Data and Decision Analysis
The ability to effectively analyze available data is an indispensable skill for consultants and managers in all industries. Equally valuable is the ability to understand how others (partners, competitors, clients) interpret data. Courses like 650, 651, 654, 655 and 557 provide MBAs with a rich understanding of these methods. Courses like 657 and 656 demonstrate how some of the approaches apply to IT development and operations practice.

Business Technology
Business technology has undoubtedly been one of the most pivotal enablers of operational efficiencies and strategic benefits. A deep knowledge of how to leverage it, as well as how to customize it for alternative use, can define modern business leaders. Courses like 555, 556 and 657 provide MBAs with a rich understanding of IT concepts and design approaches. 553G, 658G and 656 demonstrate IT applications in global operational contexts.

Operations Strategy
Fit between operational activity and strategy is critical to performance. Consultants/managers that understand the nuanced dynamics of operations and how these translate into performance are best prepared to effectively steer strategy. 653, 553G, 652 and 659 are foundational in this concentration. Complementary analysis courses include 655 and 651. Insight into IT-supported operational dynamics in turbulent environments is offered by 658G.
The ISOM area deals with the variety of approaches to structured and unstructured problem solving that have become critical to today's businesses and the hallmarks of modern consulting best-practices. The area faculty ranks #4 internationally in terms of research productivity in elite outlets such as the Journal of Operations Management, MIS Quarterly, Production and Operations Management, and Information Systems Research. Per capita productivity in these outlets lead the business community in 2006-2010. The ISOM curriculum reflects the strength of this knowledge base. Were three central themes reflect attention to the role of information technology in the contemporary enterprise, management of operations (including project, supply chain, and quality management) and decision analysis (including quantitative methods). ISOM majors in the class of 2012 have been placed at such firms as Bain, McKinsey, PwC and Hachtz. Concentrations in ISOM requires any of the elective offerings described below.

Videos relating to ISOM Electives

What can Business Analytics Do? Explor predict
Global Information Technology Role

550. Data and Decision Analysis See Syllabus
This course is about the key managerial question, "What should I do?" We break this question down further: "Given what I believe, what should I do?" and "Given what I observe, what should I believe?"
Decisions are a fundamental part of management. Instructor: George Easton@bus.emory.edu

551. Processes and System Management See Syllabus
As technology become more integrated into business processes, managers and leaders alike must be able to understand and communicate the enabling potential of these tools across the supply chain. This course integrates the fundamental principles of information systems and operations management to cover the multiple activities comprising a firm's operating core and its supply chain.

552. Supply Chain Management (Spring) See Syllabus
Approaches to supply chain management continue to change as information technology and the nature of global markets evolve. The design of the class is to provide students already familiar with topics taught in introductory coursework with an opportunity to explore the changing landscape. Instructor: Jeff Damra@bus.emory.edu

555. Informational New Commerce Infrastructure (Fall) See Syllabus
The course will explore issues associated with the emerging types of applications and services changing forms of software ecosystems and commerce interactions. We will evolve both design and development of real apps, games, widgets. The course will consider the opportunities for new patterns of communication between organizations and their mobile stakeholders. (Course site: http://www.emory.edu/BUSINESSAPPs) Instructor: Bemin Kwon@bus.emory.edu

556. Analytics for a Marketer (Spring) See Syllabus
This course is for: 1. General manager in charge of pricing and analytical strategies in high-tech industries (mobile networks, software, video games and music). 2. Marketing manager for any firm engaged in interactive online advertising and social media. 3. Consultant in charge of analytical strategies for electronic markets. Instructor: Ramesh Chelliah@bus.emory.edu

557. Management Science in Excel (Spring) See Syllabus
This course covers the student with an array of management science modeling and solution tools, such as linear and non-linear optimization, integer programming, simulation, and stochastic optimization. All work is performed in an electronic spreadsheet format. Emphasis is on translating a verbal business problem description into a mathematical model, setting up and solving the model in Excel, and interpreting the results. The particular problems of the course are focused on financial, operations and marketing. Topics include: asset allocation, arbitrage, short-term cash flow planning, and balance sheet management, revenue management, supply chain management, and pricing among others. Instructor: Divas JC@bus.emory.edu

558. Project Management and Collaboration (Fall) See Syllabus
This course provides a comprehensive introduction to project management. Projects provide businesses a time-delayed tool for improving, expanding, and innovating - the primary means for converting strategy into action. We focus on the challenge of managing projects involving dispersed team members from multiple organizations. This course can be credited toward PMI Project Management Professional (PMP) certification. Instructor: Dennis_Thomas@bus.emory.edu
**Spring Offerings***

- BUS 553G. Supply Chain Management
- BUS 652. Healthcare Operations & Technology Management
- BUS 556. Analytics for e-Markets
- BUS 655. Business Forecasting & Predictive Analytics
- BUS 557. Management Science in Spreadsheets
- BUS 651. Strategic Decision Analysis
- BUS 558. Project Management & Collaboration (MP Elective)
- BUS 658G. Economics & Psychology of Political Violence & Terrorism

**Fall Offerings***

- BUS 555/555P. Appcology: New Commerce Infrastructure Systems (NCIS)
- BUS 650/650P. Decision Modeling
- BUS 653. Operations Strategy
- BUS 657/657P. Data Analytics & Visualization
- BUS 659/659P. Process Analysis and Six Sigma

*subject to change

All Elective Offerings are open to both day and evening MBA students.
Approaches to supply chain management continue to change, as information technology and the nature of global markets evolve.

The design of this class is to provide students already familiar with topics taught in introductory coursework with an opportunity to explore this changing landscape.

Instructor: jeff.rummel@emory.edu
652. Healthcare Operations & Technology Management  
(day offering)

The course focuses on the following areas of health care operations management:

1. designing health care delivery systems,
2. capacity planning & decision making under uncertainty,
3. measuring and monitoring quality,
4. process failure, learning and improvement,
5. role of technology in improving health care delivery.

Instructor: diwas.kc@emory.edu
556/556P Analytics for e-Markets
(one evening offering)

This course is for:

1. General manager in-charge of pricing/analytical strategies in high-tech industries (mobile networks, software, video games and music)

2. Marketing manager for any firm engaged in interactive/online advertising and social media

3. Consultant in-charge of analytical strategies for electronic markets

Instructor: ramnath.chellappa@emory.edu
655. Business Forecasting & Predictive Analytics (evening offering)

This course expands the basic statistical tools of BUS 550 in two major ways:

1. New methods of modeling/analyzing data
2. Development of automated structures to support decisions tied to data.

This course is a very “hands on” working-with-data, either data sets provided or those you are specifically interested in. Many students have gone on to utilize the skills/tools from this class successfully in their first jobs or startups.

The instructor will present extensive examples from personal experience with forecasting and modeling for companies ranging from Fortune 100 to successful startups. Through sharing of experience and discussion of many data sets and problems, we gain years of experience in a few months. The course is structured to challenge the very good quantitative people, while providing a path to success for the numerically-challenged.

Instructor: Stephen.Stuk@emory.edu
557. Management Science in Spreadsheets
(1 day offering, 1 evening offering)

This course exposes the student to an array of management science modeling and solution tools, such as linear and non-linear optimization, integer programming, simulation and stochastic optimization.

All work is performed in an electronic spreadsheet format. Emphasis is on translating a verbal business problem description into a mathematical model, setting up and solving the model in Excel, and interpreting the results.

The particular problems of the course are focused on finance, operations and marketing. Topics include asset allocation, arbitrage, short term cash flow planning, and balance sheet management, revenue management, supply chain management, and pricing among others.

Instructor: diwas.kc@emory.edu
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: patrick.noonan@emory.edu
Projects arise in organizations in response to problems or opportunities, and typically they require team members from across the organization and sometimes across firms.

This course is an introduction to the concepts and tools used in managing projects. Students will gain experience with some of the technologies that are used to support project planning and asynchronous collaboration. Successful project management identifies the objectives, assembles the required resources and information, and manages the process of completing the project within the constraints of time and budgets.

In this course, projects will typically be drawn from new product/service development, technology implementation, and strategic process redesign. Students will participate in small teams to plan and implement a project with local organizations, as one of the Management Practice electives in the MBA curriculum.

Instructor: jeff.rummel@emory.edu
658G. Economics & Psychology of Political Violence & Terrorism
(day offering; counts towards Global requirement)

- What are the economics of extreme events?
- How can social network analysis and social simulation be used to inform and anticipate such events?
- How can risk be framed, and policy developed, to help non-profit and for-profit organizations deal with these environments, while ensuring public benefit and cultural acceptance?

These questions are at the heart of this course.

Instructor: mj.prietula@emory.edu
All ISOM elective offerings are open to both day and evening MBA students.