• 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

Intro to STAR Method

2015 Spring Elective Preview
Introduction

Amy Bentley
Information Systems & Operations Mgmt (ISOM)

Professor Benn Konsynski
ISOM Area
MBA Electives

Preview of Spring 2015
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. Here are three central themes reflecting 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 Hitachi. Concentrations in ISOM requires any of the elective offerings described below.
Spring Offerings*

- BUS 553G. Supply Chain Management
- BUS 557. Management Science in Spreadsheets
- BUS 558. Operations & Information Consultancy (MP Elective)
- BUS 651. Strategic Decision Analysis
- BUS 655. Business Forecasting & Predictive Analytics

Fall Offerings*

- BUS 554. Advanced Data Science
- 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

All Elective Offerings are open to both day and evening MBA students. Note: BUS 558. Priority is given to Fulltime MBAs in their first year; open to others on space-available basis.
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
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
558. Operations & Information Consultancy
(1 day offering; counts towards MP requirement)

Student teams work with partnering organizations to tackle a variety of business-process improvement projects. The key questions, insights and approaches will draw from ideas and tools of operations management, information systems, statistical analysis, decision and risk modeling, optimization and simulation. Students get hands-on coaching in applying the frameworks and processes of running a consulting project, as well as deeper dives into the analytical methodologies. Deliverables include final presentation to executives from the client organization. [Student teams participate in Presentation Day event in May.]

*Priority to Fulltime MBAs in their first year; open to others on space-available basis

(Contact: jeff.rummel@emory.edu for more information)
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
655. Forecasting & Predictive Analytics

(1 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
All ISOM elective offerings are open to both day and evening MBA students.
Organizations & Management (O&M)

Professor Rodney Lacey
Spring 2015 Electives

Organizations and Management

Full Time MBA Elective Orientation October 2014
Guide for today: Rodney Lacey

• History
  – U. Florida, UC Irvine, London Business School, UC Davis
  – PhD – Northwestern (Organization Behavior & Sociology)

• Teach core strategy, organization behavior, and managing change at Goizueta

• Research in new industry formation, legitimating new professions, accident explanation routines
<table>
<thead>
<tr>
<th>Title</th>
<th>Author(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive Advantage</td>
<td>Coyne, Kevin</td>
</tr>
<tr>
<td>Entrepreneurship</td>
<td>Goetz, Charlie</td>
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<tr>
<td>Applied Entrepreneurship</td>
<td>Goetz, Charlie</td>
</tr>
<tr>
<td>Strategies for Entertainment and Media</td>
<td>Negro, Giacomo</td>
</tr>
<tr>
<td>Catalyzing Social Impacts</td>
<td>Roberts, Peter</td>
</tr>
<tr>
<td>Social Entrepreneurship/Impact Investing</td>
<td>Roberts, Peter</td>
</tr>
<tr>
<td>Negotiations</td>
<td>Sacks, Michael; Hill, Earl</td>
</tr>
</tbody>
</table>
Diverse world of organizations and management

Organizations
- Groups
- Individuals
- Leadership
- Networks

Structure

Change
- Innovation
- Entrepreneurship

Strategy
- Formulation
- Industry Context
- Competition

Society, Nation, Culture
How do firms achieve a sustainable competitive advantage?

Analyze how firms create competitive advantage

- Positional advantage
- Capability-based advantage

Strategic interaction between competitors

Integrate skills learned in other areas including quantitative and qualitative analysis
BUS 636: Entrepreneurship (Charlie Goetz)

First class in entrepreneurship


• 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)

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
• Cultural industries have different rules of the game
  – Example: role of status and relationships
  – Production processes are both bureaucratic and organic

• Strategy important given the changing landscape
  – Technological change is tip of the iceberg
  – Globalization
  – Changed business models (e.g., production as consumption)
• Project-based course where students analyze and develop solutions to complex challenges currently faced by organizations trying to make meaningful social impacts.

• Develop knowledge with structured, systematic background research, and apply it using skills developed at Goizueta (including background and benchmark analysis, primary data collection, problem structuring)

• Generate solutions to assigned problems; past projects include:
  – Truly Living Well (impact tracking framework)
  – Better World Books (study current/potential customer base)
  – Grameen America (Atlanta market entry)
  – Marcus Foundation (evaluated Atlanta Gene Screen project)
• Evolution of role of businesses purposefully seeking to generate positive societal impacts.

  – **Non-profit issues**: Impacts (strategy & scaling), funding, program-related investments

  – **For-profit social enterprise issues**: B Corporations, impact investment (introduction, trends and issues), measuring impact, social entrepreneurs, accelerating impact entrepreneurs

• **Requirements**: Contribute **20 hours** over the semester to social enterprise (non- or for-profit) of students choosing, written assignments, and class participation
BUS 632: Negotiations

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

**Professor Steven Culler**
- Rollins School of Public Health
- Finance Department

Finance-oriented understanding of health care
BUS 507: Healthcare Consultancy

- Professor Steven Culler
  - Rollins School of Public Health & Finance Department

- Focuses on different barriers and challenges to doing consultancy in the health care industry, for example:
  - Government actors
  - Regulations and rules
  - Business models
  - Etc.
Marketing

Professor Doug Bowman
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 Analysis in Excel

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*
- Product & Brand – Healthcare
- Sports Marketing
- Directed Study

* = Experiential ‘Lab’ Course
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Instructor</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>B542</td>
<td>Market Intell &amp; Customer Insights</td>
<td>TI.Kim</td>
<td>Tu 6:30-9:15pm</td>
</tr>
<tr>
<td>B544</td>
<td>Mktg Analytics Consultancy (MP)</td>
<td>M.Tripathi</td>
<td>TuTh 8:30-9:45am</td>
</tr>
<tr>
<td>B549</td>
<td>G. Mktg Strat. Consultancy (MP)</td>
<td>R.Shah</td>
<td>M 2:30pm + mtg’s</td>
</tr>
<tr>
<td>B642</td>
<td>Product &amp; Brand Mgmt - Healthcare</td>
<td>D.Bowman</td>
<td>Tu 6:30-9:15pm</td>
</tr>
<tr>
<td>B644</td>
<td>Mktg Analysis in Excel</td>
<td>D.Schweidel</td>
<td>Th 6:30-9:15pm</td>
</tr>
<tr>
<td>B646</td>
<td>Consumer Behavior</td>
<td>R.Hamilton</td>
<td>MW 10-11:15am or W 6:30-9:15pm</td>
</tr>
<tr>
<td>B647</td>
<td>Sports Marketing (x-listed BBA)</td>
<td>M.Tripathi</td>
<td>TuTh 11:30am-12:45p</td>
</tr>
<tr>
<td>B648</td>
<td>Mktg Channel Strat &amp; B2B</td>
<td>S.Jap</td>
<td>MW 1:00-2:15pm or Dec-Jan ACE</td>
</tr>
<tr>
<td>B649</td>
<td>Mktg Strategy &amp; CRM</td>
<td>M.Lewis</td>
<td>M 6:30-9:15pm</td>
</tr>
</tbody>
</table>
Career Relevance

- Brand management (CPG, industrial, services)
- Consumer insights
- Consulting
- Entrepreneurship
- Advertising agencies
- Digital marketing
- General managers
- Investment banking

Spring 2015

Topics

- The market research process
- Linking data to managerial decision making
- Survey design; Data analysis for survey research
- Data analysis for syndicated research (e.g., ACNielsen SCANTRAK)
- Marketing experiments and test markets
- Segmentation techniques (factor and cluster analysis)
Marketing Analytics Consulting (MP)

Career Relevance

- Marketing management
- Consulting
- General management
- Entrepreneurs
- Customer insights

Spring 2014

Overview

Provide a context for students to deploy state-of-the-art analytical techniques, tools, concepts, and theories to real world problems. The key benefits will be gaining practice and insights, experience data, and create value for firms.

This is a Management Practice elective.
Goizueta Marketing Strategy Consultancy (MP)

**Career Relevance**

- Consulting
- Marketing management
- General management
- Customer insights

**Spring 2015**

Overview

GMSC partners teams of dedicated MBAs with industry leaders from sponsor organizations to provide customized marketing solutions to significant marketing challenges. The course culminates with a final presentation made to 100+ business managers.

Students learn tools to solve marketing problems while building strong client-management and presentation skills, enabling them to succeed in their internships and broader careers.

*This is a Management Practice elective.*
Cannot also take or have taken B547
Marketing Analytics in Excel

Career Relevance

- Consulting
- Marketing insights
- Brand and product management

Spring 2015

Topics

- New product diffusion
- Forecasting
- Optimization
- Pricing
- Customer acquisition and retention
- Segmentation

Pre-req: B542 (completed or taken concurrently)
**Career Relevance**

- Brand management (CPG)
- Business development
- Innovation practice
- Consumer insights and market knowledge
- Consulting

**Spring 2015**

**Topics**

- Qualitative research methods
- Needs and values
- Memory and information processing
- Attitudes
- Consumer decision making
- Social and cultural influences
### Career Relevance

- Brand Management
- Marketing Analytics
- Pricing & CRM
- Social & Digital Media

### Spring 2015

Overview

The sports industry represents a unique setting of passionate fans, with marketing decisions made at the individual, team, and league-level. Several relevant marketing topics, including pricing & branding, will be examined in this sports context.

Note B647 focuses on the business side of sports; B545 focuses on the team/player/product side of sports.
Channel Strategy & Business-to-Business

Career Relevance
- Consulting and Strategy
- Business development
- General management and B2B
- Supply chain management
- Key account management

Spring 2015

Overview
- This course is about how to create explosive value for customers by making products available at the right place and time. Emphasis will be placed on routes to market, channel design, partner selection and incentives, partnering, retailing, and social business channels.
### Career Relevance

- Consulting
- General management
- Customer insights and customer analytics
- Brand management (CPG, industrial, services)
- Entrepreneurs
- Hi-tech

### Spring 2015

**Topics**

- Competitive marketing strategy
- Marketing resource allocation
- Market opportunity assessment
- Marketing analysis and planning
- Customer analysis and valuation
- Strategy evaluation tools
Accounting

Professor Kristy Towry
And Now for Something REALLY FUN

Accounting Electives for MBAs
Spring 2015
BUS 514
Financial Statement Analysis

- Professor Ilia Dichev
- BUS 514 presents a framework for financial statement analysis and valuation.
- Focus on earnings and earnings quality
- Covers DCF and Residual Income Valuation
- Some lecture, problems, and lots of cases.
- Culminating in a group project that:
  - evaluates the earnings quality of a real company
  - forecasts earnings and other fundamentals
  - provides valuation of firm equity.
BUS 513
Managerial Accounting

• Professor Me
• Not financial accounting.
• Not undergraduate cost accounting.
• How managers use info to make decisions.
• Main Topics:
  – Analytical Tools for making strategic and operational decisions.
  – Strategic Cost Management.
  – Performance Measurement.
• Audience
  – Mktg, Consulting, General Mgmt, Corp Finance.
• Practical Focus.
But Wait!

• Want to get into the nitty gritty?
  – 611 Advanced Managerial (Rodgers)
  – 612 Advanced Financial Reporting (Sevier)
  – 612B Financial Reporting II (Vornholt)
  – 616 Corp and Partnership Taxation (Goginsky)

• These cross-listed courses can allow MBAs to dig deep into accounting.
  – Contact Mary Sevier
Be Planning Ahead

• Most electives are offered only once per year.
• Be looking next fall for:
  – Taxation for Management Decisions.
THANKS!
Finance

Professor Nicholas Valerio
GBS Finance Electives

Spring 2015
Finance Electives

- BUS 503G  Global Perspectives
- BUS 504  The Business of Healthcare
- BUS 522  Theory & Practice of Valuing a Business (MP Elective)
- BUS 526  Financial Intelligence
- BUS 529G  Project Finance
- BUS 620  Advanced Corporate Finance
- BUS 624  Derivative Asset Analysis
- BUS 625  Real Estate Finance
- BUS 627G  International Finance
- BUS 628  Investment Banking
- BUS 681  Venture Capital & Private Equity
- BUS 683  Applied Investment Management
- BUS 684  Advanced Derivative Assets
- BUS 686  Real Estate Equity Investment
- BUS 687G  Global Derivatives Markets
- BUS 689  Advanced Real Estate Finance
- BUS 695  Distressed Investing
Finance Electives

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

Financial Institutions
- 628 Investment Banking
- 522 Business Valuation
- 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

627 International Finance

514 Financial Statement Analysis
Questions?