

# Olin Business School

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## Courses

Courses include the following:

- B50 ACCT (Accounting) (p. 1)
- B52, B62 FIN (Finance) (p. 3)
- B99 INTL (International Business) (p. 5)
- B53 MGT (Management) (p. 6)
- B54 MEC (Managerial Economics) (p. 12)
- B55 MKT (Marketing) (p. 14)
- B56, B66 OB (Organizational Behavior) (p. 16)
- B57 SCOT (Supply Chain, Operations, and Technology) (p. 18)
- B59 DAT (Data Analytics) (p. 18)

## Accounting

Visit online course listings to view semester offerings for B50 ACCT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B50&crslvl=1:4>).

### B50 ACCT 2610 Principles of Financial Accounting

Provides an overview of the financial accounting reporting process, with a primary focus on the analysis of economic events and their effect on the major financial statements (balance sheet, income statement and statement of cash flows). Prerequisite: second semester freshman standing.

Credit 3 units.

### B50 ACCT 2620 Principles of Managerial Accounting

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

Credit 3 units.

### B50 ACCT 300A Volunteer Income Tax Assistance

Students assist low-income members of the community with preparing their tax returns through the VITA program. The Internal Revenue Service provides training materials and an online certification program that must be successfully completed prior to students engaging with clients. Students work with the Gateway EITC Community Coalition. Prerequisite: ACCT 2610.

Credit 1.5 units.

### B50 ACCT 3610 Intermediate Financial Accounting Theory I

The first of a two-course sequence in corporate financial reporting. Examines the environment of financial accounting, the standards-setting process and the conceptual framework that underlies financial accounting in the United States. Topics: review accounting

basics, events and transactions that impact financial statements, comprehension of corporate financial reports, and examination of political and economic factors influencing accounting policy.

Prerequisite: ACCT 2610.

Credit 3 units.

### B50 ACCT 3620 Intermediate Financial Accounting II

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

Credit 3 units.

### B50 ACCT 363 Cost Analysis and Control

This course will focus on the impact of changes in markets, in operations, and in information technology that affect the design of management accounting systems. Emphasis is on the strategic role of cost information in planning and controlling operations. Current thrusts of quality control and customer service in managing operations have placed new demands on management accounting systems beyond the traditional role of product costing for financial reporting. The course objective is to analyze how these new demands can be met through the expansion of the scope of management accounting systems.

Prerequisite: ACCT 2620.

Credit 3 units.

### B50 ACCT 366E Carbon Accounting

This course provides the student with an understanding of the current structure of emissions reporting with an emphasis on carbon reporting. The course will give an overview of the regulatory bodies involved in setting standards for carbon reporting. We will discuss the various rating agencies and indices currently used by stakeholders (e.g., investors and activist funds). The course will provide details on what companies report and how they inform investing and consumption decisions. We will discuss the supply and demand for carbon emissions information and how those economic forces are likely to shape changes in carbon reporting and the decision-usefulness of carbon information. Prerequisite: ACCT 2610.

Credit 1.5 units.

### B50 ACCT 400A Analysis of Financial Institutions & Financial Instruments

The main goal of the course is to give you an in-depth understanding of how financial reports provide unusually accurate and detailed (but not perfect) information about the risks and performance of firms in the financial services industries. These firms' financial statements increasingly are based on fair value accounting and their financial reports typically include extensive risk and estimation sensitivity disclosures. Both fair value accounting and risk and estimation sensitivity disclosures are necessary ingredients for financial reports to convey the risk and performance of financial services firms in today's world of complex, structured, and risk-partitioning financial instruments and transactions. While financial services firms often apply fair value accounting and risk and estimation sensitivity disclosures imperfectly (or worse), careful joint analysis of the information they do provide invariably yields important clues about their risks and performance. Prerequisite: ACCT 3620.

Credit 1.5 units.

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**B50 ACCT 400C Not-For-Profit Accounting**

Students will gain an understanding of the unique facets of not-for-profit accounting, including understanding not-for-profit financial statements, differences in not-for-profit GAAP, and the IRS Form 990. Prerequisite: ACCT 2610.

Credit 1.5 units.

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**B50 ACCT 400L Ethical Decision Making in Accounting**

Accountants frequently find themselves working in environments rife with ethical challenges. This course is designed to provide students with an understanding of various ethical theories and related frameworks for ethical decision making, with an emphasis on how these frameworks may be applied to situations frequently faced by accountants. The course will draw heavily upon actual cases faced by accountants, and it will also incorporate the current professional standards required for CPAs by the American Institute of Certified Public Accountants (AICPA) Code of Professional Conduct. Prerequisite: ACCT 2610.

Credit 1.5 units.

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**B50 ACCT 400M Ethics I**

This course is designed to help the student understand ethical reasoning and behavior, and it will help them to define their own moral compass using case studies as the primary source of instruction. The primary goal is to make the student a role model for others in ethical behavior. Students will learn not just how to determine the proper ethical choice; more importantly, they will learn how to effectively implement the behavioral changes required to achieve solutions to ethical dilemmas. To quote (while paraphrasing) the authors of the textbook, "We strive in [these courses] not only to educate accounting students to be future leaders in the accounting profession but to stimulate [the student's] ethical perception and cultivate virtue thereby awakening [their] sense of duty and obligation to the public interest." Prerequisite: ACCT 2610.

Credit 1.5 units.

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**B50 ACCT 400N Ethics II**

This course was designed to help students develop a deeper understanding of ethical behavior, including dealing with fraud in financial statements, legal obligations of auditors, Wall Street expectations and earnings management, and what it takes to be an ethical leader. To quote the author, "...it comes down to one's sense of right and wrong and willingness to voice values to positively impact (the) auditor responsibility." This second segment of Ethical Decision Making in Accounting is offered for the purpose of creating ethical leaders in the accounting and auditing profession, the business community, and society and to instill that sense of right and wrong and the eagerness to put it into action. Prerequisite: ACCT 400M.

Credit 1.5 units.

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**B50 ACCT 431 Financial Metrics for Start-Ups**

This course provides the core set of tools and strategies that would be used by the chief financial officer at a private, entrepreneurial company. The course follows the life cycle of a company that begins life as a start-up, and it covers the accounting-related financial metrics that are needed by an entrepreneur. We will cover topics relevant to the earliest stages of a business (e.g., setting up the initial accounting infrastructure) and continue through to the company's exit. The exit would typically be to a strategic buyer, a private equity firm, or via an IPO. Enrollment is limited. For undergraduate students, previous accounting course work is required.

Credit 1.5 units.

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**B50 ACCT 455 Accounting Policy and Research**

This course will enable students to develop their knowledge and appreciation of current debates that surround the accounting profession. Students will develop critical thinking skills regarding these issues and form and defend opinions about contemporary regulatory and market issues. The course will also provide an opportunity for students to learn important technical and research tools used by accounting practitioners. Finally, students will gain an appreciation of the primary methods underlying academic research in accounting. Prerequisites: ACCT 2610, ACCT 2620 and DAT 121.

Credit 3 units.

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**B50 ACCT 464 Auditing**

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

Credit 3 units.

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**B50 ACCT 466 Financial Statement Analysis**

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

Credit 3 units.

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**B50 ACCT 467 Federal Income Taxes**

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

Credit 3 units.

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**B50 ACCT 4680 Advanced Financial Accounting Problems**

Examination of the nature and financial reporting aspects of various business transactions: corporate acquisitions, mergers and the formation of other strategic alliances. Topics: accounting for business combinations and consolidations, joint ventures and foreign currency translation, accounting and financial reporting issues facing government entities. Prerequisite: ACCT 3620.

Credit 3 units.

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#### **B50 ACCT 472E Taxation of Business Entities**

This course involves an examination of tax laws at the federal, state, and international levels, with an emphasis on corporate taxpayers and partnerships. A data-driven approach will be used to show how various business transactions affect a business entity's tax liability. Attention will also be given to various ways in which business entities might structure transactions to avoid or reduce tax liability and how the choice of business entity type affects these decisions. Prerequisite: ACCT 2610.

Credit 3 units.

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## **Finance**

Visit online course listings to view semester offerings for B52 FIN (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B52&crslvl=1:4>). For B62 FIN (p. 5), please refer to the course listed below.

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#### **B52 FIN 340 Capital Markets and Financial Management**

Students will learn how the decisions of a company affect shareholder value and what decisions can increase it. To understand the perspectives of shareholders, we will study basic principles of investing: time value of money, valuation of debt and equity securities, discounted cash flow as a foundation for stock prices, the impact 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. Prerequisites: MATH 132, ACCT 2610, MEC 290 or ECON 1011, DAT 120 and completion or concurrent enrollment in DAT 121. Credit 3 units. EN: S

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#### **B52 FIN 400I Mergers & Acquisitions**

This course focuses on identifying ways to increase firm value through mergers and acquisitions (M&A). We will survey the drivers of success and failure in M&A transactions, develop your skills in deal design, explore the deal process, and develop LBO and merger models similar to those used by investment bankers. Other topics addressed in the course are M&A regulation, the sell-side and buy-side M&A process, valuations, takeover strategies and antitakeover defenses, structuring of transactions to minimize tax consequences, the acquisition method of accounting, merger arbitrage, and auction vs negotiation sale processes. Prerequisites: FIN 340 and completion or concurrent enrollment in FIN 448.

Credit 1.5 units.

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#### **B52 FIN 400J Advanced Valuation**

This course covers advanced topics in valuation. Main topics covered will be the valuation of private firms and young businesses, and the valuation of financial services firms such as banks and insurance companies. The course applies both theory and practical valuation methods through the analysis of cases and real world examples. Prerequisite: FIN 448.

Credit 1.5 units.

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#### **B52 FIN 400K Public Equity Investments**

This hands-on course provides a learning platform for how to invest in public equities like a bottoms-up, fundamental, buy-side analyst. The course focuses on the process of how many "Tiger Cubs" invest, but will also cover other investing approaches and styles as well. Learning objectives of the course include mastering three-statement modeling; developing the research process for an investment idea in public equities; interactions with real buy-side analysts and portfolio managers on their experience at hedge funds in NYC/SF; and concludes with students pitching an investment idea to a group of buy-side analysts and select number of portfolio managers. Ultimately, this course will provide a solid foundation on which students can successfully build as a buy-side analyst. Students must submit an application for approval to enroll in this course. See Campus Groups for application under Registration. Prerequisites: FIN 448 and instructor approval.

Credit 3 units.

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#### **B52 FIN 400L Private Equity — Methods**

This course will provide the student with an understanding of the basic terminology, due diligence, and analytical methodologies critical to evaluating private equity investments. The course will also cover the history of private equity and the different roles of private equity, including growth capital, LBO/MBO, roll-up, and so on in the evolution of the firm. Private equity funds in the context of the overall market (i.e., strategic vs. financial acquirers) will be discussed as will be the role of leveraged lending and bank financing of financial sponsors. Private equity as an investment and its role in portfolio construction will also be analyzed. Finally, the legal structure of private equity funds in the context of firm control and governance will be reviewed. Prerequisite: FIN 448.

Credit 1.5 units.

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#### **B52 FIN 400M Private Equity — Practice**

This course is the capstone for students interested in pursuing careers in private equity. Students will develop practical skills for investing in private companies. Students will partner with professionals in the St. Louis community to perform various activities, including transaction sourcing, evaluating investment opportunities, and, where appropriate, negotiating, arranging financing, and closing investments. The course also relies heavily on bringing in professionals from the local community to provide real-world perspectives on private equity investing. Prerequisites: FIN 448 and FIN 400L.

Credit 1.5 units.

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#### **B52 FIN 400W Venture Capital Methods**

Students are exposed to the process of analyzing, valuing and structuring potential equity investments in privately-held, entrepreneurial, venture-stage businesses. The goal is to develop critical thinking skills in evaluating potential investments and understanding the dynamics of various risk factors predominant in such investments, including market risk, execution risk and technology risk. The classes will be a combination of individual readings, case learning, presentations and panel discussions by industry experts, and experiential learning in a team format. Classes will be case study driven and will focus on company- and fundspecific situations. Guest lecturers will be used extensively and will provide content integral to the course. The final sessions of the class will be conducted as a presentation and analysis of a potential investment. Prerequisites: FIN 340 and either FIN 441 or MGT 421.

Credit 1.5 units.

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**B52 FIN 400X Venture Capital Practice**

This course is the capstone for students interested in early-stage investing. The course objective is to develop practical skills for angel and early-stage investing in private companies. Students will partner with professional investors in the St. Louis community to perform various activities, including finding deals, performing evaluations of investment opportunities, and, where appropriate, negotiating, arranging financing, and closing investments. The course also relies on bringing in investment professionals from the local community to provide real-world perspectives on early-stage investing. Prerequisites: FIN 400W and instructor approval.

Credit 1.5 units.

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**B52 FIN 420 International Economics and Finance**

Analysis of a global financial center and the current financial crisis, its origins and how the global markets are affected. Initially, the course looks at the rise of London (Section 1) or the Asian Markets (Section 2) to become one of the world's financial centers, outlining the historical developments and regulatory changes. Then, it focuses in more details on the role of the government in setting policy which affects financial services domestically and internationally. The course continues to look at specific functional areas — hedge funds, private equity, structures products, liquidity and central banks. The module discusses in different sessions the current financial crises and what role different financial institutions and products played in its development. Prerequisite: admission to either the London Internship Program or the Asia Pacific Internship Program.

Credit 3 units.

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**B52 FIN 428 Investments Praxis**

Students serve as managers of a portfolio, the Investment Praxis Fund, which is owned by the university. Students analyze investment opportunities in various industries and present recommendations to the class for possible purchases or sales of stocks, consistent with the style and objectives of the fund. Valuation tools, financial statement analysis and investment techniques are emphasized as part of a thorough analysis. The course focus is on developing and implementing investment ideas. Prerequisite: FIN 448.

Credit 3 units.

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**B52 FIN 439E Real Estate Finance**

This course provides a broad introduction to real estate finance and investments. Topics include both equity and debt. We begin with an overview of real estate markets in the United States. On the equity side students will be introduced to the fundamentals of real estate financial analysis, including pro forma analysis and cash flow models, and elements of mortgage financing and taxation. Ownership structures, including individual, corporate, partnerships and REITS will also be covered. On the debt side, we examine a number of financing tools in the context of the evolution of the secondary mortgage market, both residential and commercial. Those wishing to pursue more advanced topics in real estate finance could follow this course with Fixed Income and Mortgage-Backed Securities. Prerequisite: FIN 340.

Credit 1.5 units.

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**B52 FIN 441 Investments**

Introduces the theory and practice of investments from the point of view of an investment/portfolio manager. We will begin with a review of asset classes, financial history, and preferences for risk. Next, we will have a brief review of statistics and finance and we will review matrix algebra. We will then apply these tools to examine the trade-off between risk and return and to develop and implement Modern Portfolio Theory. The major topics covered will include the Capital Asset Pricing Model (CAPM), Markowitz optimization, performance evaluation, market efficiency, and Arbitrage Pricing Theory (APT). The

last portion of the course will be devoted to fixed income securities including interest rates, bond valuation, and bond immunization. Prerequisites: FIN 340, MATH 132, MEC 290 or ECON 1011, DAT 120 and DAT 121.

Credit 3 units.

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**B52 FIN 443 International Finance**

This course provides a framework for making financial decisions in an international context. Topics include relevant features of financial markets and instruments (e.g., foreign exchange, currency futures and options, swaps); exchange rates; corporate risk management; international investing; and capital budgeting issues. Prerequisite: FIN 340.

Credit 3 units.

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**B52 FIN 447 Information, Intermediation, and Financial Markets**

Examines the organization and function of financial markets from the corporate perspective with an emphasis on investment banking activities. Topics: design, issuance and trading of corporate securities, risk management and corporate control transactions. Develop familiarization with current practices while building a conceptual framework for understanding and anticipating change in the institutions that make up the financial markets. Prerequisite: FIN 340.

Credit 3 units.

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**B52 FIN 448 Advanced Financial Management**

Advanced study of corporate financial management. A major focus is the relationship between the internal decisions of the corporation and the valuation of the firm in the capital market. Topics: capital budgeting systems, capital structure, debt policy, cash and working capital management, short- and long-term financial planning. Prerequisites: FIN 340 and DAT 121.

Credit 3 units.

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**B52 FIN 450F Financial Technology: Methods and Practice**

This course will provide an overview of financial technology and cover specific topics in this area. Topics covered include data-driven credit modeling, cryptocurrencies, digital wallets and block chains, robo advising, high-frequency trading, crowd funding, and peer-to-peer lending. The course will also discuss the regulatory aspects of fintech. The course will cover different methods as well as practical applications. Prerequisite: FIN 340.

Credit 3 units.

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**B52 FIN 451 Options, Futures and Derivative Securities**

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

Credit 3 units.

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**B52 FIN 452 Advanced Derivative Securities**

This courses 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. Prerequisite: FIN 451. Credit 3 units.

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#### **B52 FIN 470A Research Methods in Finance**

The course is designed to prepare students for independent research in finance by exploring methods and techniques in a manner that will allow the students to implement them correctly and efficiently. The curriculum will emphasize practical applications of empirical methods used in financial research and how to implement them. Students in the course will learn empirical methods in corporate finance and asset pricing; obtain basic knowledge and familiarity of the databases used in common finance research; get exposure to recent research in finance which applies the methods covered; and learn how to implement the methods covered using relevant programming languages. Note: There will be significant overlap in the course tools used in both MEC 471 and FIN 470A. However, the applications and papers for each class will be entirely different. Prerequisites: QBA 120, QBA 121 and FIN 340. Credit 3 units.

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#### **B62 FIN 549H Special Topics: Real Estate Finance**

This course provides a broad introduction to real estate finance and investments. Topics include both equity and debt. We begin with an overview of real estate markets in the United States. On the equity side students will be introduced to the fundamentals of real estate financial analysis, including pro forma analysis and cash flow models, and elements of mortgage financing and taxation. Ownership structures, including individual, corporate, partnerships and REITS will also be covered. On the debt side, we examine a number of financing tools in the context of the evolution of the secondary mortgage market, both residential and commercial. Those wishing to pursue more advanced topics in real estate finance could follow this course with Fixed Income and Mortgage-Backed Securities. Prerequisites: FIN 340 and approval of Graduate Programs Offices for undergraduates. Credit 1.5 units.

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## **International Business**

Visit online course listings to view semester offerings for B99 INTL (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B99&crslvl=1:4>).

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#### **B99 INTL 300A Planning for International Learning**

The primary focus of this course is on preparation for the study abroad/ internship experience. Topics include the following: what does a global firm look for in a globally competent recruit; development of goals and objectives for international experience; develop a working knowledge of host country key features such as businesses, culture and politics; overview of logistics for study abroad, including timeline expectations, visa, housing, travel, contact with Olin, and registration for return semester; Career Services resources on how to use study abroad/ internship to obtain a summer job/internship. Prerequisite: admission to one of Olin's study abroad or international internship programs or permission of instructor. Credit 0.5 units.

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#### **B99 INTL 300B Applying International Experiences**

Focus is on strengthening student experiences while on a study abroad/ internship experience. Topics include the following: minimizing impact of culture shock and new academic programming through participation in on-site orientations; maximizing academic advising services while abroad; identifying opportunities to engage with the local culture; connecting student's individual personal and professional goals by revisiting actions and outcomes. Prerequisite: enrolled in current Olin Study Abroad program. Credit 0.5 units.

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#### **B99 INTL 320 Business, Innovation and Entrepreneurship in Israel**

Israel is an innovation and entrepreneurial hub with more listings on the NASDAQ than any country other than the US, more patents per capita and more entrepreneurial events occurring in Israel in both the commercial and social arena than anywhere else in the world. Students will learn about the Israel economy, different industries, Israeli culture and politics along with the critical business challenges and opportunities that face Israel. This course includes a required immersion experience to Israel and contains an additional lab fee for the immersion. Credit 3 units. EN: S

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#### **B99 INTL 321 Family Business in Europe**

This course explores and analyzes continuity challenges of family business and their best management practices. The focus of this course is on pragmatic, action-oriented, management; governance; and family business leadership skills. The course addresses the governance and management of established family businesses. It examines succession, values, life cycles, business strategies, conflict resolution, communications, management, philanthropy and other topics that uniquely touch family business governance and management. It will convey the characteristics that differentiate family businesses from other businesses. Attention is devoted to evaluating family firms and their growth options to provide a roadmap for analyzing how family ownership, control, and management affect performances and how family firms can create and ensure more value through generations. Prerequisite: participation in the Business in Europe Study Abroad Program. Credit 3 units.

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#### **B99 INTL 322 Family Business Consulting Project**

As part of this module, students will take part in a team consultancy project. In a location in Italy, students will take an integrative and critical approach to applying the perspectives and disciplines covered during the BSBA Business in Europe program, and they will experience a strategic management perspective as it relates to family firms. The purpose of the consultancy project is to give students an opportunity to apply what has been learned in the program (through course lectures, readings, and case discussions) to problems in a real family firm. Teams gather information from people in the family firm through direct contact; they may supplement this information with data from the media, the organization's literature, and other secondary sources. Students should identify a relatively recent problem to analyze (i.e., this should not be an historical account of a problem and the company's solution). Teams should focus their analysis by applying the concepts from the course. While it is acceptable to incorporate several concepts from the course, students should aim for depth rather than breadth regarding the use of course concepts. The goal is to diagnose the mechanisms that are causing the problem or issue of concern in the organization. Initially, students may notice many symptoms (e.g., a crisis after the succession, seemingly an unhealthy family culture, low family member commitment and involvement, governance issues), but the task is to get to the underlying reason for these symptoms. Students should also be aware that sometimes the initial symptoms that we think we see are not what they appear to be. Prerequisite: participation in the Business in Europe Study Abroad Program.



Credit 1.5 units.

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**B99 INTL 323 Business of Art: The European Capitals of Culture**

This unique course is designed for students of the arts and students of business interested in the relationship between arts and management, culture and commerce, as a site of possibility. Based in two sites - London and Galway in the west of Ireland - the course looks through the lens of the European Capitals of Culture (ECoC) program, established in 1985. Visiting Galway 2020 will enable you to gain first-hand experience of how the vision of 'creative cities' - manifested through a yearlong program of events and initiatives - celebrates the arts and cultural engagement as 'drivers' for social and economic regeneration. Whilst London is an established center for business and the arts, Galway, is a smaller, regional city, which is hoping to use the awarding of the ECoC to grow in these areas. You will gain working knowledge of the complex needs of cultural producers, managers and entrepreneurs as leaders, facilitators and catalysts. You will come away with insights in to what is at stake for the people and environment in the spheres in which they operate. Whilst gaining knowledge of theoretical frameworks, the course has an emphasis on creativity and arts-based learning - debate, critique and visual and experiential methods. Preference is given to students minoring in Business of Arts. Credit 3 units.

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**B99 INTL 350E GLocal Learning: Engaging with the World Locally**

This course will fulfill three broad objectives for students. First, the course is designed provide students with a multidisciplinary approach and introductory understanding of what it means to be a member of the St. Louis international community. The second is to provide a useful overview of intercultural learning, focusing on how individuals can cultivate a global mindset through different models, including the Intercultural Competency Continuum and Intercultural Praxis Model. The third objective involves recognizing and developing student's self and team strengths and weaknesses in relation intercultural competencies. This course combines small group sessions, case studies and speakers working in areas that support the global St. Louis community to provide students with an interdisciplinary perspective on the international community in St. Louis. Guest lecturers and on-site visits will be used extensively and will provide content and context integral to the course, with time to engage in critical reflection and discussion topics. At the end of the class students will be able to use their growth from the course to recognize how to be a better collaborative partner of their colleagues and communities, with an awareness of the unique strengths and challenges international communities may face. Students will have created strong relationships outside of the WashU community, be able to identify successes, resources, and gaps in resources for the international business communities, and therefore, serve as a strong mentor or advocate for exchange students, their peers, and future colleagues. In addition to having identified areas of personal curiosity for continued growth, students will have improved their understanding of and taken ownership for continued progress in cultivating a global mindset. Prerequisites: Sophomore standing and completion or concurrent enrollment in MGT 100, MGT 200A or MGT 380. Credit 1.5 units.

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**B99 INTL 351E Global Entrepreneurship**

Global Entrepreneurship will expose students to the differences and challenges of start-ups in South America, the Middle East, Africa and India. In addition to hearing from and engaging with entrepreneurial leaders from each of these regions, students will have the opportunity to solve a strategic problem for a start-up in each region. Prerequisite: Sophomore Standing  
Credit 3 units.

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**B99 INTL 420 Business Research Internship**

This is the capstone course for overseas internship programs where students learn to apply rigorous statistical and analytical approaches to research questions in business, but not limited to questions relating to marketing, management, finance and economics, operations and policy. Students identify a research topic and present this topic to faculty supervisors for approval. The goal is to capitalize on the practical knowledge gained while interning abroad and apply that to a research question in the area in which a student is interning. Students are required to review the current literature on their topic, formulate their own research questions, identify potential data sources they can use to address these questions, and make recommendations to add to the body of knowledge on their chosen subject. Prerequisite: admission to one of Olin's International Internship Programs.  
Credit 3 units.

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## Management

Visit online course listings to view semester offerings for B53 MGT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B53&crslvl=1:4>).

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**B53 MGT 100 Individual in a Managerial Environment**

As an introduction to the foundations of business, this course covers four major themes: (1) how markets work; (2) motivating and managing people; (3) business strategy and firm performance. This is a first-year level course and may not be completed beyond the sophomore year. Credit 3 units. EN: S

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**B53 MGT 106E The Endgame for Entrepreneurship: Leveraging Capitalism for Good**

Historically, profit has been a key driver of human behavior. In this course, students will learn to take advantage of the profit-seeking motive of capitalism while also learning from the mistakes and unintended consequences capitalism has caused throughout history. Students will apply these learnings toward profit-seeking solutions for the United Nations' Sustainable Development Goals, which are global challenges that call us to work together with boldness and urgency. We will explore how skills from entrepreneurship and venture creation can be used to improve water, climate, education and gender equality globally and here in St. Louis. In interdisciplinary teams, students will learn how to define a problem; listen to customers, competitors and collaborators; create value; measure impact; and communicate their vision. Bold entrepreneurial spirit and skills learned in this course will guide students in their further studies at Washington University and beyond. This course does not count for Economics major/minor elective credit. This course is for first-year (non-transfer) students only. Same as I60 BEYOND 105

Credit 3 units. A&S IQ: SSC Arch: SSC Art: SSC BU: BA, ETH EN: S

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**B53 MGT 150A Foundations of Business**

Provides first-semester business students with an introduction to each of the functional areas of business as well as the entrepreneurial function. As they work to design their own enterprise, students will build skills in teamwork, communication, critical thinking, and an understanding of the complex interplay of business functions. Prerequisites: Fall semester enrollment is only open to incoming business freshmen, and students must be concurrently enrolled in MGT 100.

Credit 2 units.

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### **B53 MGT 160E Morality and Markets**

What does it look like to live a moral life in today's market system? We know all too well what it does not look like. The news is filled with moral failures of leaders and executives at top firms. We like to believe that we would behave differently, but what kinds of pressures inform our moral choices? What pulls us, what pushes us, and what persuades us to act one way rather than another? These are the questions that a course combining business and literature can address in unique ways; the world of fiction helps us to examine the ethical dilemmas of the market we inhabit every day. In this course, we use great books, classics of film and modern television, and the tools of modern psychology and business strategy to think critically about what is entailed in living a moral life in the midst of the modern market. This course is for first-year (non-transfer) students only.

Same as I60 BEYOND 161

Credit 3 units. A&S IQ: HUM Arch: HUM Art: HUM EN: H

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### **B53 MGT 200A Business Fundamentals for Non-Business Students**

This course is intended to help successfully position arts and sciences, engineering, and design majors for careers in organizations such as nonprofits, entrepreneurial ventures, and corporations, among others. Students learn key technical and professional skills that are valued and often required by employers. Topics addressed include working in teams, data-driven decision making, financial and business analysis, concepts for organizational strategy, professional communication, and career strategies. The course uses a combination of lectures, exercises, projects and cases to introduce participants to these topics. The class is designed for Washington University undergraduates in Arts & Sciences, Engineering, and Design and Visual Arts who are preparing for internships or jobs. Recommended for sophomores and juniors. Business students cannot receive credit.

Credit 3 units. EN: S

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### **B53 MGT 200B Global Perspectives**

We examine the economic, political, cultural, and social bases of business in Cuba from a global perspective. These bases are explored to understand how business in Cuba is conducted and how it relates to the global economy. We examine these bases in their historical context, in how they relate to current changes in Cuba, and in how they may affect future prospects. The normalization of relations between the United States and Cuba will be studied in terms of its impact on business for U.S. and Cuban firms. An immersion experience covering the topics of the course occurs on a one-week trip to Cuba during spring break. Enrollment limited to 16. Prerequisites: MGT 100 or permission of instructor; online application.

Credit 3 units.

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### **B53 MGT 200C Venture Creation**

Venture Creation is designed for students who are interested in exploring the venture creation process, or the undertaking of creating a new business from scratch. The course allows students to experience entrepreneurship in a unique and innovative manner by integrating theory and practice in an interactive learning by doing process. The goal of the course is to assist and support students in the realization of a business vision from inception of an idea to fruition of a company producing value.

Credit 3 units.

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### **B53 MGT 201 Management Communication**

Managers who write and speak effectively excel in business leadership. Persuasive and authentic communication is not only useful in advancing your business career; business employers also consider communication skills to be the most important attribute in people they hire. Effective communication involves more than mastering technical writing and presentation skills. Successful communicators use critical thinking to assess business scenarios and the audience

who will hear or read a message; they craft communication in order to attain targeted results. This course gives you the opportunity to become a more polished communicator as you work toward the following goals: Applying rhetorical principles to management communication; Using critical thinking to analyze the audience, the organizational environment, and problems before choosing communication strategies; Implementing principles of plain language and effective design; Collaborating with colleagues to create a communication strategy for a live corporate client. Prerequisite: BSBA degree student standing or declared business second major or minor.

Credit 4 units.

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### **B53 MGT 301 Legal Environment of Business Management**

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

Credit 3 units.

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### **B53 MGT 308 Introduction to International Business**

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

Credit 3 units.

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### **B53 MGT 322 Health Care Management**

The goal of the course is to develop facility in applying basic tenets of general management to actual situations and dilemmas that might be faced by health care managers, consultants, financiers, investors, innovators or providers in the course of their work. Issues addressed include but are not limited to financial issues, management challenges and conduct of operations. The first phase covers the basic background on the structure and financing of the health care industry to include very brief reviews of critical topics such as insurance and government-provided health care. A few basic frameworks are then developed for students to apply to course topics moving forward, such as cost/benefit analysis and evaluation of risk. The remainder of the course involves critical analyses of health care cases involving varied subjects and management challenges. Sessions emphasize student-led discussions.

Credit 3 units. EN: S

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### **B53 MGT 356E Sports Entrepreneurship and Emerging Technologies**

This course is an introduction to the concepts, theories, and practices unique to sports entrepreneurship and emerging technology. This course seeks to understand the fundamentals of early-stage companies and their growth trajectories from idea to exit. This course covers key topics in sports entrepreneurship and technology, including the various stages of the startup, the art of the pitch, market data-driven decision making, investor relations, and valuation. It surveys the rapidly changing ecosystem of entrepreneurship and technology across

the global sports industry. Artificial intelligence, machine learning, augmented reality, virtual reality, human performance, Esports/gaming, and venue tech as they relate to entrepreneurial concepts, practical applications, and principles will also be addressed.  
Credit 1.5 units.

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**B53 MGT 380 Business Strategy**

The course adopts the perspective of the general manager -- the individual charged with developing and implementing the long-term strategy of a business. The course develops basic tools and concepts in strategy formulation, including competitive advantage, value creation and capture, industry analysis, capability assessment, competitive positioning, and strategy implementation. The course is designed to develop students' skills in both analyzing observed strategies and in formulating and implementing new ones. Prerequisite: MEC 290 or ECON 4011.  
Credit 3 units. EN: S

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**B53 MGT 400S International Business Environment**

What is the relationship between the dominance of the financial interests centered in the City of London and the competitive performance of British industry? How does Britain reconcile an advanced capitalist economy alongside a traditional social and political structure? How great is the tension between domestic forces that seek closer economic and political integration with Europe and those pushing for greater engagement with Britain's former English-speaking colonies? Is British foreign policy driven more by economics than national security? This course addresses these and other important questions regarding British political economy by contextualizing current issues within the wider evolution of the country's political, economic and social systems since 1945. Prerequisite: Admission to the London Internship Program.  
Credit 3 units. BU: IS

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**B53 MGT 401C CEL Entrepreneurial Consulting Team**

The CElect program is a consultative experiential course that provides students the opportunity to work directly with start-up businesses. Early stage companies provide a unique environment for students to make a meaningful impact on the future trajectory of a growing organization. CElect is an experiential learning course that matches teams of Washington University students with start-up ventures across various locations (locations specified by sections) to perform defined management consulting projects. In addition to the required orientation session(s) and concluding sessions, students will work directly with the professor and with their client company on a consistent, but variable, schedule depending on the needs over the course of the shortened semester. Please Note: There is a required orientation and/or travel for all sections (please read section descriptions for more specific information), prior to the start of the semester. The class time listed is required to be available each week. Prerequisite: A current resume and APPLICATION REQUIRED for acceptance consideration: Copy and paste application link here <https://forms.gle/i4DXeF6rXF9ENT6XA> complete. Application must be completed by 5PM November 4th. Enrollment is limited and selective. Please direct questions to Amy Soell, CEL Program Manager ([amysoell@wustl.edu](mailto:amysoell@wustl.edu)). Dropping this course may have an adverse impact your ability to register for other CEL courses in the future.  
Credit 3 units.

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**B53 MGT 401M Sustainable Development and Conservation Through Entrepreneurial Collaboration: Madagascar**

This course focuses on sustainable development in rural subsistence economies, using Madagascar as a case study. Students from diverse disciplines are challenged to develop and assess the feasibility of projects that can have a positive impact on communities constrained by poverty traps. The span of projects includes topics such as forest

conservation and use, nutrition, health, food security, clean water, education, and bottom up economic growth. Students in Humanities, Social Sciences, Business, Design, Engineering, Physical Sciences, Law, Social Work, Economics, Political Science, Public Health and others use their different perspectives to search for answers. Teamwork and peer teaching are central to the course. Prerequisite: Application is required and enrollment is limited. Students should apply by adding their name to the waitlist in WEBSTAC. This will notify staff to send an application to interested students who will be notified of acceptance prior to the spring semester. Dropping this course may have an adverse impact your ability to register for other CEL courses in the future.  
Credit 3 units.

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**B53 MGT 401P CEL Practicum**

The CEL Practicum is a consultative experiential course that provides students the opportunity to work directly with established for-profit and non-profit organizations at a regional, national, or international level. Students work in four to six person teams on strategic consulting projects that delve into specific critical problems faced by the institution or company they are assigned. Teams will apply insights from their coursework to real-world business problems with supportive faculty advising and regular peer coaching. Each student is expected to spend in excess of 100 hours during the semester on their specific project. While the class will not meet weekly, the listed class time will be used 4 to 5 times across the semester for the entire cohort to meet and learn tools relevant to these engagements, and identify best practices in engagements. Prerequisite: Applications are required. Copy and paste this link for application <https://forms.gle/tUk8CQiwbbvYcxLTxA>; Application required deadline April 10, 8am (CT) Students will be notified of their acceptance to the program shortly after the application process, and will have an opportunity to rank their preferred project prior to the start of the semester. Dropping this course may have an adverse impact your ability to register for other CEL courses in the future.  
Credit 3 units.

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**B53 MGT 401S Small Business Initiative**

The CEL offers students the opportunity to gain SBI experience. The SBI partners with local small businesses. Students work in a four-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 a minimum of 150 hours during the semester on the project. Students' grades are based on deliverables throughout the semester including the final written and oral report at the conclusion of the project. Dropping this course may have an adverse impact your ability to register for other CEL courses in the future. Dropping this course may have an adverse impact your ability to register for other CEL courses in the future.  
Credit 3 units.

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**B53 MGT 401T Taylor Community Consulting Project**

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

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**B53 MGT 402 Ethical Issues in Managerial Decision Making**

This course considers not only what ethical behavior means for a business entity, but how to: (i) balance competing ethical concerns against each other; and (ii) implement and sustain this balance across an organization. Readings and classwork zero in on the issues and situations most likely to put a manager in jail and the company in bankruptcy. Classes include Socratic discussion, simulations, analysis of video clips, and team tasks. The emphasis is on practical frameworks and tools managers can apply in the real world. Prerequisite: senior standing.

Credit 1.5 units.

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**B53 MGT 405A Asian Study Tour**

This course encompasses individual and team research, writing, presentation, and participation in Olin's Asian Study Tour. It includes required attendance and expected professional contributions to all corporate and government visits and briefings and other required individual and group activities. Prerequisite: Admission to the Asia Pacific Internship Program.

Credit 1.5 units.

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**B53 MGT 405S International Business Environment: Sydney**

The aim of this course is to internalize and develop multicultural competency applied within personal, organizational and business contexts. Reaching this goal includes developing personal awareness, understanding important concepts, and developing multicultural skills. The ability to recognize and overcome common pitfalls that prevent people from operating effectively within -- and actually benefiting from -- multicultural contexts will be explored. Prerequisite: Admission to the Asia Pacific Internship Program.

Credit 3 units.

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**B53 MGT 418 International Business: A Euro Perspective**

Examines the economic and institutional setting of Europe from a general business perspective. The economic and political structures of major countries are studied. The role of the European Economic Community examined as well as that of some major international organizations such as GATT and OECD. The primary emphasis is with countries of western Europe. Other topics: theory of customs, unions, monetary and economic integration, and multicountry policy integration. Opportunities for and problems of doing business in Europe examined from both an overall strategic perspective and from the perspective of the different functional areas. Prerequisite: admission to the London Internship Program.

Credit 3 units. BU: IS

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**B53 MGT 420 Research in Health Care Management**

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

Credit 3 units.

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**B53 MGT 421 Introduction to Entrepreneurship**

Through case studies, frequent guest speakers, and the professor's own experience, the real world of entrepreneurship will be brought into the classroom to provide a context for students to learn the fundamentals of founding, operating, and exiting a startup business. Students will learn new perspectives that will teach them to think like an entrepreneur. Those who are interested in the general study of entrepreneurship, those who want to be entrepreneurs, and those who would like to leverage entrepreneurial principles in other career paths are all good candidates for the course. This course can only be taken for a grade. Prerequisite: sophomore, junior, or senior standing in any school or college. Students can either enroll in either MGT 421 or MGT 460L. They can't receive credit for both courses.

Credit 3 units. EN: S

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**B53 MGT 424 Business Planning for New Enterprises (The Hatchery)**

In this course, students form teams to pursue their own or an outside entrepreneur's commercial or social venture. The first session will feature a "Team Formation" event where students and community members pitch their ideas and opportunities to the class. During the semester, the teams are supported and advised by the Instructor, Executive Coach, and Mentor(s) as they research and develop startup plans. Academic deliverables include two presentations to a panel of judges and a complete business plan for commercial ventures or sustainability plan for social ventures. The course is open to students from all disciplines and degree programs. Most of the work will be done outside the classroom with the support of the coaches, mentors, advisors and instructor. Classes will be held once per week for the first half of the semester. Workshops and rehearsals will be required in the second part of the term. Prerequisite: MGT 160E or MGT 421 or MGT 460L or MGT 477E or ECE 480 or I60 105 or ECON 105 or FYP 105B.

Credit 3 units.

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**B53 MGT 429E Management and Corporate Responsibility**

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 that we can assess and implement them. This inquiry would also require us to understand the public relations and political implications of the outsiders' perceptions about the social responsibility of the actions of the firm and its managers, with an eye toward improving these perceptions and reducing political costs.

Credit 1.5 units.

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**B53 MGT 432E Business Management of Arts Organizations**

This course is for students who want to work in arts-related organizations and corporations. It will complement the Business of Arts course, which is directed to individual artists who need a business background and who may become entrepreneurs. The intent of this course is to provide business-oriented students who want to work in organizations producing a wide array of arts -- including the performing arts, architecture and design, art galleries (both museum and sales), fashion or media -- the knowledge of how these institutions are managed and financially run, in both the for-profit and non-profit areas. The course will build on basic business skills and combine lectures, case studies and expert professional interactions. This will include on-site visits and presentations. The course will also provide a framework for experiential learning practicum projects, which will be conducted simultaneously with various arts organizations. Prerequisite: MGT 100, MGT 200A, or MGT 380.

Credit 3 units.

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**B53 MGT 440 Sports Management**

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

Credit 3 units.

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**B53 MGT 445E Acquisition Entrepreneurship**

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

Credit 1.5 units.

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**B53 MGT 450A Internship in Business**

This is an online course designed to deepen the overall learning students gain from an internship. By completing structured assignments that relate to both the work completed during the internship and to elements of the broad-based Olin business curriculum, the value of the internship will be markedly increased, for both students and employers. Internship in Business is a 1.5-credit pass/fail course for Olin Business School undergraduates. The course, credit, and pass/fail grading are transcript notations, but the hours earned for MGT 450A do not count toward the 120 hours minimum needed for graduation nor does the grade count toward the student's GPA. Students must submit an application for approval to the Weston Career Center. Prerequisite: Approval from Weston Career Center.

Credit 1.5 units.

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**B53 MGT 450D Honors Thesis I: Research and Analysis**

The Olin BSBA Honors Thesis challenges motivated students to move beyond traditional course work and apply critical thinking skills to an academic business thesis. Senior BSBA degree students in good standing with a cumulative grade-point average of 3.70 or higher have the opportunity to develop an intensive research project that extends far beyond the limits of the material in a single course during a single semester. In the two-semester honors thesis sequence, research and analysis are the foci of the first semester. With successful progress, the student will write, present, and defend the research during the subsequent semester. Prerequisite: Senior standing and faculty permission.

Credit 3 units.

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**B53 MGT 450G The Business of Sports**

This course provides an overview of the major aspects of the sports business industry, including but not limited to the following: (1) the primary revenues and expenditures of pro and college sports; (2) collective bargaining agreements; (3) sports media rights; (4) facility financing; (5) sports sponsorships and athlete endorsements; (6) the role that sports commissions play within communities; and (7) current events that affect the growth and evolution of the sports business industry.

Credit 3 units.

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**B53 MGT 450I International Internship in Business**

This online course deepens the overall learning a student gains from an international internship. By completing structured assignments that relate to both the work completed during the internship and to elements of the broad-based Olin business curriculum, the value of the internship increases markedly, for both the student and employers. Prerequisite: Admission to one of Olin's International Internship Programs.

Credit 1.5 units.

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**B53 MGT 450R Business & Government: Understanding and Influencing the Regulatory Environment**

The United States as well as many of the world's governments has entered a new episode with respect to the interaction of business and government. Now, more than ever, government regulations are attempting to spur job growth and the economy on one hand, but also is intruding into many aspects of business and the markets on the other hand. Business students must not only understand the shifting business government landscape, but also how to engage government officials and legislators to help shape policies that affect their firms and industries. As an introductory course, student will learn from business and government leaders how to interact with and affect the processes of regulation.

Credit 3 units.

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**B53 MGT 450V Defining Moments: Lessons in Leadership & Character From the Top**

Most successful leaders can point to a handful of "defining moments" in their careers — key choice points that defined the trajectory of their character, their career, and/or their company. How can aspiring business leaders prepare themselves to face these defining moments with insight and integrity? How do leaders achieve business performance without sacrificing character or integrity? This course examines these questions by learning from notable leaders who exemplify both business excellence and personal character. Top executives from leading companies 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. Prerequisites: senior status or juniors with permission of instructor.

Credit 1.5 units.

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**B53 MGT 450Z European Study Tour**

This course encompasses Individual and team research, writing, presentation and participation in Olin's European Study Tour (EST), including Mock Parliament. It includes required attendance and expected professional contributions to all EST corporate and government visits and briefings and other EST individual and group activities. Offered only in the spring semester. Prerequisite: Admission to the Olin European International Program.

Credit 1.5 units.

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**B53 MGT 460G Critical Thinking and Complex Problem Solving for Business**

The course introduces students to rigorous techniques for critical and strategic thinking, problem formulation and problem solving, advancing their ability to provide valuable advice to organizations and preparing them for management consulting company interviews by exploring methods to engage in case analysis, various cognitive biases that can emerge as a problem is being formulated and analyzed, such as the use of inappropriate analogies, confirmation bias, self-serving bias, conflation of correlation and causation, etc.

Credit 1.5 units.

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**B53 MGT 460H Corporate and Global Strategy**

Business-level strategy involves a firm's choices regarding how to compete in a particular single industry or market. Corporate strategy, on the other hand, involves choices about which sets of different industries or markets to compete in, and how to do so. It also involves choices about which kinds of activities to undertake within the firm, and which to organize through contracts or alliances with other firms. Global strategy is a particular type of corporate strategy that involves choices about which geographic regions or national markets to compete in and how.

Credit 3 units.

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**B53 MGT 460I Sports Business Analytics**

This course introduces students to business analytics through sports-themed applications, academic research pertaining to sports topics, class readings, and guest lecturers from industry. Objectives for students include: 1) learning estimation and forecasting skills/trends used in sports; and 2) developing critical thinking skills necessary to assist managerial decision making to augment the performance of sports teams, leagues or companies. Prerequisite: MEC 290 or Econ 4011.

Credit 3 units.

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**B53 MGT 460J Legal Issues in Sports**

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

Credit 1.5 units.

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**B53 MGT 460L Introduction to Social Entrepreneurship**

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

Credit 3 units. EN: S

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**B53 MGT 460M Business of Social Impact**

This course is designed for students interested in understanding how social change and social impact can be achieved, borrowing tools and approaches from a broad spectrum of disciplines by asking the following questions: What is social impact and what is social change? How has the concept of social impact developed, where did it come from, and how is it useful? How can social impact be meaningfully measured? What examples exist for cooperation and mutual support in the achievement of social impact? What role do for-profit organizations play in creating and promoting social impact? How do CSR, PPP and

BOP achieve social impact? The course is based around social impact as a concept, measuring social impact and building institutions, and partnerships around social impact. It will be taught with a practical bent using examples from existing social impact organizations, including those of the professor. Guest speakers will provide case studies of social impact approaches from the local area.

Credit 1.5 units.

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**B53 MGT 475E Innovating for Defense**

This interdisciplinary entrepreneurial course gives students the unique opportunity to solve real problems facing the U.S. Department of Defense (DoD) and the U.S. Intelligence Community (IC). This course is open to all students who want to solve real problems for real customers in real time. Students will form their own interdisciplinary teams. Each team chooses their own DoD problems from those available to the class. Each problem has a dedicated DoD problem sponsor who will be regularly engaged with the team. Student teams learn and use the Lean Startup methodology and the Mission Model Canvas made famous by Stanford University to iteratively cut through the complexity of the problem. Teams develop a keen understanding of the problem, craft a business model and solution, and develop a prototype. Note: This course is sponsored by the U.S. DoD. It was originally developed at Stanford University and is now taught at 30+ U.S. universities. A student does NOT have to be a citizen of the United States to take this course; none of the DoD problems are classified. Recommended completion of T55 ETEM 520.

Same as T55 ETEM 525

Credit 3 units.

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**B53 MGT 476E Innovating for Healthcare**

In this entrepreneurial course, students form teams and work on solving real problems facing the healthcare industry by producing solution prototypes that may also be commercialized by the students once the class is completed. The majority of the course work involves weekly customer interviews and team presentations on those findings. Using Lean Startup Theory, this course will provide an entrepreneurial platform that can develop solution prototypes that match the healthcare industry users' needs in just weeks, rather than months or years. Depending on the industry, grants or investors may provide follow-on funding to student teams for further refinement and the development of solution prototypes. The course is demanding; students will present during every class, work closely with their teams, and receive relentlessly direct feedback. Problem sponsors, mentors, industry liaisons, corporate partners, investors, and journalists may be in the room while students are solving real problems for real customers in real time. This is a course designed for all graduate and upper-level undergraduates in all WashU schools and programs. It takes an entrepreneurial, interdisciplinary approach to the healthcare industry's biggest challenges. Prerequisites: MGT 421; MGT 401C; and MGT 424 or MGT 460L are recommended for Olin students. It is assumed that students will come into the course with a basic understanding of ideation, research methods, corporate entities, funding sources, intellectual property, and related concepts.

Credit 1.5 units.

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**B53 MGT 477E Launching and Scaling New Enterprises (The League)**

This advanced entrepreneurship course acts as an accelerator, encouraging students to actually launch and scale a business. Students must apply at <https://sites.wustl.edu/theleague/> either with a business idea OR to join a student team that is about to launch their business. Once accepted you'll be invited to join The League (of Extraordinary Entrepreneurs). Our most successful alumni in technology have agreed to be part of the class. This course covers leadership; crafting a story; product development; attracting customers; an innovative mindset; building successful teams; scaling to billion-dollar valuations and the mind of the high tech investor. The deliverables in the course include

reflections on each of the "unicorn" guest speakers and how it applies to the students' ideas; actually launching their website and MVP of their product; meeting the growth goals the teams set for themselves; pitching real VC's and Angel investors at the end of the course; and applying for a St. Louis Arch Grant. Prerequisite: MGT 421 or MGT 460L or MGT 106E or BEYOND 105 or ECON 105 or FYP 105B.

Credit 3 units.

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**B53 MGT 478E Ownership Insights: The Competitive Advantage of Family- and Employee-Owned Firms**

This course is designed to introduce students to the unique governance and financing issues faced by owners of closely held businesses, with particular emphasis on employee- 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 employee-owned and multigenerational family businesses, some of which have been in existence for more than 150 years? There are three target audiences for this course: 1) students who may be or who are considering working for a closely held business, be it employee- or family-owned; 2) entrepreneurs who build successful businesses and want their businesses to be passed on to their employees or family members; 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 are expected. Credit 1.5 units.

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**B53 MGT 490 Honors Seminar I**

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

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## Managerial Economics

Visit online course listings to view semester offerings for B54 MEC (https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B54&crslvl=1:4).

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**B54 MEC 290 Microeconomics**

Provides a rigorous analysis of the behavior of consumers and firms in competitive and monopoly markets; oligopoly markets are introduced. Consumer topics include preferences and utility, budget constraints, consumer optimal choice and demand curves. Firm topics include technology, cost minimization and profit maximization. The course concludes with price determination in monopoly and competitive markets, and an introduction to oligopoly and game theory. The focus of the course is on microeconomics as a decision-making tool for consumers and managers. Prerequisite: completion of Math 131 or concurrent enrollment in Math 132 or Math 233.

Credit 3 units. EN: S

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**B54 MEC 292 Global Economy**

Introduces the fundamentals of international economic analysis. Provides an economic foundation to the analysis of business decisions and strategies in the global setting. Topics include: introduction to the global economy; comparative advantage as the basis for international

trade and sources of comparative advantage; economies of scale and imperfect competition as the basis for international trade; tariffs and other instruments of trade policy; political, legal, and institutional factors influencing international trade; balance of payments; exchange rates and the foreign exchange market; international capital flows; national competitive advantage and industrial policies; global economic competition and business strategy. Prerequisites: MEC 290 or ECON 1011 and DAT 120.

Credit 3 units. EN: S

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**B54 MEC 292C Global Economy: South America**

This course introduces the fundamentals of international economic analysis and provides an economic foundation to the analysis of business decisions and strategies in the global setting. Topics include introduction to the global economy; comparative advantage as the basis for international trade and sources of comparative advantage; economies of scale and imperfect competition as the basis for international trade; tariffs and other instruments of trade policy; political, legal, and institutional factors influencing international trade; balance of payments; exchange rates and the foreign exchange market; international capital flows; national competitive advantage and industrial policies; and global economic competition and business strategy. Prerequisites: MEC 290 or ECON 1011, QBA 120, and admission to the Emerging Economies South American Program.

Credit 3 units.

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**B54 MEC 292L Global Economy — London**

This course introduces the fundamentals of international economic analysis and provides an economic foundation to the analysis of business decisions and strategies in the global setting. Topics include introduction to the global economy; comparative advantage as the basis for international trade and sources of comparative advantage; economies of scale and imperfect competition as the basis for international trade; tariffs and other instruments of trade policy; political, legal, and institutional factors influencing international trade; balance of payments; exchange rates and the foreign exchange market; international capital flows; national competitive advantage and industrial policies; and global economic competition and business strategy. MEC 290 or ECON 1011 and DAT 120 and admission to the London Internship Program.

Credit 3 units.

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**B54 MEC 292S Global Economy — Australia**

Introduces the fundamentals of international economic analysis. Provides an economic foundation to the analysis of business decisions and strategies in the global setting. Topics include introduction to the global economy; comparative advantage as the basis for international trade and sources of comparative advantage; economies of scale and imperfect competition as the basis for international trade; tariffs and other instruments of trade policy; political, legal, and institutional factors that influence international trade; balance of payments; exchange rates and the foreign exchange market; international capital flows; national competitive advantage and industrial policies; and global economic competition and business strategy. Prerequisites: MEC 290 or ECON 1011, QBA 120, and admission to the Asia Pacific Internship Program.

Credit 3 units.

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**B54 MEC 310E Business of Luxury Hospitality**

This course builds on and applies a wide variety of skills students learn in the Olin core. It will explore the economics of the luxury hospitality business and the nature of competition in the restaurant, nightlife, hotel/resort and casino segments. Students will learn the business fundamentals of each industry, interact with industry leaders, and



apply what they have learned to specific companies worldwide. Due to the broad range of complex topics covered and skills used, the course's intended audience is upperclassmen. Prerequisites: MEC 290 and completion or concurrent enrollment in MKT 370.  
Credit 3 units.

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#### **B54 MEC 320 Olin Grand Rounds: The Business and Practice of Medicine**

Grand rounds in medical schools are a forum for presenting new and challenging clinical problems and cases. The goal of Olin Grand Rounds is to focus on the challenges and solutions facing the business of medicine. The course will therefore provide an introduction to the current issues facing the health care sector that integrates management tools and clinical knowledge. The objective is to provide students new insights into how modern management tools can be combined with scientific and clinical knowledge to manage health care organizations more efficiently and practice medicine more effectively.  
Credit 3 units.

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#### **B54 MEC 321 Health Economics and Policy**

The basic tenets of health economics will be covered. This course will place a unique emphasis on incorporating materials from three broad source categories -- textbook elements, "lay" press and media, and academic journal publications -- with the aim of fostering the application of rigorous, critical thought to media presentations of health care economics and policy issues.  
Credit 3 units.

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#### **B54 MEC 322 Health Care Management**

The goal of the course is to develop facility in applying basic tenets of general management to actual situations and dilemmas that might be faced by health care managers, consultants, financiers, investors, innovators, or providers in the course of their work. Issues addressed 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 health care industry to include very brief reviews of critical topics like insurance and government-provided health care. A few basic frameworks will then be developed for students to apply to course topics moving forward, such as cost/benefit analyses and evaluation of risk. The remainder of the course will involve critical analyses of health care cases involving varied subjects and management challenges. Class sessions will emphasize student-led discussions.  
Credit 3 units.

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#### **B54 MEC 370 Game Theory for Business**

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

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#### **B54 MEC 370R Game Theory for Business (Paris)**

This course provides students with a methodological framework to analyze strategic business situations. Building on a background in microeconomics and statistics, this course includes such topics as the following: modeling strategic problems, games with sequential moves, games with simultaneous moves, strategies and the derivation of strategic forms, general classes of games, uncertainty and information, strategy and voting, auctions, and bargaining. Prerequisite: MEC 290 and participating in the Business in Europe Study Abroad Program.  
Credit 3 units.

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#### **B54 MEC 391 Economics of Human Resource Management**

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

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#### **B54 MEC 400K Research in Industry Analysis**

Research in Industry Analysis will build on the materials taught in MEC 370 (Game Theory) MEC 470 (Market Competition and Value Appropriate) and MEC 471 (Empirical Techniques in Industry Analysis), integrating them with methods of industry analysis used in practice and applying them to companies. Prerequisites: MEC 370, MEC 470 and MEC 471.  
Credit 3 units.

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#### **B54 MEC 420 Research in Health Care Management**

This is the capstone course for the Health Management major in which 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 various health care firms to identify student research projects. Students will also be encouraged to formulate their own research questions and to identify potential data sources they could use to address these questions, if they so desire. Students will work in teams of three or four using the approaches developed for the Practicum and Hatchery courses.  
Credit 3 units.

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#### **B54 MEC 460 Economics of Entertainment**

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

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#### **B54 MEC 4600 Business of Arts**

This course is for students who aspire to a career in the creative side of the Art Business, including visual art, dance, music, fashion, architecture, photography, writing/poetry, film, communication design, etc.; it may also be of interest to those who plan to work in the business side of Art, but in close connection with the creative side, e.g., A&R at a record label, or acquisitions in a movie or TV studio. It will complement MGT432E, Business Management of Arts Organizations.



This course provides a diverse collection of business skills that form the foundation for the course's main deliverable: a multi-year plan for the development of an art business that will have commercial success sufficient to enable the artist to pursue their art as a profession. It includes interaction with successful artists, numerous presentations and experiential activities as the business plan develops throughout the semester.

Credit 3 units.

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**B54 MEC 461E U.S. Macroeconomic Policies During Crises**

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

Credit 1.5 units.

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**B54 MEC 470 Industrial Economics**

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

Credit 3 units.

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**B54 MEC 471 Empirical Techniques for Industry Analysis**

Students will learn how to use data to answer a wide variety of questions regarding the incentives and behavior that generate market activity. We emphasize inference about the strategic decisions of firms and consumers. Students are introduced to new statistical and econometric tools by examining the application of these tools to current research in economics. Among the topics considered are the empirical implications of: strategic bidding in auctions, price discrimination and dispersion, differences across products, and the internal organization of firms. Prerequisites: MEC 290, DAT 120 and DAT 121.

Credit 3 units. EN: S

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**B54 MEC 494 Business and the Environment**

This course will examine the relationship between environmental economics and environmental policy. The course will focus on air pollution, water pollution, and hazardous wastes, with some attention given to biodiversity and global climate change. The course will critically examine two prescriptions that economics usually endorses: (1) the "balancing" of benefits against costs (e.g., benefit-cost analysis) and the use of risk analysis in evaluating policy alternatives; and (2) the use of market incentives (e.g., prices, taxes, charges) or "property rights" instead of traditional command-and-control regulations to implement environmental policy. Prerequisite: Econ 1011.

Same as L11 Econ 451

Credit 3 units. A&S IQ: SSC Arch: SSC Art: SSC BU: BA, ETH EN: S

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## Marketing

Visit online course listings to view semester offerings for B55 MKT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B55&crslvl=1:4>).

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**B55 MKT 370 Principles of Marketing**

Marketing is the window to the customer, making the function a critical component of any successful organization. Through a mixture of lectures, case discussions and classroom exercises, this course gives students an overview of the best theories and practices in marketing management today. Specific topics include: how to segment the customer base and choose target markets, how to create perceived value both from an economic and psychological perspective, how to differentiate a product or service from a competitor's offering, how to build and maintain a strong brand, and how to employ different marketing tools such as advertising, pricing, product design, service and location. The class also provides students with some basic tools for evaluating the financial impact of marketing activities. Prerequisites: sophomore standing and MEC 290 or Econ 1011 or MGT 100.

Credit 3 units. EN: S

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**B55 MKT 377 Consumer Behavior**

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

Credit 3 units. EN: S

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**B55 MKT 378 Marketing Research**

The goal of the course is to familiarize students with the fundamentals of Marketing Research. Marketing Research involves developing research questions, collecting data, analyzing it and drawing inferences, with a view to making better business decisions. To this end the course is organized into two basic parts: (1) Data Collection and Research Design, and (2) Tools and Applications of Marketing Research. In essence, this is an Applied Statistics course where we focus on inference from Marketing Research data. Prerequisites: MKT 370, DAT 120 and DAT 121 or concurrent enrollment in DAT 121.

Credit 3 units.

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**B55 MKT 381E Diversity Marketing Strategies**

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

Credit 1.5 units.

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**B55 MKT 400E Elements of Sales: Tools and Techniques**

This course will provide students with a thorough understanding of the sales function in a managerial context as well as the process of selling from prospecting through solution selling and account maintenance. Specific topics addressed include sales force structure, salesperson selection, evaluation, and compensation. Students will study sales technique, strategic selling, and key account management. Prerequisite: MKT 370.

Credit 3 units.

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**B55 MKT 400G Digital Marketing and Analytics**

The aim of this course is to provide a rigorous and comprehensive introduction to technology and methods of conducting marketing activities online and analyzing the data that inform and result from those activities. Prerequisite: MKT 370 and either DAT 120, Math 2200, Math 3200 or ESE 326.

Credit 3 units.

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**B55 MKT 400I Business & Marketing Innovation**

Innovation is a major strategic activity for most firms, as success is vital to face the rapid increase in competition and ever-changing customer demands. However, innovation is risky, and most new solutions fail in the marketplace. Thus, expertise in the development and marketing of new solutions is a critical skill for all managers. This course is about generating innovative opportunities and designing new solutions. The emphasis on solutions rather than the narrower focus on products is intentional, as this course is more about business innovation and somewhat less about new product design specifically; however, new product design will be covered. In addition, while the course does overlap with entrepreneurship, the focus will be on innovation in both small and large companies. The follow-up course will focus more on how to mark an innovation once it is ready to go to market. It will focus on key business and marketing innovations, such as the following. Business innovations: components of a successful innovation strategy and how to manage effectively; approaches and frameworks for uncovering unmet (and future) customer needs; tools to focus on market-creation vs. market-competition; tools and techniques for analyzing the validity and potential of new opportunities; how to forecast new product adoption and diffusion outcomes; how to manage the threat of disruptive innovation; how to design solutions that include functional, social, and emotional components; the attributes of great product and solution design. Marketing innovations: attributes of a successful product launch strategy; customer segmentation and uncovering what "causes" those customers to buy; first mover advantages and disadvantages (when and how to enter new markets); matching innovations with the right monetization strategy; concept and market testing; experimentation methods for developing and launching new solutions (lean start-up); business model innovation and how to compete through business models; innovative branding techniques; data-driven marketing that integrates channels and personalizes the customer experience. Prerequisite: MKT 370.

Credit 3 units.

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**B55 MKT 400L Understanding and Conducting Business Experiments**

This course introduces students to causal methods that are used to measure the impact of business and policy decisions. The key insight of the course is that correlation does not imply causation and therefore cannot measure impact. In this class, we will learn about A/B testing and other causal methods, as well as how to implement them in business, economic, and policy situations. Prerequisite: DAT 120.

Credit 3 units.

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**B55 MKT 400M Sports Marketing**

In this introduction to sports marketing, students will learn the difference between marketing of sports and marketing through sports. In addition to studying the basics of sports marketing, we will examine the following: (1) the special nature of sports marketing; (2) the sport consumer; (3) the sport product and the key issues in developing a sport product strategy; (4) sport property branding; and (5) sport marketing decision making and ticket pricing. Prerequisite: MKT 370.

Credit 3 units.

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**B55 MKT 431E Marketing Metrics**

This course employs innovative learning to allow students to engage in active and applied learning through work on real-world, team-based projects via 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. To learn about delivering impact for the client, students will produce a deliverable that provides utility to the organization in the form of actionable results and/or critical information for a project that matters to the client. Enrollment is limited. Interested students should add their name to the waitlist in WebSTAC; they will be sent a survey shortly after registration. Students will be notified of their acceptance prior to the start of the semester.

Credit 1.5 units.

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**B55 MKT 450F Luxury Goods and a Dash of Fashion**

This course focuses on the structure, strategies and business models of the global personal luxury apparel and accessory market. We study brands such as Burberry, Moncler, Louis Vuitton, Chanel and other industry leaders. The course is divided into two major segments. The first part is an on-campus 12-class segment which concludes with a final exam and a team report. The next segment is a spring break field trip to New York where we will visit the headquarters and showrooms of luxury brands and fashion retailers and meet with their executive leadership teams. Students will apply to take the course, and enrollment will be capped at 15 students. Contact instructor or BSBA Office for questions. Prerequisite: completion or concurrent enrollment in MKT 370 and instructor permission.

Credit 3 units.

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**B55 MKT 470E Pricing Strategies**

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

Credit 3 units.

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**B55 MKT 470N Applied Marketing Research**

This course is designed to provide you with an appreciation of the role of marketing research (MR) in the formulation and solution of marketing problems. In this course, you will be developing an understanding of the marketing research process, and understand how to read reports and use output from marketing research to make managerial decisions. While the course will cover the process of engaging in marketing

research, the emphasis is on understanding how to interpret output from marketing research so that you can gain greater mileage from marketing research reports that are run for your company, and on understanding what types of information can be collected so you will understand what types of information you can commission once you step into a managerial role. BSBA students can't enroll in this course. Students may not receive credit for both MKT 378 and this course. Prerequisite: MKT 370, Math 131 and Math 2200. Credit 3 units.

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#### **B55 MKT 477 International Marketing**

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

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#### **B55 MKT 477L International Marketing London**

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

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#### **B55 MKT 477S International Marketing Sydney**

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

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#### **B55 MKT 478 New Product Management**

In a rapidly changing business environment in which product life cycles are shortening and competition is intensifying, creating new products has become the most significant and most risky activity within a firm. This course aims to develop an understanding of the "state-of-the-art" strategies, processes and methods used when developing new products. The course focuses on key new product issues, including the generation and assessment of ideas, value creation in competitive markets, the impact of disruptive technologies on mainstream industries, the diffusion of innovative new products and services, business model innovation, marketing mix decisions for new products (the four Ps), concept and market testing, first mover disadvantage, and expanding the product portfolio. This is a case-based course, where students participate in a dynamic and interactive group environment to develop the capacity to use the information learned to make informed new product decisions. Prerequisite: Completion of or concurrent enrollment in MKT 378 or MKT 470N. Credit 3 units.

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#### **B55 MKT 480 Marketing Strategy**

Successful business plans are dependent on well-defined and carefully crafted marketing strategies. In this course, students will explore the interconnections between business strategy and marketing strategy through a series of lectures, case discussions, and participation in an online marketing simulation exercise. The course also places heavy emphasis on the discussion of topical marketing issues faced by companies in the current environment. Students are required to read the relevant business press and bring real world issues into the class for brainstorming and interactive discussion. Through this process, students will become astute observers of the strategic trends in marketing across a variety of industries. Prerequisite: MKT 370 and completion or concurrent enrollment in DAT 121. Credit 3 units.

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#### **B55 MKT 481 Advertising and Promotions**

This course focuses on an Integrated Marketing Communications (IMC) approach to advertising and other forms of commercial communications. The purpose is to provide future managers and practitioners with a foundation in communications theory, based on understanding the target's role in the demand chain for goods and services, as well as "hands on" experience in developing marketing communications plans. A practical understanding is provided of each of the range of marketing communications vehicles: consumer and business-to-business advertising, sales promotion/incentives, direct marketing, public relations, events and sponsorships, as well as online/interactive communications. Copy strategy, creative development, media planning, promotion strategy, and the evaluation of these programs are all addressed in this course. Industry experts will give guest lectures. We will have four companies in different industry sectors for which the class will develop marketing communications plans during the course. Prerequisite: MKT 370. Credit 3 units.

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#### **B55 MKT 482 Brand Management**

A brand is a promise, and this promise is often the most valuable asset of a firm. In this course, students will examine the creation and building of brand equity to create long-term profit for the firm. The course will examine what we know about brand management and brand theory from years of rigorous scientific research in the area. While learning the foundations of brand management, students 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. Students will learn some of the day-to-day skills performed by brand managers and interact with brand managers via guest speakers from top branding firms. Prerequisites: MKT 370 and either completion or concurrent enrollment in MKT 378 or MKT 470N. Credit 3 units.

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## **Organizational Behavior**

Visit online course listings to view semester offerings for B56 OB (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B56&crslvl=1:4>) and B66 OB (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B66&crslvl=1:4>).

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**B56 OB 325 Human Resources Management**

Emphasis on development of attitudes and skills of managers and supervisors in solving human problems and in building and maintaining effective employer-employee relations. Major topic areas include: selection and placement, training, and compensation. Other topics include legal aspects of employment policies, labor relations, and other aspects of human resources management. Prerequisite: junior standing.  
Credit 3 units.

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**B56 OB 360 Organization Behavior Within the Firm**

This course provides a toolbox of skills that are necessary to be an effective team member and manager. It focuses on behavior at the individual, group, and organizational levels to provide a broad picture of management in organizations. Ongoing themes include motivation, team dynamics, organizational design, and corporate culture. Assignments, experiential exercises, and course materials are designed to build skills in team management, organization, and communication that will be useful for other group assignments as well as work experiences. Prerequisite: MGT 100 or sophomore standing.  
Credit 3 units.

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**B56 OB 400C Women in Leadership**

This course uses a multi-faceted approach to learn about women and leadership. To better prepare students to lead in organizations, 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. Prerequisite: Undergraduate standing.  
Credit 1.5 units.

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**B56 OB 431E Thinking Creatively and Leading Creative Teams**

This course is designed for students who want to improve their ability to develop creative solutions to tough business problems and to be able to inspire creativity in others. In a world of rapid change and increasing complexity, existing approaches simply won't do it anymore -- at least not for long. Thus, the ability to not only update and refresh existing products and services but also to generate ideas for new-to-the-world offerings becomes indispensable. Students who have mastered the skills of creative thinking and doing and who 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 students understand and begin to master those skills. Prerequisite: OB 360.  
Credit 1.5 units.

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**B56 OB 434E Talent Analytics**

Finding, developing, and retaining the best talent has always been the key to sustained success in business. Organizations today have potential access to far more useful information about people than ever before, but most struggle to access and use it effectively. In a highly competitive global market, rigorously analyzing data to enable timely and strategic decisions about talent provides a critical edge. In this course, students 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 factors can help organizations achieve their long-range strategic goals, rather than simply serving as administrative support functions. Prerequisites: OB 360 and DAT 220.  
Credit 1.5 units.

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**B56 OB 435E People Metrics**

Since metrics are at the core of people analytics, this course introduces students to the foundations of assessing behavior in organizations using novel measurement approaches and large datasets. Through classroom discussions and real-world applications, this course will enable students to add value to organizations through the development, use, and interpretation of innovative people metrics. Specifically, after taking this course, students will be able to 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). This course was formerly known as OB 400F. Prerequisites: OB 360 and DAT 220.  
Credit 1.5 units.

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**B56 OB 461 Negotiation**

Skillful negotiation is an important aspect of management. This course is designed to improve a student's skills in analyzing and conducting negotiations in a variety of settings. Topics include two-party bargaining, multi-party bargaining, arbitration, and coalition formation. Prerequisite: OB 360.  
Credit 3 units.

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**B56 OB 462 Leadership in Organizations**

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

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**B56 OB 468E Mindfulness and Performance in the Workplace**

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

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**B66 OB 360P Organization Behavior Within the Firm (Paris)**

This course provides a toolbox of skills that are necessary to be an effective team member and manager. It focuses on behavior at the individual, group, and organizational levels to provide a broad picture of management in organizations. Ongoing themes include motivation, team dynamics, organizational design, and corporate culture. Assignments, experiential exercises, and course materials



are designed to build skills in team management, organization, and communication that will be useful for other group assignments as well as work experiences. This section is taught in Paris, France. Prerequisite: participation in the Business in Europe Study Abroad Program. Credit 3 units.

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**B66 OB 400C Women in Leadership**

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

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**B66 OB 400D Thinking Creatively and Leading Creative Teams**

This course is designed for students who want to improve their ability to develop creative solutions to tough business problems and to be able to inspire creativity in others. In a world of rapid change and increasing complexity, existing approaches simply won't do it anymore — at least not for long. Thus, the ability not only to update and refresh existing products and services but also to generate ideas for new-to-the-world offerings becomes indispensable. Students who have mastered the skills of creative thinking and doing 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 students understand and begin to master those skills. Prerequisite: OB 360. Credit 1.5 units.

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## Supply Chain, Operations, and Technology

Visit online course listings to view semester offerings for B57 SCOT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B57&crslvl=1:4>).

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**B57 SCOT 356 Operations and Manufacturing Management**

Introduces a variety of common operations issues that are frequently dealt with in both manufacturing and service industries and that affect other functions of the business as well. Topics: inventory systems, process design and control, quality, facility location and layout, and forecasting. Prerequisites: ACCT 2610, MEC 290 or ECON 1011, and completion or concurrent enrollment in DAT 220. Credit 3 units.

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**B57 SCOT 400D Supply Chain Management**

A supply chain is a network of all firms and relationships that get a product to market, including the original acquisition of raw materials, production of the item at a manufacturing facility, distribution to a retailer, sale of the finished item to the customer, and any installation, repair, or service activities that follow the sale. How to effectively manage the supply chain is a central issue for all levels of management, regardless of industry. More demanding customers, the Internet and digital technology, growing competitive pressures, and globalization create new opportunities and challenges on how supply chains should be configured and managed. Many innovations and new business models have emerged, arising from application of information technology and reconfiguration of the supply chain network. Prerequisite: OSCM 356 or SCOT 356..

Credit 3 units.

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**B57 SCOT 430E Operations Fun: Data-Driven Optimization**

The intent of this course of this course is to present a comprehensive look into the practical appeal of linear and integer programming. Each unit will focus on a particular class of optimization problems, and include a data-driven case study revolving around a real-world application. The topics of these case studies run the gamut from fantasy football line-up selection to Amazon delivery truck routing to picking the perfect McDonald's order. Prerequisites: DAT 220. DAT 301E or CS 131 strongly recommended. Credit 3 units.

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**B57 SCOT 458 Operations Planning and Control**

Examines the concepts and techniques essential for effective operations planning, scheduling, and control in various manufacturing and service organizations. Discusses the use of various models for inventory control, forecasting, production planning, and operations scheduling. Just-in-time techniques and material requirements planning systems will also be discussed. Prerequisite: OSCM 356 or SCOT 356. Credit 3 units.

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## Data Analytics

Visit online course listings to view semester offerings for B59 DAT (<https://courses.wustl.edu/CourseInfo.aspx?sch=B&dept=B59&crslvl=1:4>).

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**B59 DAT 120 Managerial Statistics I**

The first of a two-course sequence in business applications of statistics, focused on descriptive statistics, probability and distributions, inferential statistics, and linear regression. Approximately, the first quarter of the course is about descriptive statistics and applications of covariance. The second quarter is devoted to probability: basic rules, conditional probabilities, Bayes' theorem, expected values, and probability distributions. This work is followed by an introduction to sampling distributions and inferential statistics. Confidence intervals and hypothesis testing are introduced to make inferences about parameters. The last one-fourth of the course focuses on simple linear regression. Throughout the course, functions, data analysis, VBA, and solver features of Excel are introduced. Prerequisite: completion or concurrent enrollment in MATH 132. Credit 3 units.

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**B59 DAT 121 Managerial Statistics II**

The second of a two-course sequence in business applications of statistics, focused on forecasting. The course is devoted to the use of linear regression models in business, and ways to deal with problems of collinearity, outliers, non-linear relationships, and heteroscedasticity. Advanced topics including time series regression and logistic models are covered as time permits. There are quizzes and group projects in addition to a midterm and final. Prerequisites: DAT 120 or approved equivalent; MATH 132; and MEC 290 or ECON 1011. Credit 3 units.

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**B59 DAT 220 Analytics and Modelling for Business Decisions**

The primary goal of this course is to help students become effective problem solvers, smart consumers of data, and intelligent business decision makers in various management situations. The course utilizes structured problem-solving approaches that heavily rely on data for defining the problem, uncovering useful relationships



between critical variables and outcomes, defining measures for evaluating alternatives, modeling underlying conceptual relationships, constraining resources, and proposing via a rigorous search process of exploration and exploitation "best fitting and robust" solutions for the given environment and its underlying uncertainties. Applications of those analytic tools will be illustrated using examples from various business functional areas, finance, marketing, operations, economics and strategy. Prerequisites: DAT 120 and completion or concurrent enrollment in DAT 121.

Credit 3 units.

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#### **B59 DAT 301E Data Analytics in Python**

This course is an introduction to data science in Python, which assumes no prior programming experience. The course is broken down into two units. In the first unit, students will be introduced to the basics of Python as a programming language. The second unit of the course is devoted to data analytics; students will use Python to explore and visualize real-world data sets from various industries including finance, sports, and technology. Prerequisite: Sophomore Standing

Credit 3 units. EN: TU

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#### **B59 DAT 400A Data Management Tools for Business Decisions**

This course prepares students for success in many business analyst roles. The tools covered in this course will prepare students well for roles in finance, accounting, quantitative marketing, information systems, operations, talent analytics, and others. As companies collect more data internally and augment this with external data sources, collecting, maintaining, and organizing data is becoming an essential skill for success in many roles. Developing creative reports and dashboards that are updated in real time are demanded in today's data-driven decision-making environment. While there are a plethora of tools available to support business analysts, this course focuses on VBA in Excel and SQL, two critical tools for reporting and dashboards. Students will also be introduced to Tableau, the state-of-the-art visualization software. These tools are introduced within the broader organizational data environment to provide an understanding of the role of the business analyst within the organization. Companies' data environments traditionally include enterprise resource planning (ERP) systems, customer relationship management (CRM) systems, relational databases, external data sources, data warehouses, and data cubes. Understanding the roles of each component of the data environment enables students to utilize each effectively. Prerequisites: CSE 131 and MGT 100. Corequisite: DAT 220.

Credit 3 units.

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