ELECTIVE PREVIEW
Cornerstone – 10/5/15
INTRODUCTION
Amy Bentley
and now for something really fun...

Accounting Electives for MBAs
Spring 2016
Course offerings

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

• TAKE IF YOU WANT AN ACCOUNTING FOCUS:
  – 612B Financial Reporting II
  – 612 Advanced Financial Accounting
  – 616 Corporate and Partnership Taxation
Financial Statement Analysis (BUS514)

• Professors Ilia Dichev (day) & Jan Barton (evening)
• 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
Managerial Accounting (BUS513)

• Professor Karl Schuhmacher
• 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
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 (Rackliffe)
    • Mergers, acquisition, divestitures, foreign currency, partnerships, state and local governments
  – 616 Corporate and Partnership Taxation (Goginsky)

• Contact Mary Sevier if you want more info
Plan ahead

• Most electives are offered only once a year

• Next fall:
  – 615 Federal Income Taxation (Goginsky)
  – 619 Information and Global Capital Markets (Pownall)
  – 516 Financial Reporting and Analysis for Nonprofit Organizations (Barton)
  – 5XX Financial Intelligence for Entrepreneurship and Innovation (Barton)
ORGANIZATION & MGMT
Peter Roberts
Spring 2015 Electives

Organizations and Management

Full Time MBA Elective Orientation
October 2015
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<td>Catalyzing Social Impact</td>
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BUS 535 Catalyzing Social Impact (Peter Roberts & Randy Martin)

- 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; Grameen America, Marcus Foundation, Truly Living Well
WHY?
✓ The ECM sector (FILM, TV, MUSIC, ARTS, etc.) has great importance (over 6 percent of GDP)
✓ Georgia/Atlanta is 4th largest center for film and television production in North America

WHAT?
✓ Frameworks for analyzing media industries
✓ Foundations of strategic management for ECM
✓ Preparing to work in the media industry.

HOW?
✓ Readings, cases, lectures, speakers; individual and group projects
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.”
• 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.
• 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

First 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

Second class in entrepreneurship
MARKETING
Ryan Hamilton
MARKETING AREA

FTMBA Electives
2015-2016
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<td>543 - Digital Marketing &amp; Social Media</td>
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<td>544 - Marketing Analytics Consulting *</td>
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<td>545 - Predictive Sports Analytics</td>
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<td>547 - Product &amp; Brand Management (Evening section: Healthcare)</td>
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<td>549 - Goizueta Marketing Strategic Consultancy (GMSC) *</td>
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<td>643 - Pricing Lab</td>
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<td>648 - Channel Strategy &amp; B2B</td>
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<td>649 - Marketing Strategy</td>
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<td>641 - Global Marketing Seminar **</td>
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D = Day; E = Evening; A = ACE (December/January); * MP; ** Global depth
• Linking data to managerial decision making
• Quantifying customer value
• Prospecting, targeting, and retaining customers
• Marketing experiments and test markets
• Segmentation techniques (factor and cluster analysis)
• Understanding customer preferences (conjoint and discrete choice analysis)

Career Relevance

• Brand management (CPG, industrial, services)
• Marketing analytics
• Consulting
• Advertising agencies
• Digital marketing
• General managers
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.

Career Relevance

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

Career Relevance

- Consulting
- Marketing management
- General management
- Customer insights
The class will focus on solving applied pricing problems using analytical techniques guided by consumer behavior insights.

- Static price optimization, promotional pricing, dynamic pricing, yield management pricing, individual level pricing and loyalty programs (quantity discounts)
- Statistical demand estimation, conjoint analysis and optimization
- Attribution theory, reference price effects and drivers of fairness perception

Career Relevance

- Brand Management
- Marketing Analytics
- Pricing & CRM
- Social & Digital Media
- Consulting
This course is designed to provide a foundation in the psychology of consumer judgment and decision making, with an emphasis on applying theory to marketing practice.

- Experimental design
- Intuitive vs. rational decision making
- Persuasion
- Motivation
- Habit

**Career Relevance**

- Brand management
- Marketing research
- Business development
- Innovation practice
- Consumer insights and market knowledge
- Consulting
- Customer experience management
- Entrepreneurship
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 and Strategy
- Business development
- General management
- B2B marketing
- Supply chain management
- Key account management
641 – Global Marketing Seminar (Spring 2016)

• 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

This course counts towards the Global depth requirement.

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

Career Relevance

- Brand Management
- Marketing Analytics
- Pricing & CRM
- Social & Digital Media
• Competitive marketing strategy
• Marketing resource allocation
• Market opportunity assessment
• Marketing analysis and planning
• Customer analysis and valuation
• Strategy evaluation tools

Career Relevance

• Consulting
• General management
• Customer insights and customer analytics
• Brand management (CPG, industrial, services)
• Entrepreneurs
• Hi-tech
PREVIEW: FALL 2016

Marketing Strategy
• Targeting & positioning techniques
• Marketing resource allocation
• Market opportunity assessment
• Marketing analysis and planning
• Customer analysis and valuation
• Strategy evaluation tools
• Marketing trends
• Market simulations

Product & Brand Management
• Creating, maintaining, and managing brand equity
• 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.
• Healthcare emphasis in evening section
PREVIEW: FALL 2016

Digital Marketing and Social Media
- Web metrics and analytics
- Recommendation systems
- Online advertising, social media, mobile
- Experimentation

Predictive Sports Analytics
- Models of human capital (hire/fire, draft, pay) using R
- Speakers from the sports industry
- FanDuel simulation
ISOM MBA Electives

Spring 2016

Michael Miller
Associate Professor in the Practice
Fall Offerings

• BUS 555/555P: Appcology: New Commerce Infrastructure Systems (NCIS)

• BUS 651/651P: Strategic Decision Analysis

• BUS 653: Operations Strategy

• BUS 657/657P: Data Analytics & Visualization

• BUS 659/659P: Process Analysis and Six Sigma

Spring Offerings

• BUS 553G: Supply Chain Management

• BUS 557: Management Science in Spreadsheets

• BUS 556: Analytics for e-Markets

• BUS 558: Operations & Information Consultancy (MP Elective)

• BUS 651: Strategic Decision Analysis

• BUS 655: Business Forecasting & Predictive Analytics

Elective Offerings are open to both day and evening MBA students with the exception of BUS 553G which is open only to full time MBA students. BUS 558 gives priority to fulltime MBA students in their first year and is open to others on space-available basis.
Tell Me More!

• Information systems and operations management covered in core
• Electives like Supply Chain Management and Operations and Information Consultancy delve deeper into topics within ISOM
• Electives like Management Science in Spreadsheets, Analytics for e-Markets, Strategic Decision Analysis, and Business Forecasting & Predictive Analytics provide tools that can be applied in many fields
• Contact instructors (e-mails given at bottom of slide for each course) for more detailed info
This course will combine cases and readings to allow students to understand the operations and economics of supply chains.

The course will develop tools to manage the numerous trade-offs in supply chains.

The case decisions will also involve the overall strategy of the firm and the business environment.

Students with an interest in careers in consulting or in the operations functions within a firm are the primary target for this course.

Students in marketing will find this course useful since supply chain organizations are often closely tied to marketing functions.

Instructor: jeff.rummel@emory.edu

Open to fulltime MBA students only
BUS 556/556P: Analytics for e-Markets  
(evening offering)

• This elective introduces students to the economics of high-technology industries including online markets and digital products.

• Topics covered include network economics, platform models and two-sided markets, pricing strategies, segmentation and versioning for digital products, impact of bundling services, etc.

• Industries covered include: Software, entertainment (music, video-games and movies), information goods and platforms (Amazon, Apple, facebook, Google etc.) and mobile (hw: Motorola, HTC, iPhone, etc. & carriers: AT&T, Sprint, etc.)

• We will do a mix of cases, games, analytical models and empirical analysis using real world data
  • Speakers from a variety of industries
  • Not a basic course, so some amount of interest and exposure to economics, data analysis is required.
  • Student teams will participate in the Google Online Marketing challenge – competition run by Google.

• Target roles:
  1. General manager in-charge of pricing and analytical strategies in high-tech industries such as mobile networks, software, video games, music.
  2. Marketing manager for any firm with an interest in interactive/online advertising and social media.

Instructor: ramnath.chellappa@emory.edu
BUS 557: Management Science in Spreadsheets  
(day offering)

• Course Covers Management Science Techniques
  • Optimization
    • Linear, Non-linear, integer, Mixed Integer programming
  • Monte Carlo Simulation

• Structure of Course:
  • Translate a verbal business problem into an algebraic formulation: simulation or optimization model
  • Set up model in Excel and generate a solution
  • Interpret results and perform sensitivity analyses

• Motivated by applications in operations, finance, marketing, and human resource planning.

• Focus is on problem abstraction techniques
  • Not to learn “tips and tricks” in Excel

Instructor: diwas.kc@emory.edu
BUS 558: Operations & Information Consultancy
(day offering; counts towards MP requirement)

• Student teams work with partnering organizations to tackle business-process improvement projects
• Approaches will draw from ideas and tools of operations management, information systems, statistical analysis, decision and risk modeling
• Deliverables include final presentation to executives from the client organization.

*Priority to fulltime MBA students in their first year; open to others on a space-available basis

Instructor: jeff.rummel@emory.edu
BUS 651/651P: Strategic Decision Analysis  
(evening offering)

• Analysis of decision problems focusing on strategic interaction and the complexity of multiple players

• Applications:
  • models of competition and cooperation
  • product introduction and pricing
  • strategic moves
  • negotiation, auctions & bidding
  • fair division
  • coalitions, voting and group decisions

• Useful for anyone who has to make strategic decisions - especially useful for consultants or others who have to analyze decision situations and make recommendations.

Instructor: michael.miller@emory.edu
BUS 655: Business Forecasting & Predictive Analytics
(day 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 (except BUS 553G) are open to both day and evening MBA students
FINANCE
Nicholas Valerio
GBS Finance Electives

Spring 2016
Finance Electives

• BUS 503G Global Macroeconomic Perspectives (Rosensweig) *
• BUS 522 Financial Valuation (Crowley) *
• BUS 526 Financial Intelligence (Mian) *
• BUS 529G Project Finance (Hill) *
• BUS 620 Advanced Corporate Finance (Rosenfeld)
• BUS 621 Corporate Governance (Benveniste)
• BUS 624 Derivative Asset Analysis (Valerio)
• BUS 626 Banking & Financial Services (Maturana)
• BUS 627G International Finance (Busse)
• BUS 628 Investment Banking (Crowley) *
• BUS 681 Venture Capital & Private Equity (Baks) *
• BUS 683 Applied Investment Management (Busse)
• BUS 684 Advanced Derivative Assets (Valerio)
• BUS 687G Global Derivatives Markets (Travers)
• BUS 695 Distressed Investing (Baks) *

Continued…
**BUS 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

- BUS 503G Global Macroeconomic Perspectives (Rosensweig) *
- BUS 522 Financial Valuation (Crowley) *
- BUS 526 Financial Intelligence (Mian) *
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Continued…
This is a Management Practice elective. We will cover a variety of valuation methods and related company analysis. 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

- BUS 503G Global Macroeconomic Perspectives (Rosensweig) *
- BUS 522 Financial Valuation (Crowley) *
- **BUS 526 Financial Intelligence (Mian)** *
- BUS 529G Project Finance (Hill) *
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Continued...
BUS 526:

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.
Finance Electives

- BUS 503G Global Macroeconomic Perspectives (Rosensweig) *
- BUS 522 Financial Valuation (Crowley) *
- BUS 526 Financial Intelligence (Mian) *
- **BUS 529G Project Finance (Hill) ** *
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Continued…
BUS 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...
The course is designed to be accessible to anyone who has taken basic finance (520), not just finance concentrators. There is a substantial “hands-on” component to the course. Typically, we have about 5 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

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Continued...
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

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Continued...
BUS 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

- BUS 503G Global Macroeconomic Perspectives (Rosensweig) *
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Continued...
BUS 695:

This course originated with the involvement 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

- BUS 625  Real Estate Finance (Black)
- BUS 686  Real Estate Equity Investment (Banks & Grissett) *
- BUS 689  Advanced Real Estate Finance (Black)
BUS 686:

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

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

You multiply the...

You must pretend to be dead.

I sense that we're done here.

I hope the dead sometimes cover their ears.
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?
GBS Finance Electives

Spring 2016
QUESTIONS