



ACCOUNTING

ACCT 5011. Financial Accounting

2.0 credits

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

ACCT 5012. Strategic Cost Analysis

2.0 credits

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

Prerequisite: Fall A required MBA coursework or equivalent

DATA ANALYTICS

DAT 5410. Data Analytics for Business Leaders

3.0 credits

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

FINANCE

FIN 5203. Financial Management

3.0 credits

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

Prerequisite: Fall A required MBA coursework or equivalent

MANAGEMENT

MGT 5305. The Global Business Environment in the 21st Century *3.0 credits*

This course helps prepare students to be senior leaders in global businesses by developing their understanding of how business interacts with political, social, technological, financial and other institutions. In particular, we address three questions: How do institutions and government policy affect competitiveness and business opportunities around the globe? How do firms and institutions interact? What is the role of business leaders as stewards of global institutions and resources? We draw on scholars from Olin, the Brookings Institution and beyond to address different perspectives on these issues.

The course includes a two-day residency at the Brookings Institution in Washington, DC.

Prerequisite: 2nd year MBA standing



MANAGEMENT

MGT 5311. Introduction to Management and Strategy *2.0 credits*

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

MGT 560P. Business Models in a Global Context *2.5 credits*

A business model describes how an organization creates, delivers and captures value in economic, social, cultural or other contexts by identifying and choosing among potential revenue sources, customer segments, products and financing options. This course focuses on developing students' capabilities to articulate, analyze and improve business models in service industries, where advances in information technology and mobile telecommunications have led to an explosion of options for value creation and capture. This course takes place in Barcelona, Spain. The format of the course combines classroom instruction and experiential exercises to build a deep understanding of (1) how to compare existing business models with a given sector and identify opportunities for performance improvement and (2) how to approach a market entry decision and build a business model that is well adapted for a distinct cultural and economic environment.

MGT 560Q. Implementing Strategy through Global Operations *2.5 credits*

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

This course takes place in Lima, Peru.

MGT 560R. General Management Practice for International Business *2.5 credits*

General Management Practice is an integrative, experiential course designed to help students apply the various coursework they have undertaken at Olin Business School. The learning objectives of this course are to understand the practical elements of managing a strategic business unit and to develop actionable approaches to strategic planning connected directly to execution and outcomes. This course blends case studies, simulations and experiential learning to bring to life how effective general managers create and exploit opportunities for growth and commercial gain.

This course takes place in Barcelona, Spain.

MGT 560T. Effective Communication for Business Leaders *1.5 credits*

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



MANAGEMENT

MGT 560U. Global Institutions and Values

2.5 credits

All firms operate within global competitive and institutional landscapes shaped and framed by government and culture. Government institutions at regional and national levels regulate a wide scope of business activities, from the environment to finance, accounting, marketing, human resource management, governance, and mergers and acquisitions. Furthermore, governments fund much of the foundational infrastructure necessary for industry to succeed, including basic research, trade enforcement, transportation, currency and credit. Also, managers must navigate the complex intersection between business objectives and the values, norms and expectations of the societies in which they operate. The course will examine the variation in these values and norms across countries, and also how they have historically shaped and currently shape economic development. This course harnesses Olin's unique partnership with the Brookings Institution to access high-level experts on different regions and global issues who are only accessible in the capital area. We will focus on how a better understanding of the mindset, objectives and operations of these institutions can help managers better shape strategy and activities at the intersection of the public and private sectors.

MGT 560V. Values-Based/Data-Driven Decision Making

2.5 credits

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

MANAGERIAL ECONOMICS

MEC 5400. Managerial Economics

3.0 credits

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

MARKETING

MKT 5503. Marketing Management

3.0 credits

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

Prerequisite: Fall A required MBA coursework or equivalent



ORGANIZATIONAL BEHAVIOR

OB 500F. Foundations for Impactful Teamwork

3.0 credits

Working effectively in and leading teams are essential competencies in modern organizations both large and small. Setting the foundation for knowledge, skills and experiences will differentiate you as an effective member and leader of impactful teams. Course objectives are: (1) Learn and be able to apply a framework for effectively launching and leading goal-directed, team-based performance episodes, including principles of adaptive teamwork and continuous improvement. (2) Understand common barriers encountered when working under pressure in diverse teams and be able to apply evidence-based practices for surmounting these barriers. Refine your awareness of your personal strengths and weaknesses as a leader, and develop a plan for growing as a leader during your MBA program. (3) Develop resourcefulness in navigating diverse local environments and unfamiliar cultures and societies. Using an experiential model, you will join your Global MBA Core Team. You will take on a series of difficult team-based challenges in St. Louis, Washington, DC, Barcelona and Lima and receive candid feedback on your performance as an individual and as a team. While much of this course will take place “in the wild,” classroom time will be used to lay core academic foundations, discuss evidence-based practices for working effectively in and leading diverse teams, and reflect on and learn from your successes and failures in the team-based challenges.

OPERATIONS AND MANUFACTURING MANAGEMENT

OMM 5704. Operations Management

3.0 credits

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

Prerequisite: Fall A required MBA coursework or equivalent



ACCOUNTING

ACCT 500D. Fraud Prevention and Internal Controls*1.5 credits*

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

Prerequisite: ACCT 5011 or ACCT 5001

ACCT 500E. Information Technology Control and Audit*1.5 credits*

This course is designed to provide students with an introduction and overview of the field of information technology (IT) auditing. It is intended to provide students with an understanding of risks in the IT environment, general computer and application control concepts, and the basics of how to perform an IT audit. The course will also introduce students to the ISACA COBIT framework and the concepts of IT governance and assurance.

P MBA prerequisite: ACCT 5001; **MBA prerequisite:** ACCT 5011

Note: Students must either have completed ACCT 564 previously or be currently enrolled.

ACCT 500G. Analysis of Financial Institutions and Financial Instruments *1.5 credits*

The main goal of the course is to give you an in-depth understanding of how financial reports provide unusually accurate and detailed (but not perfect) information about the risks and performance of firms in the financial service 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 more important clues about their risks and performance.

Prerequisite: ACCT 501B

ACCT 500J. Not-for-Profit Accounting*1.5 credits*

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

ACCT 500M. Ethical Decision Making in Accounting I*1.5 credits*

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

ACCT 500N. Ethical Decision Making in Accounting II*1.5 credits*

This course builds on Ethical Decision Making in Accounting I, thereby developing a deeper understanding of ethical behavior, including dealing with fraud in financial statements, legal obligations of auditors, Wall Street expectations and earnings management, and what it takes to be an ethical leader.

To quote the author of the course text, “It comes down to one’s sense of right and wrong and willingness to voice values to positively impact (the) auditor responsibility.” This second segment of Ethical Decision Making in Accounting is offered for the purpose of creating ethical leaders in the accounting and auditing profession, the business community and society, and instilling that sense of right and wrong and the eagerness to put it into action.



ACCOUNTING

ACCT 501B. Financial Accounting B*1.5 credits*

This course is the second in the accounting sequence. It will build on the first mini-course, ACCT 5011. The issues that will be discussed are fundamental to an MBA's training. The course content is important to all students, irrespective of their concentration. This course will enhance your ability to spot problem areas in a firm's financial statements, which is very relevant in light of recent corporate scandals. The primary focus will be on the components of the balance sheet and how these components impact the income statement and cash flow statement. Students will learn the implications of financing with equity, debt or off-balance-sheet financing. Students will be able to contrast investments in operating assets versus investments in securities.

MBA prerequisite: ACCT 5011; **PMBA prerequisite:** ACCT 5001

Note: Students cannot take both this course and ACCT 501 for credit.

ACCT 502. Managerial Control Systems*1.5 credits*

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

MBA prerequisite: ACCT 5012; **PMBA prerequisite:** ACCT 5002

ACCT 503. Business Analysis Using Financial Statements*1.5 credits*

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

MBA prerequisites: ACCT 5011, 501B and FIN 5203;

PMBA prerequisites: ACCT 5001, ACCT 501B and FIN 5203

ACCT 503B. Advanced Business Analysis Using Financial Statements *1.5 credits*

This course builds on ACCT 503. We investigate approaches to forecasting future value drivers of firms and then the preparation of pro forma financial statements based on these forecasts. The concepts will be applied by having students prepare an equity analyst report. The report is the communication of evidence collected from a systematic study of a firm, its environment and its future prospects to justify a recommendation.

Prerequisite: ACCT 503

ACCT 505. Advances in Management Accounting*1.5 credits*

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

MBA prerequisite: ACCT 5012; **PMBA prerequisite:** ACCT 5002

ACCT 507. Financial Issues in Leasing*1.5 credits*

This course is devoted to studying the various elements that are involved in identifying leasing opportunities and structuring a lease. Topics covered include accounting and tax issues related to leases, the legal and financial structure of a lease, options embedded in lease agreements and the marketing and negotiation of leases.

MBA prerequisites: FIN 5203 and ACCT 5011;

PMBA prerequisites: FIN 5203 and ACCT 5001



ACCOUNTING

ACCT 508. Financial Reporting from the CFO's Perspective
1.5 credits

This course will (1) enhance students' understanding of the role of the CFO (of publicly traded firms) in financial reporting and the related roles of the CFO in issues of corporate governance and investor relations, (2) provide students with a strong understanding of the impact of Sarbanes-Oxley on financial reporting for public companies, as well as requirements of the SEC in financial reporting, (3) develop students' skills in using the authoritative accounting and regulatory literatures when preparing financial reports, (4) examine issues related to financial reporting for specific accounting issues and in times of financial crisis and (5) provide a basis of understanding the technological changes affecting financial reporting.

MBA prerequisites: ACCT 5011, 501B and FIN 5203;

PMBA prerequisites: ACCT 5001, ACCT 501 and FIN 5203

ACCT 509. Tax and Business Strategy: A Planning Approach
1.5 credits

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

Prerequisite: ACCT 567 or permission of the instructor

ACCT 510E. Financial Reporting and Assurance in a Blockchain World *1.5 credits*

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

ACCT 531. Financial Metrics for Startups
1.5 credits

The Financial Metrics program is a consultative experiential course that provides students the opportunity to work directly with startup businesses. This course is designed for students who want to build their management consulting skills and competencies through work on real-world projects with early-stage businesses. Clients will be both Washington University-based entrepreneurs (students or recent alumni) and St. Louis community aspirants. The end goal of the projects is to assist startup clients in understanding and building their financial metrics through the provision of tangible deliverables (i.e., a working and/or refined financial model and financial statements for business planning purposes). This in turn contributes to strategic planning and clients' ability to manage operations effectively. The course will include both lecture and direct project work (in teams) with local startups.

Prerequisite: Application required. Enrollment is limited. For graduate students, the first semester of foundational courses must be completed.

ACCT 562. Financial Accounting II (Intermediate Accounting)
3.0 credits

Provides a more in-depth analysis of financial accounting and reporting issues than ACCT 5600. Primary subject matter involves the issues of asset and liability valuation and income measurement. Topics include inventory accounting, valuation of long-term liabilities, and revenue and expense recognition. Also introduces the regulation of corporate accounting and reporting practices and their effects on users of financial statements.

MBA prerequisites: ACCT 5011 and 501B or ACCT 5012 and 502;

PMBA prerequisites: ACCT 5001 and 501 or ACCT 5002 and 502



ACCOUNTING

ACCT 563. Financial Accounting III (Advanced Accounting)*3.0 credits*

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

Prerequisite: ACCT 562 or permission of the instructor

ACCT 564. Auditing*3.0 credits*

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

MBA prerequisites: ACCT 5011 and 501B;

PMBA prerequisite: ACCT 5001; Cross-listed with B50 464

ACCT 567. Federal Income Taxes*3.0 credits*

This course provides an introduction to federal income taxation, with primary emphasis on the tax implications of business transactions. The objectives of the course are to develop a basic understanding of federal income tax laws and to provide a framework for integrating income tax planning into the decision-making process. The course is of value to all students who need to recognize the important tax consequences of many common business transactions and

is not intended solely for accounting majors or those students interested in becoming tax specialists.

Prerequisite: First 30 units of required courses;

ACCT 562 recommended

ACCT 570. International Financial Reporting Standards*1.5 credits*

The early part of this course will cover an overview of International Financial Reporting Standards and the International Accounting Standards Board and advantages and disadvantages of adopting IFRS from the viewpoints of users, preparers, auditors, developing countries, developed countries and others. The course will also provide an overview of the SEC staff's findings and observations regarding certain issues in adopting IFRS in the United States and related observations from the perspective of the IFRS Foundation and staff. The remainder of the course will be devoted to the key differences between IFRS and GAAP in such areas as revenue recognition; inventories; and long-term assets, including property, plants and equipment, intangible assets, research and development costs, borrowing costs and impairment.

Prerequisite: Successful completion of or concurrent enrollment in Advanced Financial Accounting Problems B50 ACCT 4680 or B60 ACCT 563

ACCT 571. International Financial Reporting Standards II*1.5 credits*

This course will be a continuation of ACCT 570 and will be devoted to the key differences between IFRS and GAAP in such areas as provisions, contingent liabilities and contingent assets; leases; income taxes; employee benefits; share-based payments; business combinations; consolidations and investments in related entities; financial instruments; cash flow statements; operating segments; interim financial reporting; accounting policies; changes in accounting estimates; errors; events after the balance sheet date; related party transactions; earnings per share; discontinued operations; and changes in foreign exchange rates. The course also will cover management opportunities and issues when converting from GAAP to IFRS.

Prerequisite: ACCT 570



DATA ANALYTICS

DAT 500N. Prescriptive Analytics*1.5 credits*

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

DAT 500S. Machine Learning Tools for Prediction of Business Outcomes *3.0 credits*

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

DAT 500W. A/B Testing in Business and Social Science*3.0 credits*

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

DAT 537. Data Analysis, Forecasting and Risk Analysis*3.0 credits*

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

MBA prerequisites: DAT 5410 and MEC 5400;**PMBA prerequisites:** DAT 5402 and MEC 5406**DAT 560E. Data Visualization for Business Insights***1.5 credits*

Data visualization has become a core skill set to derive business insights in the data-rich business world. Organizations are expecting business analytics experts and managers to create and disseminate insightful visualizations about the business. This course teaches students the necessary skill set to create insightful visualizations using Tableau to understand patterns prevalent in large datasets that are otherwise difficult to comprehend. In particular, students will learn how to choose and create appropriate visualization based on the following three criteria: (1) Who's the audience looking at the visualization? (2) What is the nature of the business goal (descriptive, predictive or prescriptive)? (3) What is the data (categorical, numerical, time series, etc.)? The course will expose students to prevalent business applications of data visualization in different domains (Customer Analytics, Supply Chain Analytics, Healthcare Analytics, Financial Technology Analytics, Accounting Analytics, Talent Analytics, etc.) On completing this course, students will know how to create insightful dashboards and other visualizations for different audiences from the given data according to the specified goal.

Priority enrollment for all MSA tracks

DATA ANALYTICS

DAT 560G. Database Design and SQL

1.5 credits

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

DAT 560M. Big Data and Cloud Computing

1.5 credits

The growth in available data is a challenge to many companies. This presents an opportunity for companies to conquer the vast and various data available to them. The growth in data includes traditional structured data, as well as unstructured data created by both people and machines. It is essential for analysts to be comfortable with the new technologies and tools that are being developed to store, retrieve, analyze and report, using the vast data resources available. This course introduces students to the technologies currently deployed to overcome the challenges of Big Data.

DAT 560N. Introduction to Cybersecurity

1.5 credits

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

DAT 561. Introduction to Python and Data Science

3.0 credits

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

DAT 562. Text Mining

1.5 credits

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



FINANCE

FIN 500W. Venture Capital Methods*1.5 credits*

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

Prerequisite: FIN 5203

FIN 500X. Venture Capital Practice*1.5 credits*

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

Prerequisite: FIN 500W Venture Capital Methods and instructor approval

FIN 500Y. Private Equity Methods*1.5 credits*

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

Prerequisite: Only MBA and MSF students can enroll in this course

FIN 500Z. Private Equity Practice*1.5 credits*

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

Prerequisite: FIN 500Y Private Equity Methods and instructor approval

FIN 501P. CFAR Practicum*3.0 credits*

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

Students are only eligible to participate in one Practicum course per semester, if selected.

FIN 521. Financial Intermediation*1.5 credits*

Discussion centers on the role of banking institutions and credit markets, the design of financial contracts and institutions, and the public regulation of financial markets. After establishing a framework for analyzing financial institutions and markets, we turn to a current topic of special interest. Students will research and present a report advocating a particular point of view.

Prerequisite: FIN 5203 or permission of the instructor

FINANCE

FIN 523B. Mergers and Acquisitions*1.5 credits*

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

Prerequisites: FIN 5203 and 534**FIN 524. Options and Futures***1.5 credits*

Focuses on futures, with an introduction to options. Discusses forward and futures pricing and the use of various futures contracts to hedge commodity price risk, interest risk, currency risk, stock portfolio risk and other risk exposures. Provides both binomial tree and Black-Scholes models for option valuation.

Prerequisite: FIN 5203**FIN 524B. Derivative Securities***1.5 credits*

Provides an in-depth analysis of valuation and trading strategies for options and other derivative securities that have applications across areas of finance such as hedging, swaps, convertible claims, mortgage payments, index arbitrage, insurance, capital budgeting and corporate decision making, and are responsible for many new innovations and developments in the financial markets.

*Students may not receive credit for both this course and FIN 5460.***Prerequisites:** FIN 5203 and 524**FIN 525. Fixed-Income Securities***1.5 credits*

This course analyzes investment in bonds and related fixed-income instruments. Major topics are bonds, interest rate risk and related securities. Bond topics include yield curves and forward interest rates. Risk analysis covers duration, convexity and immunization.

MBA/PMBA prerequisite: FIN 5203**FIN 527. Financial Markets***1.5 credits*

This course will facilitate further learning in the finance track by providing insights into various financial markets, financial institutions, associated market participants, select representative transactions and industry conventions. Students will examine the role of regulators, rating agencies, commercial and investment banks, and investors in the debt, equity and derivatives markets. In addition, in the context of the Financial Crisis, the role of regulation, monetary policy, leverage and human behavior will be discussed as possible root causes of the crisis, with an emphasis on the various market failures in specific markets and their impact on market participants. Lastly, the role of revised regulations and the future of financial innovation will be debated. Learning will be facilitated through assigned readings, responsive essays on assigned readings, class discussion of historic and current events, and lectures.

Prerequisite: FIN 5203**FIN 528. Investments Praxis***3.0 credits*

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

Prerequisites: FIN 5203, FIN532 and FIN534**FIN 530. International Finance***1.5 credits*

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

Prerequisite: FIN 5203



FINANCE

FIN 532. Investment Theory*1.5 credits*

This course covers the theory of risk and return in capital markets. Topics covered include the CAPM, factor models of asset pricing and measures of mutual fund performance evaluation.

MBA/PMBA prerequisite: FIN 5203;

MSF prerequisite: FIN 510 or a waiver from that course

FIN 532B. Data Analysis for Investments*1.5 credits*

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

Prerequisites: FIN 5203 and FIN 532

FIN 533. Valuing Strategic Corporate Investments*1.5 credits*

The objective is to obtain both an in-depth understanding of the real option theory and the associated implementation skills in real-world applications. The theoretical tools are binomial models and Monte Carlo simulations. The application topics cover all types of typical real options, cases of leasing, R&D, takeover, market expansion, growth values, dot-coms, staged investments and multiple project uncertainties, ranging from standard European and American options to compound and rainbow options.

MBA prerequisite: FIN 5203

FIN 534. Advanced Corporate Finance I – Valuation*1.5 credits*

This course considers issues faced by corporate financial managers with respect to the valuation of projects, divisions and entire companies. The prime focus is on assessing the profitability of different business alternatives in a forward-looking sense. The impact of financing decisions on the valuation of business alternatives is explicitly considered.

Also covered is an introduction to measuring the role of flexibility inherent in business alternatives. The course is hands-on and heavily focuses on direct applications of the theory and the individual development of spreadsheet modeling skills.

MBA/PMBA prerequisite: FIN 5203

FIN 534B. Advanced Corporate Finance II – Financing*1.5 credits*

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

Prerequisites: FIN 5203 and 534

FIN 534C. Advanced Corporate Finance III – Corporate Financial Strategy*1.5 credits*

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

FIN 536. Financial Issues in Leasing*1.5 credits*

This course is devoted to studying the various elements that are involved in identifying leasing opportunities and structuring a lease. Topics covered include accounting and tax issues related to leases, the legal and financial structure of a lease, options embedded in lease agreements and the marketing and negotiation of leases.

MBA prerequisites: FIN 5203 and ACCT 5011;

PMBA prerequisites: FIN core and ACCT 5001



FINANCE

FIN 537. Advanced Derivative Securities*3.0 credits*

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

Prerequisites: FIN 5203, FIN 524 and 524B

FIN 549H. Special Topics: Real Estate Finance*1.5 credits*

This course provides a broad introduction to real estate finance and investments. Topics include both equity and debt. We begin with an overview of real estate markets in the United States. On the equity side, students will be introduced to the fundamentals of real estate financial analysis, including pro forma analysis and cash flow models, and elements of mortgage financing and taxation. Ownership structures, including individual, corporate, partnerships and REITS, will also be covered. On the debt side, we examine a number of financing tools in the context of the evolution of the secondary mortgage market, both residential and commercial. Additional topics related to real estate finance are covered in Fixed Income Securities (FIN 525).

Prerequisite: FIN 5203

FIN 550A. Legal, Compliance and Taxation Aspects of Wealth Management *1.5 credits*

The course will cover topics in law, compliance, risk management and taxation in wealth management at both the firm and client level. Topics covered include firm regulation; advisor compliance, licensing and education; firm risk management; ethics; and taxation of client assets as relates to wealth planning and related firm services required. At the conclusion of this course, students will understand the major

management issues involved in running a wealth management firm, the obligations of an advisor and the major noninvestment considerations for clients of wealth management firms.

FIN 550B. Wealth Management – Practice*1.5 credits*

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

FIN 550C. Endowments, Foundations and Philanthropy*1.5 credits*

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

FIN 550D. Hedge Fund Strategies*1.5 credits*

This course provides both an overview of hedge funds and an in-depth analysis of their trading strategies. Topics covered include structure, incentives and performance evaluation of hedge funds; regulatory and taxation aspects of hedge funds; common trading strategies of hedge funds (e.g., market neutral, global macro, forex, activism and event driven); and the academic evidence on the performance and influence of hedge funds.

Prerequisite: FIN 532 or instructor's approval



FINANCE

FIN 550E. Behavioral Finance*1.5 credits*

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

Prerequisite: FIN 532 or instructor's approval

FIN 550F. Financial Tech: Methods and Practice*1.5 credits*

This course will provide an overview of financial technology and will cover specific topics in that area. Topics covered include data-driven credit modeling, cryptocurrencies, digital wallets and blockchains, smart contracts, robo advising, high-frequency trading, crowd funding and peer-to-peer lending. The course will also discuss regulatory aspects of FinTech. The course will cover different methods as well as practical applications.

FIN 552. Fixed Income Derivatives*1.5 credits*

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

Prerequisites: FIN 525, FIN 539 and completion or concurrent enrollment in FIN 537

FIN 555. Risk Management and Insurance*1.5 credits*

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

FIN 560A. Research Methods in Finance*3.0 credits*

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



MANAGEMENT

MGT 500T. Social Entrepreneurship

3.0 credits

Social entrepreneurship refers to the practice of combining innovations, resourcefulness and opportunity to address critical social and environmental changes. Social entrepreneurs focus on transforming systems and practices to enable human potential and to create sustainable systems change. We will learn how social entrepreneurs have responded to social challenges through creating companies. What are the strengths and weaknesses of this approach compared to traditional nonprofit management, activism and social justice movements? Students will learn the basics of entrepreneurship and work with selected student and community entrepreneurs on developing a business impact plan. Students who are interested in developing an existing minimum viable product (i.e., prototype of a viable idea) or project in the class should contact the instructor in advance. However, if you want to develop an idea and test whether it is viable, you should consider the Social Innovation class (S50 SWSA 5063). The Social Entrepreneurship class is directed toward students who (1) have a project that is past the idea stage (i.e., you have a minimally viable product) or (2) students who may not have their own idea/project but wish to work on a business impact plan in a team. The deliverable for this class is a business impact plan, the standard reporting document for Ashoka fellows.

This course fulfills 3.0 credits in Leadership/Management.

MGT 501C. CEL Entrepreneurial Consulting Team (CElect)

3.0 credits

The CElect program is a consultative experiential course that provides students the opportunity to work directly with startup businesses. Early-stage companies provide a unique environment for students to make a meaningful impact on the future trajectory of a growing organization. CElect is an experiential learning course that matches teams of Washington University students with St. Louis-area startup ventures to perform defined management consulting projects. In addition to the required daylong orientation and concluding sessions taught at the T-Rex incubator downtown, students will work directly with the professor and their client company on a consistent but variable schedule depending on the needs over the course of the semester. In addition to being embedded on a project for an early-stage company, students will have the opportunity to engage with other entrepreneurship support organizations, such as local accelerators, venture capital firms and incubators. Each student is expected to spend 110 hours on the semester project.

Please note: There is a required orientation session that will be held on the second Friday of the graduate business semester.

Each week, students are required to be available during the class time listed.

Prerequisite: Application required

MGT 501B. Olin Board Fellows Program

1.5 credits

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

Unique to the CEL, the course is one year in duration, beginning in the spring semester and wrapping up at the end of the following fall semester. While the course runs throughout a semester calendar, students are expected to connect with their agency over the summer, either in person or through remote access. Students accepted into the program register for both sections of this class (501B in the spring and 501F in the fall for a total of 3.0 credits for the year).

MGT 501F. Olin Board Fellows Program

1.5 credits

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

Unique to the CEL, the course is one year in duration, beginning in the spring semester and wrapping up at the end of the following fall semester. While the course runs throughout a semester calendar, students are expected to connect with their agency over the summer, either in person or through remote access. Students accepted into the program register for both sections of this class (501B in the spring and 501F in the fall for a total of 3.0 credits for the year).



MANAGEMENT

MGT 501P. CEL Practicum*3.0 credits*

The CEL Practicum is a consultative experiential course that provides students the opportunity to work directly with established for-profit and nonprofit entities in the form of a comprehensive strategic engagement around some of their most complex problems. Partnering with regional, national or international business, students work in a four- to six-person team on consulting projects, applying insights from their coursework to real-world business problems under directly faculty advising. Each student is expected to spend 150 hours on the semester project.

Prerequisite: *Application required; Enrollment is limited*

MGT 501T. Taylor Community Consulting Project*3.0 credits*

The CEL's Taylor Community Consulting Program is a consultative experiential course that partners students with local, regional and national nonprofits to support their strategic development. Students work in a four- to six-person team on consulting projects, applying insights from their coursework to real-world business problems under faculty supervision. Each student is expected to spend 150 hours on the semester project.

Prerequisite: *Enrollment is limited*

MGT 502. Ethical Issues in Managerial Decision Making*1.5 credits*

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

See instructor for additional information.

MGT 511A. Law and Business Management*1.5 credits*

We will review different rules of substantive law that affect the conduct of individuals and businesses. We will analyze different legal theories and rules of substantive law that regulate this conduct and that impose liability for damages on individuals and business entities when those rules are violated. We will survey basic rules of criminal law, intentional torts and

negligence. We will then focus on the rules affecting the making and performance of contracts and the liability that results from breach of contractual relationships. This will include general contract law, as well as specific rules that exist in the sale of goods and merchandise, and in the purchase, ownership and sale of real property. In addition, we will analyze and compare the choices available for dispute resolution, including mediation, arbitration and trial in court.

MGT 511B. Legal Issues at Business Stages*1.5 credits*

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

MGT 512. International Business*3.0 credits*

This course is an examination of global businesses management strategies. We use a network approach, though not exclusively, to understand firm strategies. Business networks are linked to knowledge clusters. We will discuss the rationale for going global, and internal organizational architectures and models that firms use for global management. We will learn how firms' global strategy influences their external networks and how they deal with technological change, examine how logistics and finance relate to global business strategy and consider the political-economy of business and global economic crisis. The course will feature a case dealing with a current strategic challenge of a global corporation. The company will present a problem/case on the first class day. Concurrently with the coverage of concepts of global business, selected class periods will cover themes applicable to the case. Students will propose a strategic solution in group case presentations to company executives on the last class day, and the executives will give their final reactions in the last period.



MANAGEMENT

MGT 521. Introduction to Entrepreneurship*3.0 credits*

This course is designed not only for the student with a burning passion to start his/her own business, but anyone who believes that entrepreneurial skills are an essential element of business success. Introduction to Entrepreneurship is taught primarily via the case method. Most case discussions will be followed by a relevant guest speaker—either an experienced entrepreneur or a professional from the investment community. You will hear from entrepreneurs and corporate managers with an entrepreneurial flair, some of whom have experienced great success and others for whom success has been elusive. The structure of this course follows the evolutionary process of a new venture. Topics covered include idea assessment, organization formation, capitalization, growth and exit. Corporate entrepreneurship also will be explored. This course integrates much of what you have learned in your core courses and challenges you to apply those learnings. In each class, you will be expected to make difficult business choices with less than perfect information, dealing with ambiguity and uncertainty much like a real-life entrepreneur. Analytical rigor will be emphasized throughout, and you will be expected to have “run the numbers” for each case. A central element of this course is the opportunity to pitch your business idea to classmates via a five-minute elevator pitch. Those with the winning business concepts will recruit classmates to join their team to conduct a comprehensive feasibility analysis. Your final will consist of a formal 20-minute dress presentation of your idea—much like you would pitch your business concept to a potential investor. It is the professors’ objective that by the end of this course, you will (1) better understand entrepreneurship and the entrepreneurial process, (2) be an incisive analyst of a business and/or business concept and (3) be a more persuasive seller of your business ideas.

Note: This course is strongly recommended for students interested in participating in MGT 524.

MGT 524. Business Planning for New Enterprises [The Hatchery] 3.0 credits

In this course, student teams pursue their own business idea or support outside entrepreneurs by researching, writing and pitching business plans for new commercial or social ventures. Enrolled students can recruit a team to work on their own business idea or join a team working on another’s idea. Outside entrepreneurs and scientific researchers wishing to recruit student teams must apply in advance to be considered for student selection. Most of the work is done outside the

classroom with the support of mentors, advisors and the instructor. Classes are held once per week for the first half of the semester. Workshops and rehearsals are required in the second part of the term. Students make final presentations to a panel of outside judges including venture capitalists, angel investors, entrepreneurs and people involved with early-stage ventures.

Prerequisites: *Introduction to Entrepreneurship (MGT 521), Social Entrepreneurship (MGT 500T) or permission of the instructor*

MGT 529. Management and Corporate Responsibility*1.5 credits*

Our goal is to help managers incorporate corporate-social-responsibility demands into their actions within their firms. Assuming that no managers wish to work at a socially irresponsible company, this requires us to understand precisely what these socially responsible demands entail and how they might run counter to taking actions that increase value for the firm’s owners and make the manager. We will take care to rigorously define these socially responsible demands and subject them to philosophical and economic examination so we can assess and implement them. This inquiry will also require us to understand the public relations and political implications of outsiders’ perceptions about the social responsibility of the firm and its managers’ actions with an eye on improving these perceptions and reducing political costs.

MGT 530. Asian Business Networks*1.5 credits*

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



MANAGEMENT

MGT 533. Effective Managerial Communication*1.5 credits*

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

MGT 534. Corporate Strategy*1.5 credits*

This course explores the unique strategy issues that arise within multibusiness firms. The course examines how value is created or destroyed through the process of combining businesses and examines strategic issues surrounding mergers and acquisitions. Discussion within the course will critically evaluate patterns of diversification and growth within firms. The course will also address issue of vertical integration, exploring the limits of firm size. It will also address the unique organizational design choices that emerge in multibusiness settings, including an exploration of corporate governance.

MBA prerequisite: MGT 5311; **PMBA prerequisite:** MGT 5301

MGT 535. Strategic and Crisis Communication*1.5 credits*

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

MGT 538. Integrated Value Creation: The Wholomics Approach*1.5 credits*

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

Prerequisite: 2nd year standing

MGT 539. The Basics of Bio-Entrepreneurship*3.0 credits*

The Basics of Bio-Entrepreneurship/Biotech Industry Innovators investigates issues and choices that inventors/scientists encounter when they are considering the applications and commercialization of early-stage scientific discoveries. This course is intended for anyone interested in careers in the biotechnology, pharmaceutical, medical device or life sciences industries as a founder, scientist, entrepreneur, manager, consultant or investor. The course introduces students to entrepreneurship, angel investing, venture capital investing, technology transfer, intellectual property, corporate partnerships, business planning and strategy. Students with degrees in biosciences may want to consider entrepreneurship as a career path. The course focuses, through case studies, lectures and class projects, on the issues and decision-making processes that entrepreneurial researchers and their business partners typically face when considering how a discovery might best be moved from academia to successful commercialization. Industry experts will join us and make presentations to the class.

MANAGEMENT

MGT 540. Sports Management

1.5 credits

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

MGT 557. Introduction to Non-Market Environment

1.5 credits

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

MGT 558. Managing the Innovation Process

1.5 credits

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

MGT 560D: US Macroeconomic Policy after the Crisis of 2008-2009

1.5 credits

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

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

1.5 credits

This course is designed to introduce students to the unique governance and financing issues faced by owners of closely held businesses and family-controlled firms. The core issue addressed in this course is that of sustainability: What actions are required of the current owners to increase the likelihood that the business will last beyond them? What best practices can we learn from successful multigenerational family businesses, some of which have been in existence for 150 years or longer? There are three target audiences for this course: (1) students who may be or are considering working for a closely held or family-controlled business, (2) entrepreneurs who build successful businesses and want their business to remain privately owned and (3) students seeking to work in the private equity, investment banking, legal or wealth management industries and who will be calling on this segment of the market. The course will be multidisciplinary and more qualitative than quantitative. Each class will have a lecture and case component; there will be guest speakers at each session. Students will be required to complete a case study in advance of each class (not more than two pages). There will be no final exam. Class attendance and active participation is expected.



MANAGEMENT

MGT 560J. Social Innovation*3.0 credits*

Humans are highly social and also highly creative. The progress of civilization rests on massive social innovations in living together peacefully, organizing work of all kinds, establishing rules of conduct, building knowledge, creating art and shared stories, distributing resources, governing fairly and effectively, and promoting health and well-being. In the absence of these social foundations, which are so often taken for granted, human technological and economic advancement would not be possible. Social innovation refers to establishing new patterns of social relationships, organization, services, products, programs and policies. The process of social innovation is constant and occurs at multiple levels. Social innovation changes basic patterns and routines, and changes resource and authority flows. Successful social innovation has broad impacts and durability, leading to meaningful and sustained change. This course focuses on the history of social innovation, the meaning of social innovation in our time and practical strategies to build skills for social innovation. Detailed case examples of social innovation in different spheres and sectors will be presented, including the instructors' experiences in social innovation. The class will function as a large team and in sub teams. Students will identify a social change goal, apply course ideas, co-create an innovative strategy and design processes that can lead to implementation, testing and eventual success. High levels of commitment, engagement, teamwork and performance are expected.

MGT 560O Africa Business Landscape*1.5 credits*

Sub-Saharan Africa, with a population of just over one billion that is growing at an annual rate of over 2.5%, offers long-term business opportunities across many sectors. This course covers conceptual frameworks for understanding sectoral opportunities in finance/business services, manufacturing, high technology, agriculture, natural resources (oil, gas, minerals), retail/personal services and tourism. These business opportunities will be framed in the context of political change, the legacy of colonialism, urbanization and trends in transportation and communication infrastructure development. Industry case studies will be completed to apply the concepts, guest speakers will offer focused insights and student panels will provide opportunity to debate the ideas.

MGT 562. Critical Thinking Processes and Modeling for Effective Decision Making *3.0 credits*

Critical thinking is the cornerstone of effective decision making. This course will introduce students to a variety of tools that will enhance their critical thinking skills and ultimately their ability to make effective decisions. Students will gain practice in assessing critical thinking by others, which will help them develop a plan for ongoing advancement of their own critical thinking skills. The course has the following objectives: (1) to introduce students to the science of fact-based, data-driven decision making, (2) to expose students to different approaches, support tools and analytical methods for decision making, (3) to enhance and reinforce students' critical thinking skills and their ability to intelligently use information, (4) to develop, integrate and reinforce students' modeling skills (often based on spreadsheet usage) by using such skills in a variety of decision-making-oriented applications and (5) to introduce students to a process for team decision making. These objectives will be facilitated through the three key quantitative modeling tools taught in this course, which are: (1) decision analysis, (2) simulation for risk-analysis and modeling uncertainty, and (3) optimization tools and constrained resource allocation.

MGT 563. Olin Grand Rounds*3.0 credits*

Grand rounds in medical schools are a forum for presenting new and challenging clinical problems and cases. The goal of Olin Grand Rounds is to focus on the challenges and solutions facing the business of medicine. The course will therefore provide an introduction to the current issues facing the health care sector that integrates management tools and clinical knowledge. The objective is to provide students new insights into how modern management tools can be combined with scientific and clinical knowledge to manage health care organizations more efficiently and practice medicine more effectively.

MGT 564. Health Economics and Policy*3.0 credits*

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



MANAGEMENT

MGT 565. Healthcare Management

3.0 credits

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 healthcare managers, consultants, financiers, investors, innovators or providers in the course of their work. Issues addressed will include, but not be limited to, financial issues, management challenges and conduct of operations. The first phase will cover the basic background on the structure and financing of the healthcare industry, including very brief reviews of critical topics like insurance and government-provided healthcare. A few basic frameworks will then be developed for students to apply to course topics moving forward, such as cost/benefit analysis and evaluation of risk. The remainder of the course will involve critical analyses of healthcare cases involving varied subjects and management challenges. Sessions will emphasize student-led discussions.

MGT 566. Research in Healthcare Management

3.0 credits

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

MGT 571. Venture Advising

3.0 credits

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

Prerequisite: *MBA core*

MGT 572. Defining Moments: Lessons in Leadership and Character from the Top *1.5 credits*

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

MANAGERIAL ECONOMICS

MEC 531. The Global Economy

1.5 credits

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

MEC 538. Economics of the Organization

1.5 credits

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

MBA prerequisite: MEC 5400; **PMBA prerequisite:** MEC 5406

MEC 538B. Compensation, Incentives and Organizations

1.5 credits

This course is the second in a linked sequence looking at the study of the economics and management of organizations, and it focuses on issues at the individual employee level. We will use the tools developed in MEC 538 Economics of the Organization, to examine how incentives and performance contracts should be combined in an organizational framework to motivate executive and employee performance. In this course, we consider the economic incentive problems a firm faces in recruiting, training, motivating and retaining workers in its internal labor market, as well as economic tools that may be used to construct compensation and non-compensation schemes to address these incentive problems and raise worker productivity. The format of the course is to present the

underlying theory or framework for the topic at hand, and then to illustrate how a firm was able (or unable) to implement the recommended approaches for solving the incentive problem.

Prerequisite: MEC 538 or permission of the instructor

MEC 540. Macroeconomics for Business Leaders

1.5 credits

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

MEC 592. Competitive Industry Analysis and Strat Dev

3.0 credits

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

MBA prerequisite: MEC 5400; **PMBA prerequisite:** MEC 5406

MEC 595. Game Theory for Business

3.0 credits

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

MBA prerequisite: MEC 5400; **PMBA prerequisite:** MEC 5406

MARKETING

MKT 500T. Customer Analytics

3.0 credits

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

MKT 500U. Digital Marketing

1.5 credits

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

MKT 520. Creating and Building Brand Equity

1.5 credits

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

MKT 521. Retail Management

1.5 credits

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

MKT 523. Sales Management

1.5 credits

Sales management refers to all activities, processes and decisions involved in managing the sales function in an organization. Effective and efficient sales management is an indispensable component of a marketing strategy, especially in business-to-business markets. Companies make significant investments in their sales force, as it is the public face of the company, plays a major role in sales creation and is entrusted with the most important corporate asset—the customer. Primarily through case discussion and industry expert sessions, this course will focus on developing a repertoire of analytic and conceptual skills and emphasize a decision orientation. Topics covered will include sizing, structuring, designing sales territories, recruiting, motivating, compensating and performance management of a professional sales force.

MKT 531E. Marketing Metrics

1.5 credits

This course provides an opportunity for Washington University students to engage in active and applied learning through work on real-world, team-based projects through work with marketing projects. This exercise is designed to help students develop business and management consulting competencies, including interpersonal communication and leadership skills, project management, critical thinking, problem formulation, data analysis, report writing, diplomacy and persuasive presentation skills. Students will produce a deliverable that provides utility to the organization in the form of actionable results and/or critical information. These projects matter to the client.

Application required



MARKETING

MKT 555. Analytics Driven Brand Management*1.5 credits*

This course will cover decision support tools that can be effectively used by brand managers to improve the quality of their marketing decisions, such as pricing, advertising, promotions, etc. These decision support tools typically rely on market-based estimates of demand and competitive conditions, which are often obtained by analyzing historical transactions data (which is the focus of MKT 555A Data Analysis for Brand Management) and sometimes using consumer surveys (which is the focus of MKT 571A Marketing Research). The focus of this course will be on the optimization of marketing resources and budgets given such a quantitative understanding of the marketplace. While the focus will be on fast-moving packaged goods categories (coffee, laundry detergents, carbonated beverages, etc.), the course will also deal with durable goods (automobiles), entertainment products (movies), etc. Microsoft Excel will be used for analysis.

Recommended prerequisite: MKT 555A

MKT 555A. Data Analysis for Brand Management*1.5 credits*

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

MKT 558. Pricing Strategies*1.5 credits*

This course is designed to equip you with some essential concepts and techniques needed to make profitable decisions about one of the most important marketing variables—price. The course is structured around four fundamental factors that firms need to consider in their pricing decisions: costs, customers, competitors and climate (legal environment). Through case studies, in-class discussions and course projects/presentations, this course will provide you with a conceptual

framework, grounded in modern economics and consumer psychology, for analyzing a complex marketing environment and designing proactive pricing strategies that are most profitable for your business.

Prerequisite: MKT 5503; Familiarity with basic statistical techniques and a spreadsheet package like Excel is desirable.

MKT 558B. Pricing Decision Making and Implementation*1.5 credits*

The focus of this course is on pricing tactics and strategies that are proven to be profitable for firms. Through case studies, lectures, a pricing simulation game and presentations, this course will help you gain insights into successful pricing strategies in various industries and develop your own skills necessary to make the most important business decision—pricing—in your organization. Topics of discussion include pricing innovative products, pricing and market making on the internet, pricing of digital products, and dynamic and competitive pricing.

Prerequisite: MKT 5503; completion of MKT 558 is strongly recommended. Familiarity with basic statistical techniques and a spreadsheet package like Excel and completion of MKT 558 are strongly recommended.

MKT 559. Creating and Marketing Innovative Products and Services *1.5 credits*

In a rapidly changing business environment where product life cycles are shortening and competition is intensifying, creating new products has become the most significant and most risky activity within a firm. This course is the first of a two-part sequence that aims to develop an understanding of the state-of-the-art strategies, processes and methods used in developing new products. This course focuses on key new product issues, including generation and assessment of ideas, value creation in competitive markets, the impact of disruptive technologies on mainstream industries and the diffusion of innovative new products and services. This is a case-based course where students participate in a dynamic and interactive group environment to develop the capacity to use the information learned to make informed new product decisions.



MARKETING

MKT 559B. Marketing Strategies for Innovative Products and Services *1.5 credits*

This course is the second of a two-part sequence. Each part in the sequence focuses on different areas of new product creation and can be taken as a stand-alone course. However, substantial synergies are gained by attending both courses and attaining extensive knowledge of the strategies, processes and methods used in creating successful new products. This course focuses on issues including business model innovation, marketing mix (4P's) decisions for new products, concept and market testing, first mover dis/advantage and expanding the product portfolio. This is a case-based course where students participate in a dynamic and interactive group environment to develop the capacity to use the information learned to make informed new product decisions.

MKT 571A. Marketing Research I*1.5 credits*

This introductory marketing research course examines the role of marketing research in the formulation and solution of marketing problems. In this course, students develop and apply basic skills in conducting and evaluating marketing research design. The first part of the course will focus on data collection from consumers using techniques such as focus groups, surveys, experiments etc. The second part will focus on basic analysis of the collected data using techniques such as t-tests, chi-square and linear regression. Students will apply and implement these techniques using standard statistical software (SPSS).

Prerequisite: *MKT 5503 or permission of the instructor*

MKT 571B. Advanced Marketing Research*1.5 credits*

This course is a follow-up to MKT 571A and is designed for students wishing to develop advanced techniques in marketing research and analysis. In this course, students will advance their skills in conducting marketing research and analyzing data using sophisticated multivariate techniques such as conjoint analysis, multidimensional scaling, cluster analyses, etc. These analyses will give students the tools to conduct a variety of advanced marketing analyses, such as segmentation and perceptual mapping. The course will teach students how to implement these techniques using standard statistical software (SPSS).

Prerequisite: *MKT 571A or permission of the instructor*

MKT 576A. Understanding and Influencing Consumer Behavior *1.5 credits*

If consumer behavior were easy to explain, then all products would sell as projected, all ads would be effective, economies would be perfectly efficient and marketing would be a simple prospect. In reality, consumers are frustratingly human: irrational, emotional and difficult to predict. Marketing begins and ends with consumers, and in this class, we will discuss foundations of human behavior that will help us understand and predict consumer choices.

MKT 577. Marketing Strategy*3.0 credits*

This course will focus on the role of marketing strategy in the success of the firm and on the formulation of successful marketing strategy. We will use a textbook and a book of supplementary readings. We will also cover seven to 10 cases and play the MARKSTRAT marketing strategy simulation game. The class will be organized into groups to play MARKSTRAT. These same groups will be responsible for a paper analyzing a firm's marketing strategy. The subjects of these papers all will be firms in the same industry. Group presentations and class discussion will further explore the role of strategy in that industry.

MBA prerequisite: *MKT 5503 and DAT 5410; PMBA prerequisite:* *MKT 5503 and DAT 5402; Recommended:* *MKT 571A and 571B*



OPERATIONS AND MANUFACTURING MANAGEMENT

OMM 500D. Project Management*3.0 credits*

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

MBA prerequisite: OMM 5700 or permission of the instructor;

PMBA prerequisite: OMM core or permission of the instructor

OMM 500E. Supply Chain Risk Management*1.5 credits*

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

MBA/PMBA Prerequisite: OMM 5704

OMM 500M. Supply Chain Analytics: Stochastic Models*1.5 credits*

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

OMM 501. Operations and Supply Chain Management Platform Practicum*3.0 credits*

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

Prerequisite: Enrollment in the Operations and Supply Chain Management Platform or approval of the platform director



OPERATIONS AND MANUFACTURING MANAGEMENT

OMM 501P. Boeing Center Supply Chain Practicum*1.5 credits*

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

OMM 519E. Introduction to Revenue Management*1.5 credits*

Quantitative pricing and revenue analytics collectively refers to the set of practices and tools that firms in various industries use to quantitatively model consumer preferences, segment their market and tactically optimize (often in a microtargeted or personalized manner) their product assortment, pricing and promotion strategies. The origins of this field, often referred to as revenue management, are in the airline industry during the late '80s. The prototypical question is how a firm should set and update pricing and product availability decisions across its various selling channels in order to maximize its profitability. In the airline industry, as most of us know, tickets for the same flight may be sold at many different fares, the availability of which is changing as a function of purchase restrictions, the forecasted future demand and the number of unsold seats. The adoption of such systems has transformed the transportation and hospitality industries, and is increasingly important in retail, telecommunications, entertainment, financial services, health care and manufacturing, as well as online advertising, online retailing and online markets. In parallel, pricing and revenue optimization has become a rapidly expanding practice in consulting services and a growing area of software and IT

development. The ultimate goal is for students to learn to identify and exploit opportunities for revenue optimization in different business contexts. The topics covered in this course are either directly or indirectly related to customer segmentation, demand modeling and tactical price optimization.

Prerequisites: DAT 561 and DAT 500N**OMM 531. Supply Chain Finance***1.5 credits*

This course focuses on understanding ways to better integrate operational and financial decisions within a supply chain. Our studied firms and world-class practices better integrate physical and financial flows by endogenizing not only the operational choices of the firm and its agents but also their financial decisions. Students will better understand how to make informed decisions using all relevant analytics tools at the interface of operations, finance and risk management. There are three main topics the course will explore: (1) supply chain financing: understand how capital constraints of firms in a supply chain affect their operational choices and what are better ways to finance working capital needs of a firm in a supply chain, fully accounting for the operational and risk management implications of such solutions. The financing solutions that will be explored are divided into “supplier led” (e.g., trade credit) and “buyer led” (e.g., reverse factoring). (2) Supply chain contracting in the presence of financial frictions: study the effect of financial frictions (e.g., limited working capital, transaction costs, taxes, bankruptcy costs) on contracts and the implementation of operational strategies. The contracting issues to be explored within a supply chain finance setting are incentive coordination among firms in the chain, information asymmetries and moral hazard issues. (3) Integrated operational and financial risk hedging: understand how operational and financial risks in global supply chains interact (e.g, exchange rates, commodity procurement risks, etc.) and what combination of operational and financial tools can be used to effectively manage those risks.

Prerequisites: OMM 510, OMM 5704

OPERATIONS AND MANUFACTURING MANAGEMENT

OMM 554. Operations Analytics*3.0 credits*

Examines approaches to problems of operations planning and control in various organizational settings. Topics include demand forecasting (data analysis, forecasting techniques and control of forecasting systems), end-item inventory control (lot sizing, safety stock and evaluation of systems) and materials requirements planning (master scheduling, shop scheduling, aggregate capacity planning and systems implementation).

MBA prerequisite: OMM 5704 or permission of the instructor;

PMBA prerequisite: OMM core or permission of instructor

OMM 558. Advanced Operations Strategy*3.0 credits*

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

MBA prerequisite: OMM 5704 or permission of the instructor;

PMBA prerequisite: OMM core or permission of the instructor

OMM 559. Managing Global Business Process Outsourcing for Competitive Advantage*1.5 credits*

The growth of global outsourcing of all types of business processes (from manufacturing to R&D, engineering, call centers, clinical trial tests, IT, accounting, human resources, etc.) with third-party contracting organizations all over the world has been heralded by the popular and academic press as the most important business trend of the last decade. As a result of such strategic trends and actions, it becomes essential to strategically manage global business process outsourcing as a key business process by itself, and thus to hire and train managers who fully understand the trade-offs, implementation

challenges involved and approaches for managing risks, and more importantly, who are able to manage the business relationships with the third-party contracting organizations. The course is intended to provide the fundamental skills necessary to become successful global managers of virtual value chains, who, when faced with outsourcing decisions, can competently make them within the context of their firm's strategy as well as effectively execute all aspects of the outsourcing process while managing the outsourcing relationship with suppliers.

OMM 572. Lean and Six Sigma for Process Improvement*1.5 credits*

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

PMBA prerequisite: OMM 5704 and MEC 5406 or permission of the instructor; **MBA prerequisite:** OMM 5700 and MEC core

OMM 573. Operations Management in the Service Industry*1.5 credits*

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

MBA prerequisite: OMM 5704; **PMBA prerequisite:** OMM core



OPERATIONS AND MANUFACTURING MANAGEMENT

OMM 576: Foundations of Supply Chain Management

1.5 credits

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

MBA prerequisite: OMM 5704; **PMBA prerequisite:** OMM core

OMM 577. Information Technology and Supply Chain Management *1.5 credits*

Recent developments and breakthroughs in information technology have radically changed the business world, offering opportunities not only for new products and services but also for reengineering supply chains and improving supply chain performance. The course will study how the innovations in information technology affect the ways information flows through the supply chain, which in turn provides opportunities to better coordinate material and financial flows. The course will review business cases in which companies use supply chain management concepts and emerging technologies to improve business processes as well as creating value.

MBA prerequisite: OMM 5704; **PMBA prerequisite:** OMM core

ORGANIZATIONAL BEHAVIOR AND STRATEGY

OB 500B. Women in Leadership

1.5 credits

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

OB 500E. Talent Analytics

1.5 credits

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



ORGANIZATIONAL BEHAVIOR AND STRATEGY

OB 523. Politics and Power In Organizations*3.0 credits*

The use of power and politics is inevitable in modern organizations—and the higher one goes, the more of it one encounters. Therefore, the development of real competency in managing power and influence can materially enhance career progression. The objective of this course is to develop such competency through the use of learner-centered instruction, which includes actual application of concepts through class discussion of case histories and the use of a learning journal. The content of the course includes why power and politics occur, when they are particularly prevalent, what the sources of power are; how to build power throughout one's career, common influence tactics, the importance of political fit in job search and how to avoid political mistakes in a new position.

MBA prerequisite: OB 500F or permission of the instructor;
PMBA prerequisite: OB 5601 or permission of the instructor

OB 524. Negotiation*3.0 credits*

Managers spend the majority of their time negotiating, from negotiating schedules and vacation time to negotiating resource allocations to negotiating mergers and major policy decisions and their implementation. Skillful negotiation is a critical component of the tool box of the successful manager. The purpose of this course is to improve students' abilities to diagnose conflict situations to analyze, plan, and conduct negotiations. The course material addresses negotiation as an effective means for implementing decisions and strategies and resolving conflict in a variety of settings. The course format will involve simulated negotiation and experiential exercises, cases, discussion and lecture. Students will be evaluated on the basis of case analysis, negotiating performance and a final project.

Students may not take both this course and OB 561 for credit. This course covers topics in greater depth than the shorter OB 561 course; offers more opportunities for hands-on practice, learning and feedback; and also covers a wider range of additional topics.

OB 527. Human Resource Strategies for General Managers*1.5 credits*

This course will provide a basic understanding of how to gain competitive advantage through developing the right human resource strategy for business. It will begin with a consideration of how to link the people strategy to the business strategy,

move through a discussion of segmenting and analyzing the workforce, and then cover the contribution of human resource functions in creating the right environment to motivate the highest levels of performance.

This course is designed for students with full-time work experience. Students without pre-MBA work experience should take the course in year two after completion of a summer internship.

OB 530. Creative Thinking and Leading the Creative Organization *1.5 credits*

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

Prerequisite: MBA first-year core

OB 535. People Metrics*1.5 credits*

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



ORGANIZATIONAL BEHAVIOR AND STRATEGY

OB 561. Negotiation and Conflict Management*1.5 credits*

Managers spend the majority of their time negotiating, from negotiating schedules and vacation time to negotiating resource allocations to negotiating mergers and major policy decisions and their implementation. Skillful negotiation is a critical component of the toolbox of the successful manager. The purpose of this course is to improve students' abilities to diagnose conflict situations to analyze, plan and conduct negotiations. The course material addresses negotiation as an effective means for implementing decisions and strategies and resolving conflict in a variety of settings. The course format will involve simulated negotiation and experiential exercises, cases, discussion and lecture. Students will be evaluated on the basis of case analysis, negotiating performance, a final project and participation. Students are expected to participate in all negotiation exercises.

Students may not take both this course and OB 524 for credit.

OB 561C. International Negotiations*1.5 credits*

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

Prerequisite: OB 524 or 561

OB 565. Leading Change*1.5 credits*

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

MBA prerequisite: OB 500F or permission of the instructor;

PMBA prerequisite: OB 5601 or permission of the instructor

OB 566. Leadership in the Trenches*1.5 credits*

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

Prerequisite: Permission of the instructor

OB 568E. Mindfulness and Performance in the Workplace*1.5 credits*

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