Glossary:

**IMPACT360** – Project-based courses in which you will work directly with a client. Required in Spring of your first year.

**Day offering** – Classes that meet twice per week (M/W or Tu/Th) usually between 8:30am and 5:15pm. Each class meeting is one hour and fifteen minutes.

**Evening offering** – Classes that meet one night per week *usually* between 6:30pm and 9:15pm. Cross-listed with the Evening MBA Program.

**Global credit** – indicates electives that have a global/international focus. Two-year MBA students are required to complete 2 global options prior to graduation.

**ACE** – Accelerated Course Electives. Electives (full 3 credits) offered in a condensed format over the break between terms. Considered part of the term that they immediately precede.
INFORMATION SYSTEMS & OPERATIONS MANAGEMENT (ISOM)
Benn Konsynski
ISOM Area
MBA Electives

Preview of Spring 2018
Spring Offerings

• ISOM 553 Supply Chain Management
  (counts towards Global requirement)

• ISOM 557 (ACE and Day). Management Science in Spreadsheets

• ISOM 653 Operations Strategy

• ISOM 654 Service Operations

• ISOM 655 Business Forecasting & Predictive Analytics

All Elective Offerings are open to both day and evening MBA students.
This course will introduce students to the state-of-the-art in supply chain management.

We will explore the current trends in supply networks, the link between supply chain and firm’s strategy, and the issues of incentives, information sharing, trust, coordination, risk, resiliency, and logistical efficiency.

Students with an interest in consulting, operations management, or business analytics are the primary target for this course. Students interested in private equity, investments, and marketing will find the course useful as those functions are often linked to supply chains (they are called value chains for a reason!)

Instructor: nikolay.osadchiy@emory.edu
557. Management Science in Spreadsheets

(Day and ACE Offering)

• This course covers traditional management science techniques such as linear programming, integer programming, and simulation. All work is performed in an electronic spreadsheet format.

• The particular problems of the course are focused on finance and operations.

• Topics include asset allocation, arbitrage, short term cash flow planning, and balance sheet management, among others.

Instructor: diwas.kc@emory.edu
653. Operations Strategy
(day offering)

The goal of this course is to provide students with an understanding of how to formulate an operations strategy and evaluate 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 examines the complexities associated with global operating systems, including the hidden costs of outsourcing and offshoring.

Contact ruomeng.cui@emory.edu for more information
ISOM 654. Service Operations  
(day offering)

• Service Operations Management will build on the concepts from Process and Systems Management and explore the particular challenges and strategies for managing services. We will examine the similarities and differences between services and more traditional manufacturing and supply chain management.

• Businesses in the service sector are very diverse and include document processing, transportation, customer support, hospitality and consulting. We will build frameworks to classify service processes and discuss the managerial challenges of different environments.

• The course will investigate technical methods for managing services and service quality. Through the cases in the class, we will also be able to investigate the non-technical issues, such as the customer experience and the organizational issues for the service providers. The cases will describe the business and marketing strategies, but the focus in the course will be designing processes to deliver on those strategies.

Instructor: jeff.rummel@emory.edu
655. Forecasting & Predictive Analytics
(day and evening offering)

• This is a very hands on course applying a variety of tools and techniques to analyze data and predict future behavior. Applications: Time series methods (moving average, exponential smoothing, Box/Jenkins), Non-linear Methods (non-linear regression, Neural Networks), Pattern recognition (cluster analysis).

• These techniques are application independent and real world examples range from marketing, social media, finance, etc.

• Grading will be based on 4 real data group projects.

Instructor: stephen.stuk@emory.edu
All ISOM elective offerings are open to both day and evening MBA students
MARKETING (MKT)

Ed Leonard
MARKETING AREA

FTMBA Electives
2018
Learning Themes
• Developing the right questions to research
• Collecting Data
• Analyzing Data – JMP
• Drawing Inferences
• Presenting Data – Tableau

Topics
• Data Collection and Research Design
  • Primary & Secondary data
  • Surveys - how to build
  • Focus Groups
• Tools and Applications of Marketing Research
  • A/B Testing
  • Conjoint
  • Factor and Cluster Analysis
  • Customer Value Analysis

Career Relevance
• Business Intelligence
• Consulting
• Product management
• Fundamentally driven Financial Analysis
• General Marketing
Learning Themes
• How to use Large Data sets of customer level data to inform Marketing Decisions

Topics
• Use data to calculate CLV
• Linear & Logistic Regression
• RFM analysis
• Marketing Experiments
• Segmentation using Factor analysis Cluster analysis
• Understanding customer preferences (conjoint analysis)

Career Relevance
• For Students who want to be Date Driven
• Brand management
• Marketing analytics
• Consulting
• Advertising agencies
• Digital marketing
• General managers
Learning Themes
Understand and Predict Consumer Choices by learning theories and techniques from Social and Cognitive Psychology

Topics
- Intuitive vs. rational decision making
- Preference Formation
- Building AB tests
- Understanding Consumer Needs

Career Relevance
- Brand management
- Business development
- Consulting
- Customer management
- Entrepreneurship
Learning Themes
• how to create *explosive value* for customers by making products available at the right place and time.

Major Topic Areas
• How to design routes to market,
• How to select and incentivize partners
• How to structure and manage business partnerships
• How to thrive with powerful partners

Career Relevance
• Consulting and Strategy
• Business development
• B2B marketing
• Supply chain management
• Key account management

Sandy Jap
Learning Themes
• Understanding the unique aspects for the marketing to a world of passionate fans.

Topics
• Models of human capital (hire/fire, draft, pay) using R
• Speakers from the sports industry
• Fan Duel simulation
• Marketing Analytics
• Pricing & CRM
• Social & Digital Media

Career Relevance
• Career in Sports Marketing
• Marketing Analytics
Learning Themes
- Develop new products
- Manage product lines
- Build, leverage, defend and manage brands
- Manage IMC Campaigns
- Work with data used by Brand Managers

Topics
- Segmentation strategies
- Media creative and media planning
- Pricing strategies and tactics
- Brand analytics
- Sales forecasting
- Develop and implement a brand plan

Career Relevance
- Brand or Product managers in the Healthcare or Pharmaceuticals Industries

Cannot also take or have taken B547
## Marketing Elective Offerings by Term

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Term</th>
</tr>
</thead>
<tbody>
<tr>
<td>562</td>
<td>Market Research</td>
<td>McCarthy</td>
<td>Spring 18</td>
</tr>
<tr>
<td>542</td>
<td>Data Driven Market Intelligence</td>
<td>TI Kim</td>
<td>Fall 18</td>
</tr>
<tr>
<td>646</td>
<td>Consumer Behavior</td>
<td>Morgan Ward</td>
<td>Fall 18</td>
</tr>
<tr>
<td>648</td>
<td>B2B Channels (Dec ACE)</td>
<td>Sandy Jap</td>
<td>Fall 18</td>
</tr>
<tr>
<td>647</td>
<td>Sports Marketing</td>
<td>Mike Lewis</td>
<td>Fall 18</td>
</tr>
<tr>
<td>642</td>
<td>Product &amp; Brand - Healthcare</td>
<td>Doug Bowman</td>
<td>Fall 18</td>
</tr>
<tr>
<td>649</td>
<td>Marketing Strategy (Aug ACE)</td>
<td>Ed Leonard</td>
<td>Fall 18</td>
</tr>
<tr>
<td>543</td>
<td>Digital and Social Marketing</td>
<td>Inyoung Chae</td>
<td>Fall 18</td>
</tr>
<tr>
<td>641</td>
<td>Global Marketing Seminar</td>
<td>Jag Sheth</td>
<td>Fall 18</td>
</tr>
<tr>
<td>547</td>
<td>Product &amp; Brand</td>
<td>Doug Bowman</td>
<td>Fall 18</td>
</tr>
<tr>
<td>546</td>
<td>Integrated Marketing Communications</td>
<td>Reshma Shah</td>
<td>Fall 18</td>
</tr>
<tr>
<td>548</td>
<td>Pricing</td>
<td>Saloni Vastaini</td>
<td>Fall 18</td>
</tr>
<tr>
<td>548</td>
<td>Sales and Business Development</td>
<td>Bob Kelly</td>
<td>Fall 18</td>
</tr>
<tr>
<td>649</td>
<td>Marketing Strategy</td>
<td>Ed Leonard</td>
<td>Fall 18</td>
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</tbody>
</table>
ACCOUNTING (ACT)

Usha Rackliffe
and now for something really fun...

Accounting Electives for MBAs

Spring 2018
Course offerings

• EVERY MBA SHOULD TAKE:
  – 513 Managerial Accounting
  – 514 Financial Statement Analysis

• TAKE IF YOU WANT AN ACCOUNTING FOCUS:
  – ACT 612B Financial Reporting II
  – ACT 612 Advanced Financial Accounting
  – ACT 613 Advanced Managerial Accounting
  – ACT 616 Corporate and Partnership Taxation
  – ACT 617 Tax Research
Managerial Accounting (ACT 513)

- Not financial accounting
- Not undergraduate cost accounting
- How managers use internal info to make decisions
- Main topics:
  - Analytical tools for making strategic/operational decisions
  - Strategic cost management
  - Performance measurement
- Audience
  - Marketing, Consulting, General management, Corporate finance
- Practical focus
Financial Statement Analysis (ACT 514)

• Natural continuation of financial reporting course
• How outsiders use external info to make decisions
• Main topics:
  – Business strategy analysis
  – Earnings quality analysis
  – Financial ratio and cash flow analysis
  – Forecasting accounting numbers and financial statements
  – Valuation: DCF, residual income, multiples like P/E and P/B
• Audience
  – Finance, Marketing, Consulting, anyone using financial statements
• Practical focus
But wait... There’s MORE!

• Want to get into the nitty gritty?
  – 612B Financial Reporting II (Vornholt)
    • Complex revenue, debt, leases, pensions, deferred taxes, equity, stock options... all the fun stuff!
  – 612 Advanced Financial Reporting (Sevier)
    • Mergers, acquisition, divestitures, foreign currency, partnerships, state and local governments
  – 613 Advanced Managerial Accounting (Rodgers)
  – 616 Corporate and Partnership Taxation (Rackliffe)
  – 617 Tax Research (Rackliffe)
Plan ahead

Most electives are offered only once a year

• Next fall:
  – 615 Federal Income Taxation (Rackliffe)
  – 619 Information and Global Capital Markets (Pownall)
  – 516 Financial Reporting and Analysis for Nonprofit Organizations (Barton)
  – 518 Financial Intelligence for Entrepreneurship and Innovation (Barton)
ORGANIZATION & MANAGEMENT (OAM)

Renee Dye
Spring 2018 Electives
<table>
<thead>
<tr>
<th>Title</th>
<th>Author</th>
</tr>
</thead>
<tbody>
<tr>
<td>535 Impact360: Catalyzing Social Impact</td>
<td>Martin</td>
</tr>
<tr>
<td>538 Impact360: Strategies for Entertainment/Media</td>
<td>Negro</td>
</tr>
<tr>
<td>539 Impact360: Strategic Management</td>
<td>Dye</td>
</tr>
<tr>
<td>601 Social Entrepreneurship/Impact Investing</td>
<td>Roberts</td>
</tr>
<tr>
<td>630 Competitive Advantage</td>
<td>Coyne</td>
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<tr>
<td>632 Negotiations</td>
<td>Sacks</td>
</tr>
<tr>
<td>636 Entrepreneurship</td>
<td>Goetz</td>
</tr>
<tr>
<td>661 Applied Entrepreneurship</td>
<td>Goetz</td>
</tr>
<tr>
<td>663 Principled Leadership</td>
<td>Kuhnert</td>
</tr>
</tbody>
</table>
Project-based course where students analyze and develop solutions to complex challenges currently faced by organizations trying to make meaningful social impacts.

Past projects include:

– Better World Books; Boys & Girls Clubs of America; Georgia Organics; Marcus Foundation
**OAM 538 - IMPACT360 Entertainment, Culture and Media (ECM)**

**Why?**
- ECM more than 6% of GDP
- Georgia 4th largest center for film/TV production in North America

**What?**
- Frameworks for analyzing ECM industries
- Client-based project addressing real strategic problem

**How?**
- Experiential learning bridging theory and business
For your selected client, you will perform a soup-to-nuts strategy consulting engagement. Specific activities will include:

- Creating a problem statement and issue
- Building a workplan, allocating workstreams, and managing overall engagement process
- Conducting targeted analyses and synthesizing findings
- Developing strategic recommendations for the client
- Putting together a final project document
- Presenting findings and recommendations to the client
- Developing a strong relationship with your client
Discuss the evolving role played by businesses and other organizations that purposefully seek to generate positive societal impacts, while elaborating the major challenges that they face.

Sample Topics: B Corporations; measuring impact; social entrepreneurs; entrepreneur accelerators; program-related investments; pay-per-performance bonds; impact investing

Students are required to contribute no less than 20 hours over the semester to a (nonprofit or for-profit) social enterprise of their choosing.

Center for Social Enterprise
How do firms achieve a sustainable competitive advantage?

How valuable is one?

How long will it last?

Does it apply everywhere?

Strategic interaction between competitors

Integrate skills learned in other areas including quantitative and qualitative analysis

“Every firm competes. Only the ones who know how to create advantages that others can’t or shouldn’t copy ultimately win.”
• Manage conflict constructively
  – Build skills to craft highest value agreements
  – Enhance leadership
• Theoretical understanding of interpersonal, group and inter-org conflict
  – Rare skill; most people only learn by personal limited experience
• Experiential learning
• Immediately practical and life-long value
• 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
*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*
• The specific objectives of the course are:
  
  – Understand your strengths and weaknesses as a leader and the consequences it has for others around you. Learn your source of power.

  – Through readings, case studies and in class discussions, learn how to grow yourself and accelerate the development of others.

  – Learn to lead teams proactively and effectively in complex times.

  – Learn how to communicate authentically with those around you.

  – Understand the importance of ethics and principles and how they defines you as a leader.
FINANCE

Nicolas Valerio
Finance Electives

- FIN 503 Global Macroeconomic Perspectives (Rosensweig)
- FIN 522 IMPACT360: Strategic Valuation (Crowley)
- FIN 526 Financial Intelligence (Mian)
- FIN 529 Project Finance (Hill)
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Continued…
Finance Electives

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Continued...
FIN 503:

Global Macroeconomic Perspectives teaches about business in the global environment, using macroeconomic data as the main focus. Students will learn how to distinguish between economic reports and actual “news” that moves stock, bond, and currency markets. Trends and forecasts will be dissected and critiqued to assess what is real about the global economy and what is “globaloney”. Opportunities to hear from and interact with current global business and organizational leaders will be plentiful. There is also an option to pursue a global topic in great depth through an elective team project.
Finance Electives

- FIN 503 Global Macroeconomic Perspectives (Rosensweig)
- FIN 522 IMPACT360: Strategic Valuation (Crowley)
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- FIN 695 Distressed Investing (Baks)

Continued…
This is an IMPACT360 elective. We will cover a variety of valuation methods and related company analyses. A significant part of the course will be dedicated to applying valuation techniques to one or more real world situations. This will require building financial models, data analysis, problem solving, and presentation construction for delivery to an external company (the “client”). The course work will be done substantially by students working in small teams.
Finance Electives

• FIN 503 Global Macroeconomic Perspectives (Rosensweig)
• FIN 522 IMPACT360: Strategic Valuation (Crowley)
• **FIN 526 Financial Intelligence (Mian)**
• FIN 529 Project Finance (Hill)
• FIN 621 Corporate Governance (Benveniste)
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Continued…
The class objective is to develop financial decision-making skills in a variety of different settings. We will develop core modern finance skills as part of the tool-kit and apply the concepts to a variety of different real-world industry verticals. The class is very applied in nature. There will be field-work classes (formal lecture substituted by library, internet research) that will require you to learn about industry verticals.
• FIN 503 Global Macroeconomic Perspectives (Rosensweig)
• FIN 522 IMPACT360: Strategic Valuation (Crowley)
• FIN 526 Financial Intelligence (Mian)
• FIN 529 Project Finance (Hill)
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Continued…
FIN 529:

Theme of the course: Organizing and financing projects (usually large projects) where the only source of debt repayment is the cash flows from the project — no corporate guarantee of the debt. Much of the course deals with identifying and mitigating the various risks associated with projects. Project finance is often used for large projects in developing countries so the course deals with mitigation of political risk, corruption, and the involvement of multilateral lenders like the World Bank.

Continued...
FIN 529 (cont.):

The course is designed to be accessible to anyone who has taken the core finance (FIN 520) course, not just finance concentrators. There is a substantial “hands-on” component to the course. Typically, we have about five outside speakers who are practitioners presenting real transactions. Also, there is a team exercise in modeling and presenting an analysis of a real project.
Finance Electives

- FIN 503  Global Macroeconomic Perspectives (Rosensweig)
- FIN 522  IMPACT360: Strategic Valuation (Crowley)
- FIN 526  Financial Intelligence (Mian)
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Continued...
Corporate Governance of Publicly Traded Corporations has been in a state of rapid evolution over the past 30 years. It began in the 1980s with the recognition that Corporations in the US were not being managed in the interests of shareholders, and Agency problems were recognized as a root cause. The advent of Corporate Raiders further forced the issue and questions arose regarding takeover protections and entrenched boards. Then two major developments occurred in the 2000s that brought the issues of corporate governance to the federal level. The first were the corporate frauds of Enron, WorldCom and others; the second was the financial crisis. Two major pieces of legislation, Sarbanes Oxley and Dodd Frank, grew directly out of these episodes. The details of implementation are still being worked out.

Continued...
FIN 621 (cont.):
Many of the topics that we will cover remain controversial. Questions that we will cover include
1. Is maximizing shareholder value the socially desirable corporate objective?
2. Does Sarbanes Oxley address the issues of corporate fraud. And, might it go too far?
3. What are the differences in corporate governance internationally?
4. Have executive compensation practices aligned the interests of managers and shareholders?
5. Are activist shareholders contributing to better governance and corporate outcomes?
6. Have the changes in legal liability made it more difficult to recruit board members?
7. Is there value in board diversity?
Finance Electives

- FIN 503  Global Macroeconomic Perspectives (Rosensweig)
- FIN 522  IMPACT360: Strategic Valuation (Crowley)
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- FIN 695  Distressed Investing (Baks)

Continued...
This is a course dealing with the valuation and use of derivative financial assets. Our focus will almost exclusively be on exchange-traded products. Initially and for a large portion of the semester, we will study call and put option contracts having common stocks as their underlying assets. We will consider relative pricing requirements for these contracts which are enforced by arbitrage trading strategies. Extension of this analytic technique will lead to the derivation of exact valuation models. We will conclude our study of options by examining options with other underlying assets.

Continued...
During the second portion of the course we will study futures contracts. The focus again will be on relative pricing requirements enforced by arbitrage trading strategies. The overall objective of the class is to give students the skills to assess the values and risks of derivative financial assets and to develop trading and hedging strategies based on their analyses.
Finance Electives

- FIN 503  Global Macroeconomic Perspectives (Rosensweig)
- FIN 522  IMPACT360: Strategic Valuation (Crowley)
- FIN 526  Financial Intelligence (Mian)
- FIN 529  Project Finance (Hill)
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Continued…
FIN 626:

This course focuses on the management of commercial banks and the role they play in the functioning of the economy. We will study the services that banks offer, how they provide these services, as well as how they measure, manage, and mitigate the risks arising from the production of these services. One important issue we will cover is how regulation shapes banks' lending, funding, capital structure, and investment decisions.
Finance Electives

- FIN 503  Global Macroeconomic Perspectives (Rosensweig)
- FIN 522  IMPACT360: Strategic Valuation (Crowley)
- FIN 526  Financial Intelligence (Mian)
- FIN 529  Project Finance (Hill)
- FIN 621  Corporate Governance (Benveniste)
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Continued…
Finance Electives

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- FIN 522  IMPACT360: Strategic Valuation (Crowley)
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Continued...
FIN 628:
This course is intended to give students an idea of the work conducted by investment banks. Areas reviewed will include debt financing, equity underwriting, merger & acquisition advisory assignments, and trading activity. Special emphasis will be placed on the methods commonly applied when conducting valuation, debt capacity, and transaction analysis. In addition, to provide context, there will be a brief summary of investment banking history and of the peripheral players (private equity and hedge funds) which increasingly interact with banks. At the conclusion of the course, the student should have developed stronger corporate finance analytic skills, an improved understanding of the execution process associated with certain investment banking product areas, and a broader awareness of the complex issues that often emerge during investment banking assignments.
Finance Electives

- FIN 503 Global Macroeconomic Perspectives (Rosensweig)
- FIN 522 IMPACT360: Strategic Valuation (Crowley)
- FIN 526 Financial Intelligence (Mian)
- FIN 529 Project Finance (Hill)
- FIN 621 Corporate Governance (Benveniste)
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Continued…
FIN 681:

The course surveys the private equity industry, with an emphasis on the financial and economic tools useful for leveraged buyout and venture capital investing. This class focuses on model building and valuation in venture capital and private equity. It serves as a foundation for the other classes offered by the Emory Center for Alternative Assets.
Finance Electives

- FIN 503 Global Macroeconomic Perspectives (Rosensweig)
- FIN 522 IMPACT360: Strategic Valuation (Crowley)
- FIN 526 Financial Intelligence (Mian)
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- FIN 627 International Finance (Busse)
- FIN 628 Investment Banking (Crowley)
- FIN 681 Venture Capital & Private Equity (Baks)
- **FIN 683 Applied Investment Management (Busse)**
- FIN 684 Advanced Derivative Assets (Valerio)
- FIN 687 Global Derivatives Markets (Travers)
- FIN 695 Distressed Investing (Baks)

Continued...
Finance Electives

- FIN 503 Global Macroeconomic Perspectives (Rosensweig)
- FIN 522 IMPACT360: Strategic Valuation (Crowley)
- FIN 526 Financial Intelligence (Mian)
- FIN 529 Project Finance (Hill)
- FIN 621 Corporate Governance (Benveniste)
- FIN 624 Derivative Asset Analysis (Valerio)
- FIN 626 Banking & Financial Services (Maturana)
- FIN 627 International Finance (Busse)
- FIN 628 Investment Banking (Crowley)
- FIN 681 Venture Capital & Private Equity (Baks)
- FIN 683 Applied Investment Management (Busse)
- **FIN 684 Advanced Derivative Assets (Valerio)**
- FIN 687 Global Derivatives Markets (Travers)
- FIN 695 Distressed Investing (Baks)

Continued…
This course will build upon the knowledge obtained in the course FIN 624: Derivative Asset Analysis. Using the fundamental pricing technique (valuation by arbitrage) and the valuation models derived from this technique, various extensions and applications will be examined. These will primarily be equity-based, though some fixed-income products will be analyzed. The perspective of both the derivatives dealer and the end-user of derivative products will be taken, the latter including hedgers, speculators, and arbitrageurs. Securities from both the exchange-traded and over-the-counter markets will be examined.

Continued...
FIN 684 (cont.):

The topics covered include financial engineering, structuring, and product design, numerical methods (e.g. Monte Carlo simulation) and the mathematics of derivatives pricing. Included in the course will be an introduction to investment partnerships (a/k/a hedge funds) and their role in the derivatives market.
Finance Electives

- FIN 503 Global Macroeconomic Perspectives (Rosensweig)
- FIN 522 IMPACT360: Strategic Valuation (Crowley)
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- FIN 695 Distressed Investing (Baks)

Continued…
**Finance Electives**

**FIN 687:**
This elective takes a real-world approach to learning about the global capital markets by simulating life on the trading floor of a brokerage firm, hedge fund or international corporation. The class is taught by adjunct professor and practitioner Dr. Kirsten Travers, who has pursued a career on Wall Street in investment banking and hedge fund positions. Each class begins with a detailed discussion of the markets, and students use Bloomberg and Factset daily. The classes simulate a trading environment with students pitching their own trading ideas throughout the semester, learning a variety of investment products to execute strategies across global macro themes. Current events will determine the decision making strategies of each class, and prior knowledge of derivatives is not required. There will be a variety of visiting speakers who share their trading experiences throughout the semester.
Finance Electives

- FIN 503 Global Macroeconomic Perspectives (Rosensweig)
- FIN 522 IMPACT360: Strategic Valuation (Crowley)
- FIN 526 Financial Intelligence (Mian)
- FIN 529 Project Finance (Hill)
- FIN 621 Corporate Governance (Benveniste)
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- FIN 626 Banking & Financial Services (Maturana)
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- FIN 683 Applied Investment Management (Busse)
- FIN 684 Advanced Derivative Assets (Valerio)
- FIN 687 Global Derivatives Markets (Travers)
- FIN 695 Distressed Investing (Baks)

Continued...
This course originated with the involvement of John Grayken, CEO and founder of Lone Star Funds, with the Emory Center for Alternative Investments. Mr. Grayken is one of the most successful investors globally and specializes in buying distressed assets. Given his expertise and guidance, the Center built a class around buying assets that are declining in value. Most distressed investing strategies rely on the value of tangible assets. For Lone Star Funds, this tangible asset is real estate; consequently, this class has a large real estate component to it.
Finance Electives

- FIN 625  Real Estate Finance (Black)
- FIN 686  Real Estate Equity Investment (Banks)
- FIN 689  Advanced Real Estate Finance (Black)
Finance Electives

- FIN 625  Real Estate Finance (Black)
- FIN 686  Real Estate Equity Investment (Banks)
- FIN 689  Advanced Real Estate Finance (Black)
Finance Electives

- FIN 625  Real Estate Finance (Black)
- FIN 686  Real Estate Equity Investment (Banks)
- FIN 689  Advanced Real Estate Finance (Black)
The course is on public real estate companies --- real estate investment trusts or REITs. The course is taught from a management team's perspective --- why do management teams make the decisions they do? Obviously, investor and lender influences impact management teams. The course focuses on space market and capital market dynamics and how and why REITs are valued. And thus, why management teams make the decisions they do. We address asset valuations and entity valuations and also juxtapose private company real estate decisions with those of public companies.
Finance Electives
Finance Electives

Corporate Finance
- 529 Project Finance
- 620 Advanced Corporate Finance
- 621 Corporate Governance
- 526 Financial Intelligence

Financial Institutions
- 628 Investment Banking
- 522 Strategic Valuation
- 626 Banking & Financial Services
- 681 Venture Capital & Private Equity
- 695 Distressed Investing

Financial Markets
- 687 Global Derivatives Markets
- 684 Advanced Derivative Assets
- 683 Applied Investment Management
- 624 Derivative Asset Analysis

503 Global Perspectives / 627 International Finance
- 514 Financial Statement Analysis
Finance Electives

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?
BUS 504:
INTRO TO THE BUSINESS OF HEALTHCARE
DR. STEVEN CULLER
Objective 1: Develop a broad understanding of how the business model works in selected key sectors of the US healthcare system.

<table>
<thead>
<tr>
<th>Sectors Reviewed</th>
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<tbody>
<tr>
<td>Overview of the US Delivery System</td>
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<tr>
<td>Government Payers (Medicare &amp; Medicaid)</td>
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<tr>
<td>Managed Care (Private Third-Party Payers)</td>
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<tr>
<td>Hospitals</td>
</tr>
<tr>
<td>Physicians and Provider Groups</td>
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<tr>
<td>Home Health Agencies</td>
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<tr>
<td>Post-Acute care</td>
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<tr>
<td>Pharmaceutical Industry</td>
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<tr>
<td>Medical Devices</td>
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</tbody>
</table>
Objective 2: Introduce and develop a framework for moving from a volume-based to a value-based healthcare delivery system.

Students Should Be Able To:

- Understand and describe the current efforts by payers to develop better ways to pay for healthcare;
- Develop a basic understand of a value-based delivery system from the perspective of providers; and
- Develop a bundled price for a Total Knee Replacement episode from the perspective of a provider group or a payer.
QUESTIONS