receive credit for internship experience. Students must work under the direction of a faculty member to complete an academic paper/project. The Internship Petition Form must be submitted to the student’s academic adviser by the end of the second week of the academic semester. A maximum of 6 units of internship course work may be applied toward the BSBA degree.

Undergraduate Teaching Assistantships

The Center coordinates entrepreneurship curriculum across campus and also co-curricular programs including pre-orientation IDEAS, Coffee with the Experts, the Olin Cup and YouthBridge Social Enterprise and Innovation Competitions, and its flagship, IdeaBounce®. The Center offers a set of curricular and co-curricular options for student and community entrepreneurs to help move their ideas forward. Visit www.idealbounces.com for more information.

As a participant, students are paid the going rate for student assistants. UTA experience also impresses company recruiters.

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The Olin School also offers several summer programs lasting from two to eight weeks for 3 to 6 credits. Visit http://sa.wustl.edu for more information.

**Israel Summer Business Academy (ISBA)**

Olin Business School students may participate in the Israel Summer Business Academy (ISBA), administered by Washington University in St. Louis but open to students across the U.S. This unique opportunity, open to undergraduate students of all faiths and beliefs, allows students to study and immerse themselves in the Israeli business environment. Students will learn about entrepreneurship, innovation, and start-up consulting through course work, speakers, company visits, and consulting while earning 6 units of academic credit. ISBA is a collaboration between Olin Business School at Washington University in St. Louis and the Interdisciplinary Center (IDC) in Herzliya, Israel. This program offers a rare chance for students from all kinds of backgrounds to learn firsthand about business in Israel, a country that has built itself around entrepreneurship. For more information please visit http://sa.wustl.edu.

**Washington D.C. Opportunity**

Olin Business School students may participate in Washington University’s Semester in D.C. program. This experience introduces students to the workings of our nation’s capital through a course on American Democracy and the Policy Making Process, an internship experience, a speaker series, an applied independent research project as well as group activities during the fall, spring and summer semesters. Additional information is available on our website.

**Academic Support Services**

**Academic Advising**

Olin Business School provides students with expert academic advising and support. BSBA Student Services has nine academic advisers who serve as professional advisers to all undergraduate students on procedural matters, course planning, registration and other academic matters.

**The Olin School Peer Ambassadors**

In this program, undergraduate business students who are familiar with the university and with the Olin School’s programs and policies help incoming students make a smooth transition to the university by providing informal peer advising services throughout their first year here.

**Weston Career Center**

To provide students with personalized career planning and job search services, the Olin School operates its own career center in Knight and Bauer Halls. The Weston Career Center (WCC) delivers a variety of career management programs and services to Olin Business School students pursuing their BSBA, MBA, Master of Accounting, MS Supply Chain Management and MS Finance degrees. Services include: one-on-one advising and consultation with a functional career specialist, workshops and professional development seminars, company information sessions, mock interviews, self-assessments, resume and cover writing, and networking — all the tools needed for an effective job search. On-campus interviews take place in the Knight and Bauer Hall Interview Suite or Danforth Center throughout the academic year. Business students are encouraged to meet with the center’s staff early in the school year to discuss career and professional goals. The WCC also maintains an extension office in Simon Hall for quick questions and technical support. For more information, visit olincareers.wustl.edu, or contact the Weston Career Center by phone at 314/935-5950 or e-mail at wcc@olin.wustl.edu.

**Dean**

**Mahendra Gupta**

Dean and Geraldine J. and Robert J. Virgil Professor of Accounting and Management

PhD, Stanford University

**Endowed Professors**

**Nicholas S. Argyres**

Vernon W. and Marion K. Piper Professor of Strategy

PhD, University of California–Berkeley

**Yossi Aviv**

Dan Broida Professor of Operations and Manufacturing Management

PhD, Columbia University

**William P. Bottom**

Joyce and Howard Wood Distinguished Professor of Organizational Behavior

PhD, University of Illinois, Urbana-Champaign

**J. Stuart Bunderson**

George and Carol Bauer Professor of Organizational Ethics and Governance

PhD, University of Minnesota

**Siddhartha Chib**

Harry C. Hartkopf Professor of Econometrics and Statistics

PhD, University of California–Santa Barbara

**Kurt T. Dirks**

Bank of America Professor of Managerial Leadership

PhD, University of Minnesota

**Philip H. Dybvig**

Boatmen’s Bancshares Professor of Banking and Finance

PhD, Yale University
Professors

Hillary Anger Elfenbein
PhD, Harvard University
(Organizational Behavior)

Ohad Kadan
Professor of Finance
PhD, Hebrew University
(Finance)

Anne Marie Knott
PhD, University of California–Los Angeles
(Strategy)

Hong Liu
PhD, University of Pennsylvania
(Finance)

Associate Professors

Mariagiovanna Baccara
PhD, Princeton University
(Economics)

Markus Baer
PhD, University of Illinois–Urbana-Champaign
(Organizational Behavior)

Tat Y. Chan
PhD, Yale University
(Marketing)

Lingxiu Dong
PhD, Stanford University
(Operations and Manufacturing Management)

Daniel Elfenbein
PhD, Harvard University
(Organization and Strategy)

Armando Gomes
PhD, Harvard University
(Finance)

Joseph K. Goodman
PhD, University of Texas–Austin
(Marketing)

Radhakrishnan Gopalan
PhD, Davenport University
(Finance)

Robyn LeBoeuf
PhD, Princeton University
(Marketing)

Selin Malkoc
PhD, University of North Carolina
(Marketing)
Xiumin Martin
PhD, University of Missouri, Columbia
(Accounting)

J. Lamar Pierce
PhD, University of California–Berkeley
(Strategy)

Raymond T. Sparrowe
PhD, University of Illinois–Chicago
(Organizational Behavior)

Raphael Thomadsen
PhD, Stanford University
(Economics)

Fuqiang Zhang
PhD, University of Pennsylvania
(Operations and Manufacturing Management)

Assistant Professors

Phech Colatat
PhD, Massachusetts Institute of Technology
(Strategy)

Cynthia Cryder
PHD, Carnegie Mellon University
(Marketing)

Joseph Cullen
PhD, University of Arizona
(Economics)

Jennifer Dlugosz
PhD, Harvard University
(Finance)

Jason Donaldson
PhD, London School of Economics
(Finance)

Michelle M. Duguid
PhD, Cornell University
(Organizational Behavior)

Ignacio Esponda
PhD, New York University
(Economics)

Amr Farahat
PhD, Massachusetts Institute of Technology
(Operations and Manufacturing Management)

Jared Jennings
PhD, University of Washington
(Accounting)

Baojun Jiang
PhD, Carnegie Mellon University
(Marketing)

Zachary Kaplan
PhD, University of Chicago
(Accounting)

Roni Kisin
PhD, University of Chicago
(Finance)

Isaac Kleshchelski
PhD, Northwestern University
(Finance)

Andrew P. Knight
PhD, University of Pennsylvania
(Organizational Behavior)

Kevin Koharki
PhD, University of Maryland
(Finance)

Jeongmin Lee
PhD, University of Maryland
(Finance)

Zawadi Lemayian
PhD, Massachusetts Institute of Technology
(Accounting)

Asaf Manela
PhD, University of Chicago
(Finance)

Thomas Maurer
PhD, London School of Economics
(Finance)

Sherif Nasser
PhD, New York University
(Marketing)

Yulia Nevskaya
PhD, University of Rochester
(Marketing)

Giorgia Piacentino
PhD, London School of Economics
(Finance)

Matthew Ringgenberg
Assistant Professor
PhD, University of North Carolina
(Finance)

Bernardo Silveira
PhD, New York University
(Economics)

Adina Sterling
PhD, Emory University
(Strategy)
Ngoc-Khan Tran  
PhD, Massachusetts Institute of Technology  
(Finance)  

Nan Yang  
PhD, Columbia University  
(Operations and Manufacturing Management)  

Senior Lecturers  
Sergio Chayet  
PhD, Northwestern University  
(Operations and Manufacturing Management)  

Samuel S. Chun  
PhD, Washington University  
(Marketing)  

Charles J. Cuny  
PhD, Stanford University  
(Finance)  

Thomas D. Fields  
PhD, Northwestern University  
(Accounting)  

Michael R. Gordinier  
PhD, University of Wisconsin–Madison  
(Management)  

Clifford K. Holekamp  
MBA, Washington University  
(Entrepreneurship)  

John Horn  
PhD, Harvard University  
(Economics)  

Lee J. Konczak  
PhD, University of Missouri–St. Louis  
(Organizational Behavior and Leadership Development)  

David R. Meyer  
PhD, University of Chicago  
(Management)  

Mark E. Soczek  
ABD, Northwestern University  
(Accounting)  

Lecturers  
Linda Buhr  
PhD, Lindenwood University  
(Education)  

Konstantina Kiousis  
Lecturer  
PhD, University of California-Los Angeles  
(Business Administration)  

James Sawhill  
Lecturer  
PhD, University of California-Berkeley  
(Marketing)  

Eli M. Snir  
PhD, University of Pennsylvania  
(Management)  

Durai Sundaramoorthi  
PhD, University of Texas–Arlington  
(Management)  

Staci Thomas  
MA, Webster University  
(Communications)  

Adjunct and Other Faculty  
Seth G. Abraham  
MA, Boston University  
(Management)  

Richard Batsell  
PhD, University of Texas–Austin  
(Marketing)  

Anatoliy Belaygorod  
PhD, Washington University  
(Finance)  

Lyda Bigelow  
PhD, University of California–Berkeley  
(Organization and Strategy)  

Sanford J. Boxerman  
JD, Harvard Law School  
(Business Law)  

David Butler  
MBA, Washington University  
(Healthcare Management)  

Amy Choy  
PhD, Washington University  
(Accounting)  

Jeremy Degenhart  
BS, BA, Washington University  
(Finance)  

Cathy Dunkin  
BA, University of Missouri - Columbia  
(Management)  

William R. Emmons  
PhD, Northwestern University  
(Finance)  

Peter S. Finley  
MBA, Stanford University  
(Entrepreneurship)
Ronald K. Fisher  
JD, Washington University  
(Labor and Employment Laws)

Micah Frankel  
PhD, University of Arizona  
(Accounting)

David Fritsch  
MBA, Washington University  
(Business Administration)

Bruce Lee Hall  
PhD, MD, Duke University  
(Health Care Management)

Carol F. Johanek  
MBA, Saint Louis University  
(Marketing)

Nevada Kent IV  
BSBA, Tennessee Technical University  
(Accounting)

Mark B. Lewis  
MBA, Washington University  
(Finance)

Steven Malter  
PhD, University of Missouri–St. Louis  
(Management)

Mark P. McLaren  
MBA, Columbia University  
(Accounting)

Paul W. Paese  
PhD, University of Illinois, Urbana–Champaign  
(Organizational Behavior)

Donald W. Paule  
LLM, Washington University  
(Business Law)

David Pearson  
DBA, Indiana University  
(Accounting)

Tim Petron  
MA, Saint Louis University  
(Accounting)

David A. Poldoian  
MBA, Harvard University  
(Entrepreneurship)

Robert A. Portnoy  
PhD, University of Missouri–Columbia  
(Human Resource Management)

Casey Quinn  
MBA, Washington University  
(Healthcare Management)

Ryan Rakestraw  
MBA, Washington University  
(Finance)

Jennifer Rigdon  
MS, Southern Illinois University  
(Speech Communication)

Mosi Rosenboim  
PhD, Ben-Gurion University of the Negev  
(Economics)

Richard Ryffel  
MBA, Boston University

Anthony Sardella  
MBA, Northwestern University  
(Management)

Christopher Schlanger  
MD, University of Missouri, Columbia  
(Healthcare Management)

William Self  
PhD, University of California–Berkeley  
(Business Administration)

Martin K. Sneider  
MBA, Harvard University  
(Marketing)

Earl Spiller  
PhD, University of Michigan  
(Accounting)

Sharon A. Tucker  
PhD, University of Chicago  
(Human Resources Management)

Mark Waight  
MBA, Grand Canyon University  
(Operations Manufacturing and Management)

Cynthia A. Wichelman  
MD, Stanford University  
(Business and Medicine)

Professors Emeriti

Nicholas Baloff  
(Business and Public Administration)

Nicholas Dopuch  
Hubert C. & Dorothy R. Moog Professor Emeritus of Accounting

Stuart I. Greenbaum  
Former Dean and Bank of America Professor Emeritus of Managerial Leadership
James T. Little
Donald Danforth Jr. Distinguished Professor Emeritus of Business
PhD, University of Minnesota

Ambar Rao
Fossett Distinguished Professor Emeritus of Marketing

J. George Robinson
Professor Emeritus of Marketing

Robert L. Virgil Jr.
Dean Emeritus of the John M. Olin Business School and Professor Emeritus of Accounting

John E. Walsh Jr.
(Management)

Majors for BSBA Degree Candidates

In addition to the 42.5 core professional units (listed on the Degree Requirements page of this Bulletin), a BSBA degree candidate must complete at least 12 professional elective units. Students may apply these professional electives toward a specific professional major. Majors in the business curriculum are offered as an option to focus their studies in a specific field of business. Students may choose to pursue one or two majors from the areas below:

The Major in Accounting

Total units required: 15

• Accounting Core: 6 units
  - ACCT 3610 Intermediate Financial Accounting Theory I
  - ACCT 3620 Intermediate Financial Accounting II
• Accounting Elective Choices: 9 units
  - ACCT 464 Auditing 3
  - ACCT 466 Financial Statement Analysis 3
  - ACCT 467 Income Tax Fundamentals 3
  - ACCT 4680 Advanced Financial Accounting Problems 3

The Major in Economics and Strategy

Total units required: 21

• Economics & Strategy Core: 21 units
  - FIN 340 Capital Markets and Financial Management 3
  - MEC 370 Game Theory for Business 3
  - MEC 380 Competitive Industry Analysis 3
  - MEC 391 Economics of Human Resource Management 3
  - MEC 470 Market Competition and Value Appropriation 3
  - MEC 471 Empirical Techniques for Industry Analysis 3
  - MGT 380 Business Strategy 3

The Major in Entrepreneurship

Total units required: 21

• Entrepreneurship Core: 12 units
  - FIN 340 Capital Markets and Financial Management 3
  - MGT 421 Introduction to Entrepreneurship 3
  - MGT 424 Business Planning for New Enterprises [The Hatchery] 3
  - MKT 370 Principles of Marketing 3
• Entrepreneurship Elective Choices: 9 units
  - ACCT 466 Financial Statement Analysis 3
  - MEC 370 Game Theory for Business 3
  - MEC 380 Competitive Industry Analysis 3
  - MEC 460 Economics of Entertainment 3
  - MEC 470 Market Competition and Value Appropriation 3
  - MGT 301 Legal Environment of Business Management 3
  - MGT 380 Business Strategy 3
  - MGT 450C Venture Consulting 3
  - MKT 373 Retail Management 3
  - MKT 473 Marketing Research 3
  - OB 461 Negotiation 3

Students also may select several courses outside of Olin Business School to complete their Entrepreneurship major. For more information about these choices, please review the list of Professional Electives for the Major in Entrepreneurship in this Bulletin.

The Major in Finance

Total units required: 15

• Finance Core: 12 units
  - FIN 340 Capital Markets and Financial Management 3
  - FIN 441 Investments 3
  - FIN 448 Advanced Financial Management 3
  - FIN 451 Options, Futures and Derivative Securities 3
• Finance Elective Choices: 3 units
  - FIN 400G Financial Markets and Instruments 3
  - FIN 400I Mergers and Acquisitions 1.5
  - FIN 428 Investments Praxis 3
  - FIN 443 International Finance 3
  - FIN 447 Information, Intermediation and Financial Markets 3
  - FIN 470A Research Methods in Finance 3

The Major in Health Care Management

Total units required: 15
• Health Care Core: 12 units
  MGT 320 Olin Grand Rounds: The Business and Practice of Medicine 3
  MGT 321 Health Economics and Policy 3
  MGT 322 Health Care Management 3
  MGT 420 Research in Health Care Management 3

• Health Care Elective Choices: 3 units
Students select at least one course outside of Olin Business School to complete their Health Care Management major. For more information about these choices, please review the list of Professional Electives for the Major in Health Care Management in this Bulletin.

The Major in International Business*

Total units required: 16

• International Business Core Requirements: 7 units (includes Foundation Course listed below)
  INTL 300A Planning for International Learning .5
  INTL 300B Applying International Experiences .5
  MGT 308 Introduction to International Business 3

  Total units 4

  Plus:
  One IB Foundation Course course chosen from the WU Global Certification Foundation offerings.

  Minimum four week off-Danforth campus experience is required for this major.

• International Business Elective Choices: at least 9 units from below:
  FIN 400G Financial Markets and Instruments 3
  FIN 443 International Finance 3
  INTL 320 Business, Innovation and Entrepreneurship in Israel 3
  INTL 420 Business Research Internship 6
  MGT 400S International Business Environment 3
  MGT 405S International Business Environment — Sydney 3
  MGT 405T Australian Study Tour 1.5
  MGT 418 International Business: A Euro Perspective 3
  MGT 450C Venture Consulting 3
  MGT 450I International Internship in Business 1.5
  MGT 450Z European Study Tour 1.5
  MGT 460A Asian Networks 3
  MKT 477 International Marketing 3
  MKT 477S International Marketing Sydney 3

Upper-level foreign language or international business courses taken abroad with the approval of the Director of International Programs may count as an International Business elective.

*The International Business major is classified as a secondary major option only. Any student majoring in International Business must declare another major field as the International Business major is not a prime major.

The Major in Marketing

Total units required: 15

• Marketing Core: 6 units
  MKT 370 Principles of Marketing 3
  MKT 473 Marketing Research 3

• Marketing Electives: 9 units
  Group A Elective Choices: (at least two courses from Group A required)
  MKT 377 Consumer Behavior 3
  MKT 400F Brand Management 3
  MKT 470E Pricing Strategies 3
  MKT 478 New Product Management 3
  MKT 480 Marketing Strategy 3

  Group B Elective Choices:
  MKT 373 Retail Management 3
  MKT 477 International Marketing 3
  MKT 477S International Marketing Sydney 3

The Major in Operations and Supply Chain Management

Total units required: 18

• Operations and Supply Chain Management Core: 12 units
  OSCM 230 Management Science 3
  OSCM 356 Operations Management 3
  OSCM 458 Operations Planning and Control 3
  OMM 558 Advanced Operations Strategy 3

• OSCM Electives: 6 units
  MEC 380 Competitive Industry Analysis 3
  MGT 380 Business Strategy 3
  MKT 373 Retail Management 3
  MKT 473 Marketing Research 3
  OB 461 Negotiation 3

The Major in Organization and Human Resources Management

Total units required: 15
### OHR Core Requirements: 6 units

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MEC 391</td>
<td>Economics of Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td>OB 360</td>
<td>Organization Behavior Within the Firm</td>
<td>3</td>
</tr>
</tbody>
</table>

### OHR Electives: 9 units

**Group A Elective Choices:** (choose at least 6 units from Group A)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM 320A</td>
<td>Managing People in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>HRM 325A</td>
<td>Personnel/Human Resources Management</td>
<td>3</td>
</tr>
<tr>
<td>MEC 380</td>
<td>Competitive Industry Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MGT 380</td>
<td>Business Strategy</td>
<td>3</td>
</tr>
<tr>
<td>MGT 402</td>
<td>Ethical Issues in Managerial Decision Making</td>
<td>1.5</td>
</tr>
<tr>
<td>MGT 450V</td>
<td>Defining Moments: Lessons in Leadership and Character From the Top</td>
<td>1.5</td>
</tr>
<tr>
<td>MGT 526</td>
<td>Topics and Case Studies in Ethical Decision Making</td>
<td>1.5</td>
</tr>
<tr>
<td>OB 461</td>
<td>Negotiation</td>
<td>3</td>
</tr>
<tr>
<td>OB 462</td>
<td>Leadership in Organizations</td>
<td>3</td>
</tr>
</tbody>
</table>

**OHR Group B Elective Choices:**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Econ 380</td>
<td>Labor and the Economy</td>
<td>3</td>
</tr>
<tr>
<td>Psych 315</td>
<td>Introduction to Social Psychology</td>
<td>3</td>
</tr>
<tr>
<td>Psych 353</td>
<td>Psychology of Personality</td>
<td>3</td>
</tr>
<tr>
<td>Psych 361</td>
<td>Psychology of Learning</td>
<td>3</td>
</tr>
</tbody>
</table>

### Class of 2018 Degree Requirements:

For a comprehensive view of our degree program, please review the requirements on our website.

#### Academic Options for Non-BSBA Degree Students

A student in another undergraduate division of the university may choose to complete a second major or a minor in a business discipline.

### Second Majors

Any non-BSBA degree student may earn a second major in a specific major discipline offered through the Olin Business School. This opportunity allows students to combine their academic interests between two schools. If students wish to pursue a second major in business, they are required to follow the degree requirements for their primary school/major along with a set of core business requirements and 12–21 units of professional electives.

#### Core Business Requirements:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 2610</td>
<td>Principles of Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 2620</td>
<td>Principles of Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>Math 132</td>
<td>Calculus II</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 100</td>
<td>Individual in a Managerial Environment</td>
<td>3</td>
</tr>
<tr>
<td>or MGT 380</td>
<td>Business Strategy</td>
<td></td>
</tr>
<tr>
<td>or MEC 380</td>
<td>Competitive Industry Analysis</td>
<td></td>
</tr>
<tr>
<td>MEC 290</td>
<td>Microeconomics</td>
<td>3</td>
</tr>
<tr>
<td>or Econ 4011</td>
<td>Intermediate Microeconomic Theory</td>
<td></td>
</tr>
<tr>
<td>MEC 292</td>
<td>Global Economy</td>
<td>3</td>
</tr>
<tr>
<td>or Econ 1021</td>
<td>Introduction to Macroeconomics</td>
<td></td>
</tr>
<tr>
<td>QBA 120</td>
<td>Managerial Statistics I</td>
<td>3</td>
</tr>
<tr>
<td>QBA 121</td>
<td>Managerial Statistics II</td>
<td>3</td>
</tr>
<tr>
<td>or Econ 413</td>
<td>Introduction to Econometrics</td>
<td></td>
</tr>
<tr>
<td>or Math 439</td>
<td>Linear Statistical Models</td>
<td></td>
</tr>
</tbody>
</table>

**Total units:** 24

* Second majors may substitute Math 2200, Math 3200, ESE 326 or Pol Sci 363 for QBA 120.

Students may select a major from the following disciplines:

- Accounting
- Economics and Strategy
- Entrepreneurship
- Finance
- Health Care Management
- International Business
- Marketing
- Operations and Supply Chain Management
- Organization and Human Resources

Requirements for all majors, with the exception of the Entrepreneurship major, follow the same protocol as a BSBA degree student earning a specific business major. Therefore, specific course requirements for each major are shown above under the Majors for BSBA Degree Candidates. Students taking the Second Major in Entrepreneurship are not required to complete MEC 292/Econ 1021.

For a list of professional elective options, please review the Professional Electives for Non-BSBA Second Majors page of this Bulletin.

### Regulations:

1. Second majors are required to complete a minimum of 24 business units through the Olin School. Transfer students from another institution must take a minimum of 18 units through Olin Business School.
2. All courses for any business major must be taken for a grade.
3. An overall 2.0 average must be achieved in course work taken as part of the business major.
4. Students must declare their second major by the end of their junior year. A second major will not be awarded to a student unless proper declaration is made.
5. University College courses will not count toward any business major.
6. Students may not count one course toward two majors.
7. AP credit for Math 2200 will not serve as a substitute for our QBA 120 requirement. All second majors must complete QBA 120.

Minors for Non-BSBA Degree Candidates

Non-BSBA degree students are eligible to pursue a minor in one of the specific fields of business listed below:

- Accounting
- The Business of Sports*
- Entrepreneurship
- Finance
- General Business
- Health Care Management
- Leadership
- Managerial Economics
- Marketing
- Operations and Supply Chain Management
- Strategy

*Any undergraduate day division student (which includes BSBA students) can earn the Business of Sports minor as part of their undergraduate degree.

Prerequisites for the Business Minor:

The following prerequisites are required for all minors.

Math 132 Calculus II or Math 128 Calculus II for the Life, Managerial and Social Sciences or the equivalent.
Math 2200 Elementary Probability and Statistics or Math 3200 Elementary to Intermediate Statistics and Data Analysis or ESE 326 Probability and Statistics for Engineering or Pol Sci 363 Quantitative Political Methodology or QBA 120 Managerial Statistics I.*
Econ 1011 Introduction to Microeconomics or MEC 290 Microeconomics**
QBA 121 is also a prerequisite for minors in Marketing, Finance and General Business.
ACCT 2610 is a prerequisite for the OSCM minor.

* AP Credit for Math 2200 will satisfy this prerequisite. This exemption applies only to non-BSBA students earning a business minor.

** Managerial Economics minors and Strategy minors must take MEC 290 as Econ 1011 is not a prerequisite for MEC 370.

The Minor in Accounting

Total units required: 15

Required courses: Five courses including:

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 2610</td>
<td>Principles of Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 2620</td>
<td>Principles of Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 3610</td>
<td>Intermediate Financial Accounting Theory I</td>
<td>3</td>
</tr>
</tbody>
</table>

Plus two chosen from the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 3620</td>
<td>Intermediate Financial Accounting II</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 464</td>
<td>Auditing</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 466</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
<tr>
<td>ACCT 4680</td>
<td>Advanced Financial Accounting Problems</td>
<td>3</td>
</tr>
</tbody>
</table>

The Minor in the Business of Sports

Total required units: 15

Required courses: Five courses including:

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>MGT 100</td>
<td>Individual in a Managerial Environment</td>
<td>3</td>
</tr>
<tr>
<td>MGT 440</td>
<td>Sports Management</td>
<td>1.5</td>
</tr>
<tr>
<td>MGT 460F</td>
<td>Business Leaders in Sports and Contemporary Issues</td>
<td>1.5</td>
</tr>
<tr>
<td>MGT 450G</td>
<td>The Business of Sports</td>
<td>3</td>
</tr>
<tr>
<td>MKT 370</td>
<td>Principles of Marketing</td>
<td>3</td>
</tr>
</tbody>
</table>

Electives: At least 3 credits from the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 448</td>
<td>Advanced Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MEC 460</td>
<td>Economics of Entertainment</td>
<td>3</td>
</tr>
<tr>
<td>MEC 471</td>
<td>Empirical Techniques for Industry Analysis</td>
<td>3</td>
</tr>
<tr>
<td>MKT 400F</td>
<td>Brand Management</td>
<td>3</td>
</tr>
<tr>
<td>MKT 473</td>
<td>Marketing Research</td>
<td>3</td>
</tr>
</tbody>
</table>

For a non-BSBA student minoring in the Business of Sports, 15 additional units would be required to earn 2 business minors, as double counting is not allowed.

For a BSBA minoring in the Business of Sports:

- Student may not double count more than one course (3 credits) toward his or her business major.
- Student must take QBA 120 since AP credit for Math 2200 is not a substitute for QBA 120.

The Minor in Entrepreneurship

Total units required: 15

Required courses: Five courses including:

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 2610</td>
<td>Principles of Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>MGT 100</td>
<td>Individual in a Managerial Environment</td>
<td>3</td>
</tr>
<tr>
<td>MGT 301</td>
<td>Legal Environment of Business Management</td>
<td>3</td>
</tr>
<tr>
<td>Course</td>
<td>Title</td>
<td>Units</td>
</tr>
<tr>
<td>----------</td>
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</tr>
<tr>
<td>MGT 421</td>
<td>Introduction to Entrepreneurship</td>
<td>3</td>
</tr>
<tr>
<td>MGT 424</td>
<td>Business Planning for New Enterprises [The Hatchery]</td>
<td>3</td>
</tr>
</tbody>
</table>

**The Minor in Finance**

**Total units required:** 15

**Required courses:** Five courses including:

- ACCT 2610 Principles of Financial Accounting 3
- FIN 340 Capital Markets and Financial Management 3
- FIN 441 Investments 3
- FIN 448 Advanced Financial Management 3

Plus a 3-credit Finance elective.

**The Minor in General Business**

**Total units required:** 15

**Required courses:** Five courses including:

- ACCT 2610 Principles of Financial Accounting 3

Choose one course from the following:

- MEC 380 Competitive Industry Analysis 3
- MGT 380 Business Strategy 3

Choose three courses from the following options:

- MKT 370 Principles of Marketing 3
- FIN 340 Capital Markets and Financial Management 3
- OSCM 356 Operations Management 3
- HRM 320A Managing People in Organizations 3
- OB 360 Organization Behavior Within the Firm 3

**The Minor in Health Care Management**

**Total units required:** 15

**Required courses:** Five courses including:

- MGT 100 Individual in a Managerial Environment 3
- MGT 320 Olin Grand Rounds: The Business and Practice of Medicine 3
- MGT 321 Health Economics and Policy 3
- MGT 322 Health Care Management 3
- MGT 420 Research in Health Care Management 3

**The Minor in Leadership**

**Total units required:** 15

**Required courses:** Five courses including:

- MGT 100 Individual in a Managerial Environment 3
- OB 360 Organization Behavior Within the Firm 3
- OB 461 Negotiation 3
- OB 462 Leadership in Organizations 3

Plus one course chosen from the following:

- MGT 201 Management Communication 3
- HRM 320A Managing People in Organizations 3

**The Minor in Managerial Economics**

**Total units required:** 15

**Required courses:** Five courses including:

- MEC 370 Game Theory for Business 3
- MEC 380 Competitive Industry Analysis 3
- MEC 391 Economics of Human Resource Management 3
- MEC 470 Market Competition and Value Appropriation 3
- MEC 471 Empirical Techniques for Industry Analysis 3

**The Minor in Marketing**

**Total units required:** 15

**Required courses:** Five courses including:

- MKT 370 Principles of Marketing 3
- MKT 473 Marketing Research 3

Plus three courses chosen from the following:

- MKT 373 Retail Management 3
- MKT 377 Consumer Behavior 3
- MKT 470E Pricing Strategies 3
- MKT 477 International Marketing 3
- MKT 478 New Product Management 3
- MKT 480 Marketing Strategy 3

**The Minor in Operations and Supply Chain Management**

**Total units required:** 15

**Required courses:** Five courses including:

- QBA 120 Managerial Statistics I 3
- OSCM 230 Management Science 3
- OSCM 356 Operations Management 3
- OSCM 458 Operations Planning and Control 3
- OMM 558 Advanced Planning and Control 3

**The Minor in Strategy**

**Total required units:** 21

**Required courses:** Seven courses including:
MGT 100 Individual in a Managerial Environment 3
MGT 380 Business Strategy 3
MEC 290 Microeconomics 3
or Econ 1011 Introduction to Microeconomics
MEC 380 Competitive Industry Analysis 3
MEC 470 Market Competition and Value Appropriation 3
QBA 120 Managerial Statistics I 3

Plus one course chosen from the following:
MEC 370 Game Theory for Business 3
MEC 471 Empirical Techniques for Industry Analysis 3
OB 461 Negotiation 3
OB 462 Leadership in Organizations 3

**Fulfilling the Business Minor**

All non-BSBA students pursuing any Business Minor must:

- declare their minor online through Webstac no later than the end of their sixth semester;
- satisfy all prerequisites;
- take all five required courses at Olin Business School. It is preferred that prerequisites be completed at Washington University. Courses taken in University College or at another university do not satisfy any of the five required courses;
- take all five required courses for grades, i.e. no pass/fail;
- achieve no less than a 2.0 GPA average in all Business Minor course work;
- receive permission from their academic adviser and the Olin Business School to declare a second Business Minor.

**Accounting**

**B50 ACCT 2610 Principles of Financial Accounting**
Provides an overview of the financial accounting reporting process, with a primary focus on the analysis of economic events and their effect on the major financial statements (balance sheet, income statement and statement of cash flows). Prerequisite: second semester freshman standing.
Credit 3 units.

**B50 ACCT 2620 Principles of Managerial Accounting**
Emphasis on the accumulation and analysis of data for internal decision makers. Introduces the vocabulary and mechanics of managerial accounting and accounting techniques used by internal managers in planning, directing, controlling and decision-making activities within their organizations. Prerequisite: ACCT 2610.
Credit 3 units.

**B50 ACCT 3610 Intermediate Financial Accounting Theory I**
The first of a two-course sequence in corporate financial reporting. Examines the environment of financial accounting, the standards-setting process and the conceptual framework that underlies financial accounting in the United States. Topics: review accounting basics, events and transactions that impact financial statements, comprehension of corporate financial reports, and examination of political and economic factors influencing accounting policy. Prerequisite: ACCT 2610.
Credit 3 units.

**B50 ACCT 3620 Intermediate Financial Accounting II**
Continuation of ACCT 3610. Focus on the accounting and reporting of various stakeholders' claims against the corporate entity. Claims of shareholders, long-term creditors, employees and governmental bodies are examined. An in-depth understanding of applicable generally accepted accounting principles is developed by examining the strengths and weaknesses of these principles and alternative accounting practices. Prerequisite: ACCT 3610.
Credit 3 units.

**B50 ACCT 400A Analysis of Financial Institutions and Financial Instruments**
The main goal of the course is to give students 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. Prerequisite: ACCT 3620.
Same as B60 500G
Credit 1.5 units.

**B50 ACCT 466 Financial Statement Analysis**
Designed to enhance students' understanding of the process of evaluating financial statement information. Requires a basic familiarity with financial accounting and the assumptions underlying measurements reported in financial statements, an understanding of the economic and regulatory forces underlying corporate disclosure of financial statement information and their effects on financial statement information, and familiarity with data sources and analytical tools to extract and evaluate this data. Objectives are to develop familiarity with this type of analysis and to gain an appreciation for its limitations. Topics:
profitability and risk analysis, credit risk models, forecasting and valuation. Prerequisite: ACCT 3610. Credit 3 units.

**B50 ACCT 4680 Advanced Financial Accounting Problems**
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: ACCT 3620. Credit 3 units.

### Finance

**B52 FIN 340 Capital Markets and Financial Management**
Students learn how the decisions of a company affect shareholder value and what decisions can increase it. To understand the perspectives of shareholders, we 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 impact of diversification and leverage on portfolio risk, the relationship between risk and expected return in securities markets, and capital market efficiency. We use these principles to analyze capital investment decisions by estimating cash flows and discounting them at the appropriate cost of capital. We also study how shareholder value is affected by a firm's financing decisions, such as the choice of using debt or equity capital. Prerequisites: Math 132, ACCT 2610, MEC 290 or Econ 1011, and completion or concurrent enrollment in QBA 121. Credit 3 units. EN: S

**B52 FIN 343 Personal Finance**
Examines issues underlying decision making regarding personal investments. Topics: present value concepts, financial markets and instruments, portfolio theory, bond and equity valuations, mutual funds, mortgages, taxes and personal financial planning. Intended for nonbusiness students who are not second majors in Finance. Students may not receive credit for both this course and Fin 340. BSBA students may take this course but it will not count toward their degree requirements. Prerequisite: junior standing. Credit 3 units.

**B52 FIN 400I Mergers and Acquisitions**
This course focuses on identifying ways to increase firm value through mergers and acquisitions (M&A) and corporate restructurings. We survey the drivers of success (and failure) in M&A transactions and develop skills in the design and evaluation of such transactions. Specific topics we address in the course are the valuation of companies, the motivations underlying mergers, structuring of transactions, deal tactics and strategy, leveraged buyouts, corporate restructuring though divestitures, spin-offs, carve-outs and acquisitions of private firms. We also delve into issues of law, accounting and tax and how they affect the outcome of M&A transactions. Why is M&A an important component of any corporate finance professional toolset? It lays the foundation for effective work in a wide range of fields including corporate development, investment banking, consulting and strategy advising senior management. The presentations, class discussions, case analyses and readings are designed to help students master these important career skills. Prerequisites: FIN 340 and FIN 448. Credit 1.5 units.

**B52 FIN 428 Investments Praxis**
Students serve as managers of a portfolio, the Investment Praxis Fund, which is owned by the university. Students analyze investment opportunities in various industries and present recommendations to the class for possible purchases or sales of stocks, 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 focus is on developing and implementing investment ideas. Prerequisites: FIN 441, and FIN 448 or FIN 451. Credit 3 units.

**B52 FIN 441 Investments**
Introduces the theory and practice of investments from the point of view of an investment/portfolio manager. We begin with a review of asset classes, financial history and preferences for risk. Next, we have a brief review of statistics and finance, and we review matrix algebra. We then apply these tools to examine the trade-off between risk and return and to develop and implement Modern Portfolio Theory. The major topics covered include the Capital Asset Pricing Model (CAPM), Markowitz optimization, performance evaluation, market efficiency, and Arbitrage Pricing Theory (APT). The last portion of the course is devoted to fixed income securities including interest rates, bond valuation and bond immunization. Prerequisites: FIN 340, QBA 120, QBA 121, Math 132, and either MEC 290 or Econ 1011. Credit 3 units.

**B52 FIN 443 International Finance**
Introduces the theory and practice of investments from the point of view of an investment/portfolio manager. We begin with a review of asset classes, financial history and preferences for risk. Next, we have a brief review of statistics and finance, and we review matrix algebra. We then apply these tools to examine the trade-off between risk and return and to develop and implement Modern Portfolio Theory. The major topics covered include the Capital Asset Pricing Model (CAPM), Markowitz optimization, performance evaluation, market efficiency, and Arbitrage Pricing Theory (APT). The last portion of the course is devoted to fixed income securities including interest rates, bond valuation and bond immunization. Prerequisites: FIN 340, QBA 120, QBA 121, Math 132, and either MEC 290 or Econ 1011. Credit 3 units.

**B52 FIN 444 Investments**
Provides a framework for making financial decisions in an international context. Topics include: relevant features of financial markets and instruments (such as foreign exchange, currency futures and options, swaps); exchange rates; corporate risk management; international investing and capital budgeting issues. Prerequisites: FIN 340 and FIN 448. Credit 3 units. BU: IS
B52 FIN 447 Information, Intermediation and Financial Markets
Examines the organization and function of financial markets from the corporate perspective with an emphasis on investment banking activities. Topics: design, issuance and trading of corporate securities, risk management and corporate control transactions. Develop familiarization with current practices while building a conceptual framework for understanding and anticipating change in the institutions that make up the financial markets. Prerequisites: FIN 340 and FIN 451 are required. FIN 441 and FIN 448 recommended.
Credit 3 units.

B52 FIN 448 Advanced Financial Management
Advanced study of corporate financial management. A major focus is the relationship between the internal decisions of the corporation and the valuation of the firm in the capital market. Topics: capital budgeting systems, capital structure, debt policy, cash and working capital management, short- and long-term financial planning. Prerequisite: FIN 340.
Credit 3 units.

B52 FIN 451 Options, Futures and Derivative Securities
Examines the theory and practical application of derivative securities such as futures, options and swaps. Central to the theory of derivative security pricing is arbitrage and payoff replication. In practice, derivative securities provide a principal route to manage and, in particular, hedge financial risk. Futures, options and swaps on different types of underlying assets are examined with emphasis on pricing and application. Prerequisite: FIN 340.
Credit 3 units.

B52 FIN 470A 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 allows the students to implement them correctly and efficiently. The curriculum emphasizes practical applications of empirical methods used in financial research and how to implement them. Students in the course 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: FIN 340.
Same as B62 560A
Credit 3 units.

B56 HRM 320A Managing People in Organizations
Managerial and behavioral concepts as applied to the management and supervision of people in organizational settings. Emphasis is placed on integrating insights from organizational behavior and the behavioral sciences with traditional and current concepts and practices of management and the managerial process. Case method of instruction is used for applications of concepts and development of decision-making skills. Prerequisite: junior standing.
Credit 3 units.

B56 HRM 325A Personnel/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. Prerequisite: junior standing.
Credit 3 units.

B99 INTL 300A Planning for International Learning
A mini-B course required of all students participating in Olin semester abroad programs that focus on planning, assessment, the theory of global competency, cross-cultural communication skills, the structure of a research paper, and other predeparture information that enhances the student learning experience while abroad. Prerequisite: permission of instructor.
Credit 0.5 units.

B99 INTL 300B Applying International Experiences
A mini-B course required of all students who participated in an Olin semester abroad program that includes a research symposium to showcase work from abroad, and which focuses on reentry issues, post-program assessment, how to articulate transferable skills, and other post-departure information that allows returnees to translate their abroad experiences into the working world. Prerequisite: permission of instructor.
Credit 0.5 units.

B99 INTL 420 Business Research Internship
This is the capstone course for overseas internship programs where students learn to apply rigorous statistical and analytical approaches to research questions in business, but not limited to questions relating to marketing, management, finance and economics, operations and policy. Students identify a research topic, and present this topic to faculty supervisors for approval. The goal is to capitalize on the practical knowledge gained while
international research program, and apply that to a research question in the area in which a student is interning. Students are required to review the current literature on their topic, formulate their own research question, identify potential data sources they can use to address these questions, and make recommendations to add to the body of knowledge on their chosen subject. Prerequisite: admission to one of Olin’s International Internship Programs. Credit 6 units.

Management

B53 MGT 150A Foundations of Business
Provides first-semester business students with an introduction to each of the functional areas of business as well as the entrepreneurial function. As they work to design their own enterprise, students build skills in teamwork, communication, critical thinking, and an understanding of the complex interplay of business functions. Prerequisites: must be 2018 BSBA degree candidate and concurrently enrolled in MGT 100. Credit 2 units.

B53 MGT 450G The Business of Sports
This course provides an overview of the major aspects of the sports business industry, including but not limited to (1) the primary revenues and expenditures of pro and college sports; (2) collective bargaining agreements; (3) sports media rights; (4) facility financing; (5) sports sponsorships and athlete endorsements; (6) the role sports commissions play within communities; and (7) current events impacting the growth and evolution of the sports business industry. Credit 3 units.

B53 MGT 460A Asian Networks
We examine the business networks of individuals and firms in finance, trade and a wide range of corporate sectors. Business actors are placed in social, organizational, economic and political contexts. Networks covered include Japanese, Korean, Overseas and mainland Chinese, and Indian, as well as the interface of these networks with foreign networks. The role of the major business network hubs of Asia, including Hong Kong, Singapore, Tokyo, Shanghai, and Mumbai, as anchors of Asian networks, are explored. Social network theory and the theory of business networks provide the conceptual grounding for this examination of Asian networks. Case studies of individuals and firms constitute the empirical evidence. Prerequisites: MEC 292 or Econ 1021 and sophomore standing. MGT 308 is recommended. Credit 3 units.

B53 MGT 100 Individual in a Managerial Environment
An introduction to the foundations of business. The course covers four major themes: (1) how markets work; (2) motivating and managing people; (3) business strategy and firm performance; (4) ethics and corporate social responsibility. In the fall semester, MGT 100 is only open to incoming freshmen, and students must be concurrently enrolled in MGT 150A. Spring semester enrollments are open to any freshman and sophomore. Credit 3 units. EN: S

B53 MGT 201 Management Communication
Managers who write and speak effectively excel in business leadership. Persuasive and authentic communication is not only useful in advancing a business career; business employers also consider communication skills to be the most important attribute in people they hire. Effective communication involves more than mastering technical writing and presentation skills. Successful communicators use critical thinking to assess business scenarios and the audience who will hear or read a message; they craft communication in order to attain targeted results. This course gives students the opportunity to become more polished communicators as they work toward the following goals: applying rhetorical principles to management communication; using critical thinking to analyze the audience, the organizational environment and problems before choosing communication strategies; implementing principles of plain language and effective design; collaborating with colleagues to create effective group projects; representing a company or product in a "crisis communication" press conference. Priority for enrollment is given to BSBA students. Credit 3 units.

B53 MGT 250A Building Your Career Foundation — Techniques and Strategies
MGT 250A is designed to introduce students to topics integral to their career development. The course takes an integrated approach with each session building on the previous class material. Lectures and class activities look at the career-planning process through discussions on self exploration and assessment, industry/company/job research, writing strong resumes and other business communication, networking, interviewing skills and techniques for getting internships and jobs. Expected enrollment is fall of the sophomore year. This is a requirement for all BSBA degree students. Credit 1.5 units.

B53 MGT 301 Legal Environment of Business Management
Surveys the various areas of law that make up the legal environment of business. Develops a basic understanding of law as it relates to business, with traditional emphasis on private law and business transactions. This study of the micro law of business reviews the detailed substantive rules in the areas of contracts, sales, product liability, agency, corporations and
partnership. In addition, a summary review of contemporary legal problems such as insider trading, discrimination in employment, sexual harassment and ethics may be discussed, if time permits. Case studies are analyzed in order to give the student an understanding of how various laws apply to actual situations. Prerequisite: sophomore standing.

Credit 3 units.

B53 MGT 308 Introduction to International Business
Focus on the aspects of management of a business enterprise that are necessary to compete in the global marketplace. The course begins with a survey of the environmental context in which international companies operate (economic systems and cultural factors). This is followed by a review of International Trade Theory and Economics. This forms a basis for concentration in the second half of the course on strategies and structure for global operations. The course deals with the situations in Europe, Japan, Latin America and China through case studies and discussion of current topics and their relation to the fundamental aspects of global business management. Prerequisite: junior standing or permission of instructor.

Credit 3 units. BU: IS

B53 MGT 320 Olin Grand Rounds: The Business and Practice of Medicine
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 therefore provides 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

B53 MGT 321 Health Economics and Policy
The basic tenets of health economics are covered. This course places 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

B53 MGT 322 Health Care 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 include but are not limited to financial issues, management challenges and conduct of operations. The first phase covers the basic background on the structure and financing of the health care industry to include very brief reviews of critical topics such as insurance and government-provided health care. A few basic frameworks are then developed for students to apply to course topics moving forward, such as cost/benefit analysis and evaluation of risk. The remainder of the course involves critical analyses of health care cases involving varied subjects and management challenges. Sessions emphasize student-led discussions.

Credit 3 units. EN: S

B53 MGT 340 Seminar on American Democracy and the Policy Making Process
This is a course on the policy-making processes in the United States government. It serves as a window through which to view basic issues in American democracy from macro-explanatory questions (such as: What are the factors that cause issues to arise on the institutional agendas of Congress, executive agencies and the Supreme Court?) to micro-normative questions (such as: What ought to be the limits on the behavior and obligations for action of legislators, regulators, lobbyists and other participants in the policy-making process?). Policy making proceeds through predictable stages starting with agenda-setting, proceeding through legitimation, moving to implementation, entering into evaluation, and culminating in a possible return to agenda setting. Prerequisite: admission to the Semester in D.C. Program.

Credit 1 unit.

B53 MGT 341 Washington University Colloquium
The Colloquium series hosts members of the branches of government, leaders in industry and policy making to share their perspectives on the process of policy making, enforcement and governance. This series is connected to the content of MGT 340. Prerequisite: admission to the Semester in D.C. Program.

Credit 3 units.

B53 MGT 342 Applied Research in Business and Public Policy
Students conduct an original piece of applied research relating to the intersection of business and government. Students receive assistance and supervision from Washington University faculty in the development and execution of their research. Prerequisite: admission to the Semester in D.C. Program.

Credit 6 units.

B53 MGT 343 Washington D.C. Internship
This online course deepens the overall learning a student gains from an international internship. By completing structured assignments that relate to both the work completed during the internship and to elements of the broad-based Olin business curriculum, the value of the internship increases markedly — for
student and employers. Prerequisite: admission to the Semester in D.C. Program. Credit 1.5 units.

B53 MGT 380 Business Strategy
This course adopts the perspective of the general manager — an individual charged with developing and implementing the long-term strategy of a business. The course develops basic tools and concepts in strategy formulation, including competitive advantage, value creation and capture, industry analysis, capability assessment, and competitive positioning. The course is designed to develop students' skills in both analyzing observed strategies and in formulating and implementing new ones. A key feature of the course is a business simulation in which student teams interactively formulate and execute strategy for a simulated firm. Prerequisites: ACCT 2610 and MEC 290. Credit 3 units. EN: S

B53 MGT 402 Ethical Issues in Managerial Decision Making
Focuses on ethical issues in management and surveys a number of ethical standards or levels by which managers make decisions involving most functional areas of business. Course emphasis on class discussion of cases and problem situations which confront managers and for which ethical dimensions are a significant part of the business choices. Prerequisite: senior standing. Same as B63 502 Credit 1.5 units.

B53 MGT 405S International Business Environment — Sydney
The aim of this course is to internalize and develop multicultural competency applied within personal, organizational and business contexts. Reaching this goal includes developing personal awareness, understanding of important concepts and developing multicultural skills. The ability to recognize and overcome common pitfalls that prevent people from operating effectively within, and actually benefiting from, multicultural contexts are explored. Prerequisite: admission to the Sydney Internship Program. Credit 3 units.

B53 MGT 405T Australian Study Tour
Individual and team research, writing, presentation and participation in Olin’s Australian Study Tour. Includes required attendance and expected professional contributions to all corporate and government visits and briefings and other required individual and group activities. Prerequisite: admission to the Sydney Internship Program. Credit 1.5 units.

B53 MGT 418 International Business: A Euro Perspective
Examines the economic and institutional setting of Europe from a general business perspective. The economic and political structures of major countries are studied. The role of the European Economic Community examined as well as that of some major international organizations such as GATT and OECD. The primary emphasis is with countries of western Europe. Other topics: theory of customs, unions, monetary and economic integration, and multicountry policy integration. Opportunities for and problems of doing business in Europe examined from both an overall strategic perspective and from the perspective of the different functional areas. Credit 3 units. BU: IS

B53 MGT 420 Research in Health Care Management
In this capstone course for the Health Management major, 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 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 health care firms to identify the student research projects. Students also are 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 work in teams of three to four, using the approach developed for the Practicum and Hatchery courses. Credit 3 units.

B53 MGT 421 Introduction to Entrepreneurship
Through case studies, frequent guest speakers and the professor's own experience, the real world of entrepreneurship is brought into the classroom to provide a context for students to learn the fundamentals of founding, operating and exiting a start-up business. Students learn new perspectives that teach them to think like an entrepreneur. Those who are interested in the general study of entrepreneurship, those who want to be entrepreneurs, and those who would like to leverage entrepreneurial principles in other career paths are all good candidates for the course. Prerequisites: junior or senior standing in any school or college. Credit 3 units. EN: S

B53 MGT 424 Business Planning for New Enterprises [The Hatchery]
In this course, two- to five-person student teams pursue their own business idea or support outside clients working on new ventures, including commercialization of early stage scientific research and social opportunities. The academic deliverables vary with the maturity of the venture. Students involved with
later stage opportunities develop business plans, investor presentations and funding strategies. Students involved with early stage opportunities complete one or more feasibility plans including value milestones supporting the commercialization path for new scientific discoveries. Early stage discoveries are typically provided by the Washington University Office of Technology Management (OTM). Students pursuing their own ideas must have their teams formed before the class begins. Students wishing to support outside entrepreneurs and scientific researchers must apply and be selected for those teams. Most of the work is done outside the classroom with the support of mentors, advisers 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. Prerequisite: junior standing. BSBA or entrepreneurship major recommended. Same as B63 524
Credit 3 units.

B53 MGT 440 Sports Management
Examines business and management issues involved in the sports industry. This industry is very diverse, ranging from local 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 takes a practical look at the world of sports management and administration, with an eye on extracting key lessons for corporate management and administration.
Credit 1.5 units.

B53 MGT 450A Internship in Business
This is an online course designed to deepen the overall learning students gain from an internship. By completing structured assignments that relate to both the work completed during the internship and to elements of the broad-based Olin Business School curriculum, the value of the internship will be markedly increased for both students and employers. Internship in Business is a 1.5-credit Pass/Fail course for business school undergraduates. The course, credit, and pass/fail grading are transcript notations, but the hours earned for MGT 450A do not count toward the 120 hours minimum needed for graduation. Prior to enrolling in this course, the student must consult with and get approval from the Weston Career Center (WCC) to ensure the internship meets certain requirements. Questions? Contact the Weston Career Center at 314-935-5950 or wccbsba@wustl.edu.
Credit 1.5 units.

B53 MGT 450C Venture Consulting
Students who complete the course gain a deep understanding of the issues of both operational management and investment management of start-up firms. Students learn of the fundamental strategies and tactics employed by private equity and venture capital firms as well as aid in the development of business strategies for the companies in which they invest. Additionally, students 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 learn of the subtleties in the complex relationships between the investment firm and the entrepreneur and understand both their shared and disparate motivations and objectives. Students who complete the course develop competency in the research and writing of professional consulting reports and gain a more sophisticated understanding of both venture capital and entrepreneurship management and strategy. Students better understand the interpersonal dynamics between the relevant stakeholders, become proficient in the terminology of private equity investing, and learn how to create structure to unstructured problems thus improving their ability for critical thinking. Participants are given the opportunity to apply their efforts beyond their basic functional business skills and toward issues of relationship management and strategy.
Prerequisite: MGT 421.
Same as B63 550T
Credit 3 units.

B53 MGT 450D Honors Thesis I: Research and Analysis
The Olin BSBA Honors Thesis challenges motivated students to move beyond traditional course work and apply critical thinking skills to an academic business thesis. Senior BSBA degree students in good standing with a cumulative grade point average of 3.70 or higher have the opportunity to develop an intensive research project, which extends far beyond the limits of the material in a single course during a single semester. In the two-semester honors thesis sequence, research and analysis are the foci of the first semester and, upon successful progress, the student writes, presents and defends the research in the subsequent semester. Prerequisites: senior standing and faculty permission.
Credit 3 units.

B53 MGT 450E Honors Thesis II: Writing and Presentation
The Olin BSBA Honors Thesis challenges motivated students to move beyond traditional course work and apply critical thinking skills to an academic business thesis. Senior BSBA degree students in good standing with a cumulative grade point average of 3.70 or higher have the opportunity to develop an intensive research project, which extends far beyond the limits of the material in a single course during a single semester. In the two-semester honors thesis sequence, research and analysis are the foci of the first semester and, upon successful progress,
the student writes, presents and defends the research in the subsequent semester. Prerequisite: MGT 450D. Credit 3 units.

**B53 MGT 450I International Internship in Business**
The online course deepens the overall learning a student gains from an international internship. By completing structured assignments that relate to both the work completed during the internship and to elements of the broad-based Olin business curriculum, the value of the internship increases markedly — for student and employers. Prerequisite: admission to one of Olin’s International Internship Programs. Credit 1.5 units.

**B53 MGT 450L Ethics and Integrity in Law and Business**
This course examines complex ethical issues in contemporary business operations and decisions. Students learn to recognize ethical implications of business issues and develop models and decision techniques useful to analyzing and resolving problems. Credit 3 units.

**B53 MGT 450R Business and Government: Understanding and Influencing the Regulatory Environment**
The United States as well as many of the world’s governments has entered a new episode with respect to the interaction of business and government. Now, more than ever, government regulations are attempting to spur job growth and the economy on one hand, but also is intruding into many aspects of business and the markets on the other hand. Business students must not only understand the shifting business government landscape, but also how to engage government officials and legislators to help shape policies that affect their firms and industries. In this introductory course, student learn from business and government leaders how to interact with and affect the processes of regulation. Credit 1.5 units.

**B53 MGT 450T 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 trade-offs 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’ interests conflict with their own. In this course, we 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. Prerequisites: MGT 100 and MEC 290 or permission of instructor. Credit 1.5 units.

**B53 MGT 450V 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. How can aspiring business leaders prepare themselves to face these defining moments with insight and integrity? How do leaders achieve business performance without sacrificing character or integrity? This course examines these questions by learning from notable leaders who exemplify both business excellence and personal character. Top executives from leading companies sit down with us to talk about their defining moments and to engage with us in considering these questions. These conversations are supplemented with contemporary cases and readings on leadership and character. Prerequisite: senior standing or juniors with permission of instructor. Credit 1.5 units.

**B53 MGT 450Z European Study Tour**
Individual and team research, writing, presentation and participation in Olin’s European Study Tour (EST), including Mock Parliament. Includes required attendance and expected professional contributions to all EST corporate and government visits and briefings and other EST individual and group activities. Credit 1.5 units.

**B53 MGT 490 Honors Seminar I**
The first of a two-course honors seminar. Students have the opportunity to investigate current issues in business using an interdisciplinary approach to their research. Seminar content varies from year to year. Prerequisites: senior standing and faculty invitation. Credit 3 units.

**B53 MGT 491 Honors Seminar II**
The second of a two-course honors seminar. Students have the opportunity to investigate current issues in business utilizing an interdisciplinary approach to their research. Seminar content varies from year to year. Prerequisite: MGT 490. Credit 3 units.
Managerial Economics

**B54 MEC 290 Microeconomics**
Provides a rigorous analysis of the behavior of consumers and firms in competitive and monopoly markets; oligopoly markets are introduced. Consumer topics include preferences and utility, budget constraints, consumer optimal choice and demand curves. Firm topics include technology, cost minimization and profit maximization. The course concludes with price determination in monopoly and competitive markets, and an introduction to oligopoly and game theory. The focus of the course is on microeconomics as a decision making tool for consumers and managers. Prerequisite: Math 131. Credit 3 units. EN: S

**B54 MEC 292 Global Economy**
Introduces the fundamentals of international economic analysis. Provides an economic foundation to the analysis of business decisions and strategies in the global setting. Topics include: introduction to the global economy; comparative advantage as the basis for international trade and sources of comparative advantage; economies of scale and imperfect competition as the basis for international trade; tariffs and other instruments of trade policy; political, legal and institutional factors influencing international trade; balance of payments; exchange rates and the foreign exchange market; international capital flows; national competitive advantage and industrial policies; global economic competition and business strategy. Prerequisites: QBA 120; and MEC 290 or Econ 1011. Credit 3 units. BU: IS EN: S

**B54 MEC 290 Microeconomics**
Provides a rigorous analysis of the behavior of consumers and firms in competitive and monopoly markets; oligopoly markets are introduced. Consumer topics include preferences and utility, budget constraints, consumer optimal choice and demand curves. Firm topics include technology, cost minimization and profit maximization. The course concludes with price determination in monopoly and competitive markets, and an introduction to oligopoly and game theory. The focus of the course is on microeconomics as a decision making tool for consumers and managers. Prerequisite: Math 131. Credit 3 units. EN: S

**B54 MEC 370 Game Theory for Business**
Provides students with a methodological framework to analyze strategic business situations. Building on a background in microeconomics and statistics, this course includes such topics as the following: modeling strategic problems, games with sequential moves, games with simultaneous moves, strategies and the derivation of strategic forms, general classes of games, uncertainty and information, strategy and voting, auctions, bargaining. Prerequisite: MEC 290. Credit 3 units. EN: S

**B54 MEC 380 Competitive Industry Analysis**
Uses economics and game theory to analyze strategy and industry dynamics. Focus is split between evaluating the competitive environment within industries and developing competitive strategies that are responsive to specific competitive forces facing individual firms. Topics typically covered include models of price and quantity competition, barriers to entry, commitment strategies and credible threats, product differentiation, vertical integration, research and development, and patenting strategies. Prerequisite: MEC 290. Credit 3 units.

**B54 MEC 390 Competitive Industry Analysis**
Uses economics and game theory to analyze strategy and industry dynamics. Focus is split between evaluating the competitive environment within industries and developing competitive strategies that are responsive to specific competitive forces facing individual firms. Topics typically covered include models of price and quantity competition, barriers to entry, commitment strategies and credible threats, product differentiation, vertical integration, research and development, and patenting strategies. Prerequisite: MEC 290. Credit 3 units.

**B54 MEC 391 Economics of Human Resource Management**
Key to a firm’s success is whether it can develop a firm organization and a human resource management system that reinforce the firm’s strategic position. This course covers topics in managing work forces and organizations that are of fundamental importance to all managers, and teaches how organizational design and human resource policies interact with the firm’s market strategy and production environment. We look at how management can motivate executive and employee performance, screen and attract appropriate workers, and improve the way information is processed and decisions are made within organizations. This course combines economic analysis with case discussions to address topics including hiring policy, turnover, training, variable pay, promotions, evaluation, job design, teams, worker empowerment, hierarchy, and organizational structure like centralization and decentralization. Prerequisite: MEC 290. Credit 3 units.

**B54 MEC 391 Economics of Human Resource Management**
Key to a firm’s success is whether it can develop a firm organization and a human resource management system that reinforce the firm’s strategic position. This course covers topics in managing work forces and organizations that are of fundamental importance to all managers, and teaches how organizational design and human resource policies interact with the firm’s market strategy and production environment. We look at how management can motivate executive and employee performance, screen and attract appropriate workers, and improve the way information is processed and decisions are made within organizations. This course combines economic analysis with case discussions to address topics including hiring policy, turnover, training, variable pay, promotions, evaluation, job design, teams, worker empowerment, hierarchy, and organizational structure like centralization and decentralization. Prerequisite: MEC 290. Credit 3 units.

**B54 MEC 460 Economics of Entertainment**
This course focuses on the unusual economics of the entertainment industry and the associated management challenges. The sessions cover the basic economics of entertainment, then focus specifically on the music and movie industries, plus one other that varies from year to year. Classes consist of lecture and discussion, as well as speakers from the relevant industries. The primary student deliverable is a 20-minute documentary-style production in which student teams present findings of their research into specific industries within the broader industries studied in class, e.g., rock, classical or rap within music, blockbusters within music, etc. Prerequisite: MEC 290 or Econ 4011. Credit 3 units.

**B54 MEC 470 Market Competition and Value Appropriation**
Provides students with frameworks and capabilities for making intelligent decisions in evolving markets. Course begins with general game theory concepts, which form the basis for two main topics: models of competition in markets and value appropriation. Students learn the basic framework and apply it in the context of a detailed industry study. Specific topics may include firm interactions in stable and evolving market environments, industry life cycles, the evolution of new product markets, and strategic decision-making in developing markets. Prerequisite: MEC 370. Credit 3 units.

**B54 MEC 471 Empirical Techniques for Industry Analysis**
Students learn how to use data to answer a wide variety of questions regarding the incentives and behavior that generate market activity. We emphasize inference about the strategic decisions of firms and consumers. Students are introduced
to new statistical and econometric tools by examining the application of these tools to current research in economics. Among the topics considered are the empirical implications of: strategic bidding in auctions, price discrimination and dispersion, differences across products, and the internal organization of firms. Prerequisite: MEC 470. Credit 3 units.

B54 MEC 494 Business and the Environment
To sensitize business students to a broad range of environmental issues they may address as future managers; to widen the scope of the students analytical and problem-solving portfolio through the introduction of environmental considerations to the decision-making process; and to develop an economic framework that serves as a foundation for additional management research on the relationship between environmental issues and their impact on the functional areas of business, including production, accounting, auditing, finance, real estate, marketing, business and public policy, and organizational behavior. Prerequisite: junior standing or permission of instructor. Credit 3 units. A&S: SS A&S: IQ, SSC BU: BA, ETH FA: SSP

Marketing

B55 MKT 370 Principles of Marketing
Marketing is the window to the customer, making the function a critical component of any successful organization. Through a mixture of lectures, case discussions and classroom exercises, this course gives students an overview of the best theories and practices in marketing management today. Specific topics include: how to segment the customer base and choose target markets, how to create perceived value both from an economic and psychological perspective, how to differentiate a product or service from a competitor’s offering, how to build and maintain a strong brand, and how to employ different marketing tools such as advertising, pricing, product design, service and location. The class also provides students with some basic tools for evaluating the financial impact of marketing activities. Prerequisites: sophomore standing; Math 131; and MEC 290 or Econ 1011. Credit 3 units. EN: S

B55 MKT 373 Retail Management
Explores the fundamental factors that are critical to the success of most retailers: merchandising; store design and display; personal selling; advertising and promotion; pricing; and location. The class studies a wide variety of retailers — department stores, specialty stores, wholesale clubs, direct marketers, franchisers, food retailers, discounters and others. Through case methodology, the class studies the role that managers play in problem solving and development of strategies. Topics include: positioning for success; retailing organizations; retail economics; pricing strategy; and entrepreneurial retailing. Prerequisite: MKT 370. Credit 3 units.

B55 MKT 377 Consumer Behavior
Psychological, sociological and social psychological principles as they apply to consumer response to product offerings, media communications, personal influence and other environmental factors. Consumer buying behavior is analyzed from theoretical, empirical and applied perspectives. Current applications of concepts employed by marketers are discussed in the context of both consumer and industrial marketing situations. Prerequisite: MKT 370. Credit 3 units. EN: S

B55 MKT 400F Brand Management
A brand is a promise, and this promise is often the most valuable asset of a firm. In this class, students examine the creation and building of brand equity to create long-term profit for the firm. The class examines what we know about brand management and brand theory from years of rigorous scientific research in the area. While learning the foundations of brand management, students 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. Students learn some of the day-to-day skills performed by brand managers and interact with brand managers via guest speakers from top branding firms. Prerequisite: MKT 370. Credit 3 units.

B55 MKT 470E Pricing Strategies
This course equips students with the concepts, techniques, and latest thinking on assessing and formulating pricing strategies. Through lectures, in-class discussions, case studies, group project/presentations, and pricing simulation games, students learn to use the fundamental analytical tools, theories and conceptual frameworks to formulate proactive pricing strategies improving the firm’s profitability. Topics of discussion include incremental contribution analysis, EVC analysis, segmentation and price customization, competitive pricing strategy, pricing innovative products, price promotion, psychological/behavioral issues in pricing, dynamic pricing, pricing and market making on the Internet, and pricing of digital products and services. Prerequisite: MKT 370. Credit 3 units.

B55 MKT 473 Marketing Research
The four P’s of marketing are product, place, price and promotion. Using these decision variables, firms seek to maximize profits. Making these decisions requires market information. Marketing research is the process of actively collecting, assimilating and analyzing market information to
support management decision making. Teaches the nuts and bolts of market research. Prerequisites: MKT 370, QBA 120 and QBA 121 or concurrent enrollment in QBA 121. Credit 3 units.

**B55 MKT 477 International Marketing**
Addresses three fundamental decisions confronting a company whose operations extend beyond the domestic market: (1) choosing which foreign markets to penetrate; (2) determining the mode of market entry; and (3) devising the international marketing plan. Topics include: global marketing planning; environmental and cultural influences on international marketing decisions; organizational and control issues in international marketing decisions; global marketing intelligence; foreign risk and feasibility studies; and issues of ethics in other countries. Prerequisite: MKT 370. Credit 3 units. BU: IS EN: S

**B55 MKT 477S International Marketing Sydney**
Many companies, large and small, prepare a business environmental analysis for each country in which they do business. The analysis assesses the (consumer, industrial or organizational) demand in a particular country for merchandise like the company markets as well as the company’s ability and willingness to supply that merchandise to that country. Students prepare a marketing environmental analysis for some merchandise (either a new or existing service or product) of their choice from a company of their choice in Australia. Prerequisites: MKT 370 and admission to the Sydney Internship Program. Credit 3 units.

**B55 MKT 478 New Product Management**
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 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, the diffusion of innovative new products and services, 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. Prerequisite: concurrent enrollment in MKT 473. Credit 3 units.

**B55 MKT 480 Marketing Strategy**
Successful business plans are dependent on well-defined and carefully crafted marketing strategies. In this course, students explore the interconnections between business strategy and marketing strategy through a series of lectures, case discussions, and participation in an online marketing simulation exercise. The course also places heavy emphasis on the discussion of topical marketing issues faced by companies in the current environment. Students are required to read the relevant business press and bring real world issues into the class for brainstorming and interactive discussion. Through this process, students become astute observers of the strategic trends in marketing across a variety of industries. Prerequisite: MKT 370. Credit 3 units.

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**Operations and Supply Chain Management**

**B58 OSCM 230 Management Science**
Introduces concepts, methods and applications of management science. Develops a more disciplined thinking process for approaching management situations by constructing, understanding and using models both in other courses and on the job. Prerequisites: QBA 120; and MEC 290 or Econ 1011. Credit 3 units.

**B58 OSCM 356 Operations Management**
Introduces a variety of common operations issues that are frequently dealt with in both manufacturing and service industries and that affect other functions of the business. Specific topics include: process design and control; quality; waiting line models; inventory systems; and supply chain management. Prerequisites: ACCT 2610, MEC 290 and completion or concurrent enrollment in OSCM 230. Credit 3 units.

**B58 OSCM 458 Operations Planning and Control**
Examines the concepts and techniques essential for effective operations planning and control in various manufacturing and service organizations. The course builds on the knowledge and skills acquired in core operations management and quantitative method courses, and covers key topics including inventory management, linear and nonlinear programming, aggregate planning, Markov chain models. The course introduces students to the major trade-offs and issues in operations planning and control, as well as important tools and techniques available for helping operations managers to make analysis and decisions. Prerequisite: OSCM 356. Credit 3 units.
Organizational Behavior

B66 OB 360 Organization Behavior Within the Firm
Provides a toolbox of analytical and interpersonal skills that are necessary to be an effective manager. Learn how these skills can have a significant impact on profitability.
Objectives: (1) understanding research conclusions through explaining the dimensions of individual differences and how they impact motivation, job satisfaction and ultimately organizational effectiveness; explaining group dynamics and how they determine effectiveness; identifying organizational implications of research; evaluating organizational structure and job design; evaluating organizational culture and identifying methods of culture management; and identifying the steps and roadblocks in the process of organizational change; (2) developing management skills by writing effective reports to senior management that analyze individual, group and organizational effectiveness in actual organizations; and applying your understanding of individual, group and organizational dynamics to improve your team’s effectiveness on group projects. Prerequisite: MGT 100 or sophomore standing. Credit 3 units.

B66 OB 461 Negotiation
Skillful negotiation is an important aspect of management. Designed to improve a student’s skills in analyzing and conducting negotiations in a variety of settings. Topics include two-party bargaining, multiparty bargaining, arbitration and coalition formation. Prerequisite: OB 360. Credit 3 units.

B66 OB 462 Leadership in Organizations
This course is designed to fulfill three broad objectives for students. The first is to provide a useful overview of the primary leadership perspectives, focusing on how each framework links individual leadership to organizational outcomes. The second objective involves students in self-assessment of strengths and weaknesses in relation to the abilities and skills that are predictive of leadership effectiveness. Third, the course is designed to enable participants to articulate an effective strategic plan for individual leadership development. Course topics include perspectives on individual leadership effectiveness, leadership and motivation, developing subordinates, leading groups and teams, leading the resolution of conflict, and leading organizational change. Prerequisite: sophomore standing. Credit 3 units.

Quantitative Business Analysis

B59 QBA 120 Managerial Statistics I
The first of a two-course sequence in business applications of statistics, focused on descriptive statistics, probability and distributions, inferential statistics, and linear regression.