• BEFORE the interview…
• WHAT is STAR?
• WHEN do I use it?
• WHY should I use it?
• HOW do I use it?

Activity
• Wrap-up
• Questions
Introduction

Amy Bentley
Marketing

Professor Doug Bowman
MARKETING AREA

FTMBA Core and Electives
2014-15
(version Mar. 2014)
2014-15 FT-MBA Marketing Curriculum

Marketing Mgmt (core)

Tools / Knowledge Electives
- Consumer Behavior
- Market Intelligence & Cust. Insights
- Marketing Seminar (Global)
- Marketing Strategy & CRM
- Predictive Sports Analytics
- Marketing Decision Tools

Marketing Functions
- Channel Strategy & B2B
- Digital Marketing & Social Media Strat.
- Integrated Mktg Communications
- Product & Brand Management
- Sales and Business Development
- Syndicated Data Analysis (module)

Implementation and Industry Electives
- Marketing Analytics Consultancy*
- Marketing Strategy Consultancy*
- Sports Marketing
- Directed Study

* = Experiential ‘Lab’ Course
# 2014-15 FT-MBA MKT Courses by Semester

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Fall 2014</th>
<th>Spring 2015</th>
<th>Summer 2015</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>B540</td>
<td>Marketing Management</td>
<td>(3)</td>
<td></td>
<td>(1)</td>
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<tr>
<td>B542</td>
<td>Market Intelligence &amp; Cust. Insights</td>
<td></td>
<td>(2)</td>
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<tr>
<td>B543</td>
<td>Digital Mktg &amp; Soc Media Strategy</td>
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<tr>
<td>B544</td>
<td>Mktg Analytics Consultancy (MP)</td>
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<td>(1)</td>
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<td>Mgmt Practice elective</td>
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<tr>
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<td>B546</td>
<td>Integrating Mktg Communications</td>
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<tr>
<td>B547</td>
<td>Product &amp; Brand Management</td>
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<td>Evening only</td>
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<tr>
<td>B549</td>
<td>Mktg Strategy Consultancy (MP)</td>
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<td>(1)</td>
<td></td>
<td>Mgmt Practice elective</td>
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<tr>
<td>B641</td>
<td>Marketing Seminar (global)</td>
<td>(1)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>B646</td>
<td>Consumer Behavior</td>
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<td>(2)</td>
<td></td>
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<tr>
<td>B647</td>
<td>Sports Marketing</td>
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<td>(1)</td>
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<td></td>
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<tr>
<td>B648</td>
<td>Channel Strategy &amp; B2B</td>
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<td>(1)</td>
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<tr>
<td>B649</td>
<td>Marketing Strategy &amp; CRM</td>
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<td>Bx4x</td>
<td>Marketing Decision Tools</td>
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<td>tentative</td>
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<td>Evening only</td>
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<tr>
<td>B571R/671R</td>
<td>Syndicated Data Analysis (module)</td>
<td></td>
<td>(1)</td>
<td></td>
<td>Mid-semester module</td>
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</table>

(n) denotes number of sections
## Marketing Area Electives, Fall 2014

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor(s)</th>
<th>Schedule</th>
</tr>
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<tbody>
<tr>
<td>B543</td>
<td>Digital Mktg &amp; Social Media Strategy</td>
<td>D. Schweidel</td>
<td>MW 1:00-2:15pm</td>
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<tr>
<td>B545</td>
<td>Predictive Sports Analytics</td>
<td>M. Lewis, M. Tripathi</td>
<td>W 6:30-9:15pm</td>
</tr>
<tr>
<td>B546</td>
<td>Integrated Mktg Communications</td>
<td>R. Shah</td>
<td>TuTh 1:00-2:15pm</td>
</tr>
<tr>
<td>B547</td>
<td>Product &amp; Brand Mgmt</td>
<td>D. Bowman</td>
<td>Tu 6:30-9:15pm</td>
</tr>
<tr>
<td>B548</td>
<td>Sales &amp; Business Development</td>
<td>R. Kelly</td>
<td>M 6:30-9:15pm</td>
</tr>
<tr>
<td>B641</td>
<td>Marketing Seminar (Global)</td>
<td>J. Sheth</td>
<td>MW 10:00-11:15am</td>
</tr>
</tbody>
</table>
FT-MBA Marketing Core

Analyze

Context

Company

Collaborators

Competitors

Customers

What Should You Do?

STP

Segmentation

Targeting

Positioning

How Should You Do It?

Execute

Product

Price

Place

Promotion

Evaluate

Analyze

What Should You Do?

How Should You Do It?

Ed Leonard

Manish Tripathi
Topics
- Web metrics and analytics
- Recommendation systems
- Online advertising
- Experimentation
- Social media
- Mobile

Career Relevance
- Digital marketing
- Media planning and creative strategy
- Marketing analytics
- Integrated marketing communications
- Social media marketing
- Search engine marketing
Overview
The course will focus on the use of analytics and data for improving human capital related decisions in context of sports and non-sports. The students will complete several “Moneyball” type statistical modeling based assignments.

Note B447 focuses on the business side of sports; B445 focuses on the team/player/product side of sports.
Overview
Students develop expertise in the IMC process of planning, developing executing, evaluating and controlling the use of various promotional mix elements to effectively communicate with target audiences.

Career Relevance
- Brand management (CPG, industrial, services)
- Advertising agencies: account executives, media planners, researchers
- Digital marketing
- General managers of companies utilizing advertising
Product and Brand Management

Fall 2014

Topics
- Creating, maintaining, and managing brand equity
- Segmentation strategies
- Media creative and media planning
- Pricing strategies and tactics
- Brand analytics
- Sales forecasting
- Develop and implement a brand plan over a (simulated) 10-period horizon.

Career Relevance
- Brand management (CPG, industrial, services)
- Advertising
- Digital marketing
- Consulting
- Entrepreneurs
- Hi-tech
## Sales and Business Development

### Fall 2014

**Topics**
- The selling process and personal selling
- Sales management and sales operations
- Business development and selling into a channel of distribution.

### Career Relevance
- Customer business development
- Sales and key account management
- Consulting
- Entrepreneurs
- Investment banking and professional services
Topics

- Analysis of the marketing implications of contemporary problems facing business today
- Topics change each semester. Recent topics include globalization, consolidation of markets, managing in mature markets, and changing customer demographics

Career Relevance

- Consulting
- General management
- Brand management (CPG, industrial, services)
- Global business
- Entrepreneurs
- Hi-tech

This course counts towards the Global depth requirement.
Accounting

Professor Ted Rodgers
MBA Elective Preview
Accounting Department

Theodore C. (Ted) Rodgers, PhD, CGMA
ted.rodgers@emory.edu
Cell – (803) 727-7051 (TXT first, please)
BUS615

• Federal Income Taxation
  • Introduce students to the federal income taxation system. The course lays the foundation for understanding federal tax policy and basic concepts that are common to most tax provisions.
  • Enable the student to understand the role of taxes in decision-making and risk management, to understand changes in the tax system and to undertake further detailed study if his or her interest in taxation develops.
  • Discussion of the role of the income tax system in furthering social and economic policy.
  • Recognition of the role of taxes in business and personal financial decision-making and various planning techniques are studied.
  • Topics include types of taxes, role of the federal income tax, tax planning for income and deductions, income measurement, tax accounting, business expenses and losses, depreciation and cost recovery, passive activity gains and losses, taxation of property transactions, non-recognition transactions, tax credits, and the alternative minimum tax.
BUS618

- Auditing
  - Prerequisite – Intermediate Financial Accounting course (Emory – BUS312A)
  - Course delivery structured for CPA track students
    - Develop the tools to explain auditing to lay audiences.
    - Translate technical accounting material and terminology into terms that can be understood by a variety of audiences not trained in auditing in such a way that it meets the needs of those audiences.
    - Speak persuasively in situations that require the speaker to argue for a recommendation or to defend the results of an audit report.
BUS619

• Information and Global Capital Markets
  • Develop expertise in the global oil and gas industry, with particular attention to risk assessment and financial reporting and disclosure issues.
  • Develop a working knowledge of the institutional structure of global capital markets, with particular attention to home bias in investing.
  • Compare US GAAP with International Financial Reporting Standards (IFRS), with particular attention to quality of earnings.
  • Compare the process of convergence with adoption of IFRS in the US.
  • Analyze financial statements of non-US firms from various regions, with particular attention to the firm's reporting and disclosure incentives.
Finance

Professor Nicholas Valerio
Finance Electives

• BUS 502  Economic Environment of Business (Hill)
• BUS 524  Sports Finance (Smith)
• BUS 620  Advanced Corporate Finance (Rosenfeld)
• BUS 622  Doing Deals: Private Equity (Crowley & Furman)
• BUS 623  Security Analysis & Portfolio Management (Barillas)
• BUS 624  Derivative Asset Analysis (Valerio)
• BUS 627  International Finance (Schmidt)
• BUS 628  Investment Banking (Crowley)
• BUS 629  Fixed Income Securities (Valerio)
• BUS 680  Illiquid Alternative Investments (Bell & Kraeussl)
• BUS 685  Private Equity Investing (Baks)
• BUS 625  Real Estate Finance (Black)
• BUS 682  Real Estate Market Analysis (Black)
• BUS 688  Real Estate Development (Fogarty)
BUS 502:
The first half of BUS 502 (The Economic Environment of Business) deals with macroeconomics (central bank policies, labor markets, fiscal policy, long-term growth, exchange rates). The second half covers topics in applied microeconomics (regulation, energy, environmental policy, product pricing). The course attempts to present a range of political perspectives on economic policy. The only prerequisite is BUS 501. No math beyond high school algebra.
BUS 622:
The course is designed as a workshop in which law students and business students will work together to structure and negotiate varying aspects of a private equity deal, from the initial term sheet stages, through execution of the purchase agreement, to completion of the financing and closing. Private equity deals that are economically justified sometimes fail in the transaction negotiation and documentation phase. This course will seek to provide students with the tools necessary to tackle and resolve difficult deal issues and complete successful deals. Students will be divided into teams of lawyers and business people to review, consider and negotiate actual transaction documents. Issues presented will include often-contested key economic and legal deal terms, as well as common ethical dilemmas.
Finance Electives

The best way to make this decision is by calculating the expected value of each possible outcome.

You multiply the...

I sense that we're done here.

I hope the dead sometimes cover their ears.
I have invested all of my self-esteem in this PowerPoint presentation.

It is all that I am and all that I will be. It is a digital reckoning of my value.

Did they catch the chimp who made your slides?

Ow. Ow. Ow.
Finance Electives

Questions?
Organizations & Management (O&M)

Professor Rodney Lacey
Fall 2014 Electives

• Business and Society
• Ethics for Leaders
• Managing Groups & Teams
• Negotiations
• Leading & Managing Change
• Multinational Firms & Strategy
• The Business of Sport
• Entrepreneurship & Applied Entrepreneurship
• Strategy & Orgs in Health Care
<table>
<thead>
<tr>
<th>Class</th>
<th>Instructor</th>
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<tbody>
<tr>
<td>Business and Society</td>
<td>Longhofer, W</td>
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<tr>
<td>Ethics for Leaders</td>
<td>Satz, A</td>
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<tr>
<td>Managing Groups &amp; Teams</td>
<td>Perry-Smith, J</td>
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<tr>
<td>Negotiations</td>
<td>Lacey, R</td>
</tr>
<tr>
<td>Leading &amp; Managing Change</td>
<td>Lacey, R</td>
</tr>
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<td>Business of Sport</td>
<td>Harrison, C.</td>
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<td>w/Bukstein, S.</td>
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<tr>
<td>Multinational Firms &amp; Strategy</td>
<td>Thomas, L.G.</td>
</tr>
<tr>
<td>Entrepreneurship &amp; Applied Entrepreneurship</td>
<td>Goetz, C</td>
</tr>
<tr>
<td>Strategy &amp; Orgs in Health Care</td>
<td>TBD</td>
</tr>
</tbody>
</table>
Diverse world of organizations and management

- Organizations
  - Structure
  - Networks
  - Leadership
  - Individuals
  - Groups

- Change
- Innovation
- Entrepreneurship

- Strategy
  - Formulation
  - Competition
  - Industry Context

- Society, Nation, Culture
BUS 532: Business and Society

Corporations are being held accountable to not just shareholders, but many other internal and external stakeholders. This course gives a broad perspective on the challenges and opportunities of business in society, such as maintaining legitimacy, acquiring resources, building partnerships, and solving complex global problems.

First step in Social Enterprise @ Goizueta curriculum

- Example topics
  - Corporate responsibility
  - Cause/green marketing
  - Ethical consumerism
  - Lobbying and Super PACs
  - Human rights and labor
  - Climate change
  - NGOs and social movements

- Group Project on real organizations (e.g., Trucost and UNICEF)

- Speakers from IHG, Coke, Footprint Talent, Carter Center

- For further information contact Wesley Longhofer, PhD
BUS 639: Ethics for Leaders (Ani Satz)

• Deal with the immediate and ongoing ethical challenges of being a manager
  – Integrated into all aspects of business, not a standalone problem

• Prepare for ethical issues before they become problems

• Build standards and strategies for integrity and professional conduct

Ani Satz is an Associate Professor, Emory University School of Law & Rollins School of Public Health, and faculty at the Emory Center for Ethics.
BUS 537: Managing Groups and Teams
(Jill Perry-Smith)

• Individuals succeed only through groups
  – Esp. in consulting, finance, etc.

• Fostering excellence in teams
  – Team design and composition
  – Internal team dynamics
  – External team dynamics

• Example integrative topics
  – Creativity in teams
  – Conflict in teams

• Experiential learning with exercises
BUS 632: Negotiations

• Manage conflict constructively and enhance leadership effectiveness
  – Build specific skills required to craft agreements on behalf of your organization

• Deeper theoretical understanding of interpersonal, group and inter-org conflict

• Experientially learn by simulation exercises

• Immediately practical and life-long value
Bus 633: Leading and Managing Change (Rodney Lacey)

Change is hard, risky, and yet a constant challenge as problems constantly emerge

- Especially relevant to consultants

- Topics
  - Design and plan systemic organizational change
  - Integration, esp. after M&A
  - Making change happen
  - Strategic advantage with change
$50B a year in U.S. alone
- Increasing convergence with entertainment and information industries
- Understand the issues of sports executives
- Exposure to the special legal settings of sports
Advanced strategy course
- integrates strategy with accounting, finance, and economics
- choice of competing models
- matching specific models to firm/industry/country

Firms and countries in a global economy
- links between country context and firm performance
- evidence based strategy
  - financial performance vs. cost of capital
  - measurement of differences across firms and markets
  - empirical differences among countries/within industries
BUS 636: Entrepreneurship
(Charlie Goetz)

Focus on all the elements leading up to the launch of a new business

Study real life examples of both successful and failed business ventures

Development of an idea into a business plan

BUS 661: Applied Entrepreneurship

(Charlie Goetz)

Second class in entrepreneurship

• Focus on “how to” build, launch, manage, grow and sell a new venture

• Provides a set of analytical and solution building methodologies that apply across industries and organizational settings

• Provides experience in running a fictional business from the perspective of the CEO and top management team
BUS 506: Strategy & Orgs - Health Care Sector

Health care industry operates on different rules than any other, and they are changing

- Example topics
  - Changing basis of competition in health care
  - Changing organization of health firms and networks
  - Relationship to politics and institutions
  - Professional and ethical interactions
Information Systems & Operations Mgmt (ISOM)

Professor Patrick Noonan
ISOM Electives

For detailed information visit: www.isom-gbs.net
ISOM MBA Career Centered Curriculum Guide

(F)=Fall offering  
(S)=Spring offering  
(Alt)=Alternating Years

551: Processes & Systems Mgmt
550: Data & Decision Analysis
650: Decision Modeling (F)
651: Strategic Decision Analysis (F,S)
655: Business Forecasting & Predictive Analysis (S)
659: Process Analysis & 6-Sigma (F)
653: Operations Strategy (F)
652: Healthcare Ops & Tech Mgmt (S)
658: Econ & Psych of Political Violence (S)
653: Operations Strategy (F)
654: Managerial Reasoning (Alt)
655: Appcology (F)
557: Mgmt Science in Spreadsheets (S)
554: Advanced Data Science (F)
550: Data & Decision Analysis
551: Processes & Systems Mgmt
556: Analytics for e-Markets (Alt)
558: Project Management (S)
552: Healthcare Ops & Tech Mgmt (S)
558: Project Management (S)
559: Process Analysis & 6-Sigma (F)
655: Business Forecasting & Predictive Analysis (S)
554: Advanced Data Science (F)
550: Data & Decision Analysis
551: Processes & Systems Mgmt
556: Analytics for e-Markets (Alt)
558: Project Management (S)
552: Healthcare Ops & Tech Mgmt (S)
558: Project Management (S)
**Fall Offerings***

- BUS 554. Advanced Data Science
- BUS 555/555P Appcology: New Commerce Infrastructure Systems (NCIS)
- BUS 650/650P. Decision Modeling - *Prerequisite: BUS 550*
- BUS 651/651P. Strategic Decision Analysis
- BUS 653. Operations Strategy
- BUS 659/659P. Process Analysis and Six Sigma

*subject to change

**Spring Offerings***

- BUS 556/556P. Analytics for e-Markets
- BUS 557. Management Science in Spreadsheets
- BUS 651/651P. Strategic Decision Analysis
- BUS 652/652P. Healthcare Operations & Technology Management
- BUS 655/655P Business Forecasting
- BUS 658G. Economics & Psychology of Political Violence & Terrorism

*All Elective Offerings are open to both day and evening MBA students.*
This course is an advanced analytics course focusing on data science and the development of data products. Data science is an emerging interdisciplinary field that draws from computer science, statistics, business, as well as other fields. All of the typical phases of data science projects will be discussed in the course: data acquisition, data cleaning, storage and retrieval, data analysis, and production product development. Students should expect to face unstructured problems that will produce significant frustration (all a part of functioning in this arena). The course is intended only for students in the top quartile in terms of quantitative and computer skills. Most of the work in this course will be team based and you will be expected to help each other.

(contact george.easton@emory.edu for more information)
The course will explore issues associated with the emerging types of *applications and services* changing forms of software ecosystems and commerce interactions. We will involve both design and development of real apps, gizmos, widgets. **Engage in New Software Environments:** With the assistance and *experience* of actual app developers, we will explore the design and creations of these “snack-size “applications for mobile and desktop environments. The course will consider the opportunities for new patterns of communication between organizations and their mobile stakeholders. (Visit [http://www.emory.edu/BUSINESS/app/](http://www.emory.edu/BUSINESS/app/) for more information)
Advanced topics and tools for analysis of decision problems, focusing on modeling the real-world complications that are simplified away when introducing decision analysis. This means learning to extend decision analysis concepts and techniques to include attitudes about risk, multiple conflicting objectives, complex uncertainties (requiring Monte Carlo simulation), complex alternatives (requiring linear programming and other optimization techniques), and dynamic interactions. In addition, we must learn the subtleties of applying quantitative modeling techniques to managerial and strategic settings in organizations. (Contact: stephen.stuk@emory.edu for more information).
651. Strategic Decision Analysis  
(1 day offering, 1 evening offering)

Advanced topics and tools for analysis of decision problems, focusing on the complication of multiple decision makers. The course starts with the fundamentals of game theory and develops conceptual frameworks and analytical tools for strategic thinking and action. Applications include models of competition and cooperation, strategic moves, negotiation, auctions & bidding, fair division, coalitions, voting and group decisions, and large systems of decision makers.

In addition, we revisit the underlying psychology of decision makers – in ourselves and in the others we interact with – and develop methods for overcoming natural weaknesses and “decision traps” in strategic interactions.

Instructor: michael.miller@emory.edu
This course aims to assist students in formulating an operations strategy and in evaluating its impact on the bottom line. The course considers a variety of possible ways in which to compete on operations, including low cost, high quality, flexibility or speed of customer response, and innovation. In doing so, the course also examines the complexities associated with global operating systems, including the hidden costs of outsourcing and offshoring. (Contact: eve.rosenzweig@emory.edu for more information)
Questions?
Waitlists:

- Qualtrics survey link will be emailed to you.
- You can register to be on up to three waitlists for classes that are currently full.
- Only closed courses will appear on the survey.
- Waitlist registration is time sensitive.