SPRING 2020
Elective Preview
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 5:20pm. Each class meeting is one hour and fifteen minutes.

**Evening offering** – Classes that meet one night per week usually between 6:30pm and 9:30pm. 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.
MARKETING (MKT)
Dan McCarthy
MARKETING AREA

FTMBA Electives
2019
## Spring Term Marketing Electives

<table>
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<tr>
<th>#</th>
<th>Name</th>
<th>Instructor</th>
<th>Time</th>
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<tr>
<td>542</td>
<td>Data-Driven Market Intelligence</td>
<td>Kim</td>
<td>Day/Eve</td>
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<tr>
<td>646</td>
<td>Consumer Behavior</td>
<td>Ward</td>
<td>Day/Eve</td>
</tr>
<tr>
<td>648</td>
<td>Channel Strategy (Dec ACE)</td>
<td>Jap</td>
<td>Eve/Weekend</td>
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<tr>
<td>647</td>
<td>Sports Marketing</td>
<td>Lewis</td>
<td>Day</td>
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<tr>
<td>547</td>
<td>Product and Brand Management</td>
<td>Taylor</td>
<td>Day</td>
</tr>
<tr>
<td>599</td>
<td>Special Topics: Consulting &amp; Marketing Practicum (2\textsuperscript{nd}-years only)</td>
<td>Shah</td>
<td>Day</td>
</tr>
<tr>
<td>644</td>
<td>Marketing Analytics in Excel (Dec ACE)</td>
<td>Schweidel</td>
<td>Online</td>
</tr>
<tr>
<td></td>
<td>Impact 360: Marketing Strategy</td>
<td>Rodriguez</td>
<td>Day</td>
</tr>
<tr>
<td></td>
<td>Impact 360: Marketing Analytics</td>
<td>Schweidel</td>
<td>Day</td>
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</table>
542 – Data-Driven Market Insights

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 and Cluster analysis
• Understanding customer preferences (conjoint analysis)

Career Relevance
• For students who want to be data-driven
• Brand management
• Marketing analytics
• Consulting
• Advertising agencies
• Digital marketing
• General managers
646 – Consumer Behavior

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
647 – Sports Marketing

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

Mike Lewis
547 - Product & Brand Management

**Learning Themes**
- Developing new products
- Managing product lines for sustained success
- Brand strategy and management
- Managing and influencing the value chain

**Topics**
- Segmentation, Targeting, and Positioning strategies (B2C and B2B)
- Pricing strategies and tactics and value chain management
- Using brand analytics and business results to manage product and brand decisions over time (simulations)
- Developing long-range brand strategy and annual brand plans
- Industry guest speakers

**Career Relevance**
- Product Development and Management (both B2C and B2B)
- Brand Management
- Entrepreneurship (D2C)
642 – Consulting and Marketing Practicum
For 2nd year MBA’s only

Learning Themes
• Use a proven consulting process to develop actionable recommendations for real client strategic marketing challenge
• Conduct primary research and perform data analysis to provide evidence-based logic for recommendations
• Develop an IMC campaign for the brand(s) based on outcome of research

Topics
• Marketing Strategy Development
• Market Research
• Data Analysis
• Integrated Marketing Communications
• Structured Problem Solving
• Client and project management
• Team management

Career Relevance
• Consulting
• Product or brand management
• Marketing Analytics
• Marketing Communications

Reshma Shah
644 – Marketing Analytics in Excel (Online)

Learning Themes
• Identify, quantify and interpret relationships present in data
• Increase familiarity with the Excel tools to conduct analysis
• Build decision support tools in Excel

Topics
• Forecasting
• Dealing with uncertainty
• Pricing
• Customer retention and valuation
• Customer value segmentation

Career Relevance
• Business intelligence
• Consulting
• Brand management
• Marketing analytics
Looking ahead to the Fall…

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<tr>
<th>Course #</th>
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<tbody>
<tr>
<td>562</td>
<td>Customer Lifetime Value</td>
<td>McCarthy</td>
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<td>546</td>
<td>Strategic Marketing Communications</td>
<td>Shah</td>
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<tr>
<td>547</td>
<td>Product &amp; Brand</td>
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<tr>
<td>641</td>
<td>Global Marketing Seminar</td>
<td>Sheth</td>
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<td>643</td>
<td>Pricing Analytics &amp; Strategy</td>
<td>Vastani</td>
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<tr>
<td>649</td>
<td>Marketing Strategy</td>
<td>Leonard</td>
</tr>
<tr>
<td>543</td>
<td>Digital Marketing &amp; Social Media</td>
<td>Chae</td>
</tr>
<tr>
<td>599</td>
<td>Marketing Technology</td>
<td>Schweidel</td>
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<tr>
<td>548</td>
<td>Sales &amp; Business Development</td>
<td>Kelly</td>
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562 – Customer Lifetime Value

Learning Themes
• Measure and manage the value of your customers across a wide variety of business contexts
• Understand the value-creating potential of customer centricity in a CLV-oriented, data-driven way
• Learn experientially through a customer centricity simulation
• Become an expert at evaluating the viability of businesses through analysis of health of their customer bases

Topics
• Customer centricity
• CLV measurement for subscription and non-subscription businesses in Excel
• Many real-world case studies (e.g., Blue Apron)
• Customer Centricity simulation
• Customer acquisition and retention strategies
• Customer value segmentation

Career Relevance
• Business intelligence
• Consulting
• Banking / hedge fund / PE
• Account management
• General marketing
• Entrepreneurship
  • Started 2 CLV-focused companies, sold one to Nike
FINANCE (FIN)
Nicholas Valerio
GBS MBA Finance Electives

Spring 2020
Finance Electives

- FIN 503  Global Macroeconomic Perspectives (Rosensweig)
- FIN 522  Strategic Valuation (Crowley)
- FIN 526  Financial Intelligence (Mian)
- FIN 527  Financial Markets (Valerio)
- FIN 529  Project Finance (Hill)
- FIN 599  FinTech (Balyuk)
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Continued...
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Continued...
Finance Electives

• **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.
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Continued...
FIN 522:

This is an IMPACT 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 Strategic Valuation (Crowley)
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Continued...
FIN 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.
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Continued...
FIN 527: This course will study the role and function of financial markets, and the financial intermediaries that make the markets operate. Attention will be given to both the short-term money markets --- the source of temporary financing --- and the long-term capital markets (“bonds” and “stocks”) as a source of more permanent financing. A natural extension of the study of markets is a discussion of the efficiency of financial markets.

Continued...
Finance Electives

FIN 527 (cont.): The course will also look at financial innovation in the markets, specifically in the mortgage and derivatives markets. This will lead to a discussion of the mortgage crisis of 2007-08.

*Professional careers in finance are varied and far-ranging, but almost always interact with and through the financial markets. Therefore, this course will be suitable for anyone seeking to become more effective in their role as a financial professional. At the same time, this course is appropriate for someone who will not pursue a career in finance, but wishes to advance their general understanding of the financial markets.*
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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.
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Continued...
FIN 599:

Financial technology (FinTech) innovations are revolutionizing many areas of finance, including payments systems, credit, financing, investments, and other financial transactions. Many technology-enabled start-ups emerge, and new financial markets are created by FinTech with an aim of making provision of financial services more efficient. These exciting developments create booming demand for experts in FinTech and pose many questions as to what the financial system will look like in the future when FinTech wins a significant share of the economy.

Continued...
FIN 599 (cont.):

The course exposes students to the fast-growing and hot FinTech area where technology meets finance disrupting financial markets and challenging incumbents. The course covers such technologies as blockchain and distributed ledgers, cryptocurrencies, initial coin offerings (ICOs), crowdfunding, peer-to-peer (P2P) lending, and artificial intelligence (e.g., machine-learning), to name a few. The focus of the course is on providing in-depth insights into the essence of different FinTech innovations and the business opportunities these technologies create as well as into how new technology-enabled entrants shape financial markets and change the behavior of incumbents.

Continued...
FIN 599 (cont.):

The course includes lectures, numerous examples and case-studies, guest-speaker perspectives, and group projects. Students will work individually and in teams to analyze specific FinTech issues and share knowledge about different FinTech applications. Due to the inherent breadth of FinTech, you will find the course less mathematical than other finance course. The course is designed to be interactive with significant weight on analysis, class participation, presentations, and discussions.
Finance Electives

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Continued...
FIN 621:
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

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Continued...
FIN 624:

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...
Finance Electives

FIN 624 (cont.):

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 main objective of the class is to give students the opportunity to develop the skills to assess the values and risks of derivative financial assets and to develop trading and hedging strategies based on their analyses. Ultimately, students will demonstrate the instinct and intuition possessed by successful financial professionals who rely upon derivative financial assets.
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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 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 Strategic Valuation (Crowley)
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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

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Continued...
FIN 684:

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...
Finance Electives

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  Strategic Valuation (Crowley)
- FIN 526  Financial Intelligence (Mian)
- FIN 527  Financial Markets (Valerio)
- FIN 529  Project Finance (Hill)
- FIN 599  FinTech (Balyuk)
- FIN 620  Advanced Corporate Finance (Rosenfeld)
- FIN 621  Corporate Governance (Benveniste)
- FIN 624  Derivative Asset Analysis (Valerio)
- FIN 626  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 695  Distressed Investing (Baks)

Continued...
Finance Electives

FIN 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

- FIN 587  Impact 360: Real Estate (Evans)
- FIN 625  Real Estate Finance (TBD)
- FIN 686  Real Estate Equity Investment (Banks)
- FIN 689  Advanced Real Estate Finance (TBD)

- FIN 588  ACE: Managerial Economics & Analytics (Smith)
Finance Electives

• FIN 587  Impact 360: Real Estate (Evans)
• FIN 625  Real Estate Finance (TBD)
• FIN 686  Real Estate Equity Investment (Banks)
• FIN 689  Advanced Real Estate Finance (TBD)

• FIN 588  ACE: Managerial Economics & Analytics (Smith)
Finance Electives

- FIN 587  Impact 360: Real Estate (Evans)
- FIN 625  Real Estate Finance (Black)
- FIN 686  Real Estate Equity Investment (Banks)
- FIN 689  Advanced Real Estate Finance (Black)
- FIN 588  ACE: Managerial Economics & Analytics (Smith)
FIN 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... must pretend to be dead.

I sense that we're done here.

I hope the dead sometimes cover their ears.
Finance Electives

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

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

Financial Markets
- 527 Financial Markets
- 624 Derivative Asset Analysis
- 684 Advanced Derivative Assets
- 683 Applied Investment Management
- 599 FinTech

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?
GBS MBA Finance Electives

Spring 2020
ACCOUNTING (ACT)
Ted Rodgers
and now for something really fun...

Accounting Electives for MBAs
Spring 2020 (AND BEYOND)
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<tr>
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<td>Managerial Accounting</td>
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<td>Cost Concepts in Healthcare</td>
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**CONSULTING**

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**R:** Recommended

**HR:** Highly Recommended
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
- Highly recommended for:
  - Leadership rotation program, Consulting (operations/strategy), General management, Corporate finance, Supply chain management, Marketing, Entrepreneur
- Practical focus
Financial Statement Analysis (ACT 514)

• Natural continuation of financial reporting course 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
• Highly recommended for:
  • Leadership rotation program, Consulting (transactions), Corporate finance, Investment Banking, Litigation support, anyone using financial statements
• Practical focus
But wait... There’s MORE!

**SPRING**
- 616 Corporate and Partnership Taxation
- 597R Cost Concepts in Healthcare
  - ACE, every two years (next offered in 2021)
  - For those interested in the healthcare industry
- 613 Advanced Managerial Accounting
  - For those interested in cost analysis roles

- BUS <TBD> *Design Thinking*
  - 1.5cr ACE (TBD)

**FALL**
- 615 Federal Income Taxation
- 516 Non-profit Accounting

- BUS <TBD> *Design Thinking*
  - 1.5cr ACE (August)
  - 3cr Fall
But wait... There's MORE!

Want to get into the nitty gritty of transactions and financial reporting?

**SPRING**
- 612B Financial Reporting II
  - Complex revenue, debt, leases, pensions, deferred taxes, equity, stock options
- 612 Advanced Financial Reporting
  - Mergers, acquisition, divestitures, foreign currency, partnerships, state and local governments
- 618 Auditing
  - For those interested in internal audit roles

**FALL**
- 612A Financial Reporting I
  - Receivables, Valuation of Inventory, Acquisition and disposition of PPE, Depreciation and Impairments, Intangible assets, Research and development costs
- 619 Information & Global Capital Markets
  - Global stock exchanges, Global securities regulation and disclosure rules, International reporting standards (IFRS and IASB)
### Plan ahead!!

**Most electives are offered only once a year**

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R: Recommended  
HR: Highly Recommended
INFORMATION SYSTEMS & OPERATIONS MANAGEMENT (ISOM)
Nikolay Osadchyi
Spring 2020 Offerings

- ISOM 553G Supply Chain Management (Day and Evening)
  - Counts towards global requirement
- ISOM 557 Management Science in Spreadsheets (Day and Evening)
- ISOM 653 Operations Strategy (Day and May ACE)
- ISOM 654 Service Operations (Day)
- ISOM 655 Business Forecasting & Predictive Analytics (Day and Evening)

All Elective Offerings are open to both day and evening MBA students
ISOM is TAO of Business

- Tao (/daʊ/, /təʊ/) or Dao (/dəʊ/; from Chinese: 道; is a Chinese word signifying "way", "path", "route", "road"

- What is TAO of Business?
  - TECHNOLOGY
  - ANALYTICS
  - OPERATIONS
Prof. n’ Nosh

Grab a cupcake & learn about the MBA ISOM Electives!

Weds, November 6th,
11:05 AM -11:30 AM &
12:35 PM -1:00 PM
2nd Floor GBS, near the spiral staircase
ISOM 653 - Operations Strategy
(ец Day and May ACE 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.

• How can operations create and sustain competitive advantage?
  • Value proposition (low cost, high quality, flexibility, speed of response, innovation, etc.)
  • Design of operations to support value proposition
  • Global considerations including hidden costs of outsourcing and offshoring

• Useful for anyone planning a career specifically in operations or those with broader interests who may in the future need to analyze and improve operations for strategic purposes.

Instructor: ruomeng.cui@emory.edu
ISOM 654 - Service Operations

(Day offering)

• Course builds on concepts from Process and Systems Management
  • explores the particular challenges and strategies for managing services
  • examines the similarities and differences between services and more traditional production operations management.

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

• Course investigates technical methods for managing services and service quality and, through a number of cases, investigates the non-technical issues, such as customer experience and service provider organizational issues.

• Cases used describe the business and marketing strategies, but the focus of the course is on designing processes to deliver on those strategies.

• As the world moves more towards a service based economy this course is useful to most people but especially those contemplating a career in operations, marketing or consulting

Instructor: jeff.rummel@emory.edu
ISOM 557 - Management Science in Spreadsheets
(Day and Evening offering)

- This course covers traditional management science techniques of optimization 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.
- Good course for students who will need or want to use Excel and quantitative modelling in their internships or full time jobs.

Instructor: diwas.kc@emory.edu
ISOM 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, extensive real-world examples from alums

• Applications:
  • Time series methods (moving average, exponential smoothing, Box/Jenkins)
  • Non-linear Methods (non-linear regression, Neural Networks)
  • Pattern recognition (including cluster analysis)

• These techniques are application independent and are applied to examples from marketing, social media, finance, etc. The examples will be from a wide variety of fields and applications

• We will utilize Excel, R, jmp/SAS

• Grading is based on 4 real data group projects & an individual final. Utilizing data of your choice!

Instructors: stephen.stuk@emory.edu, 678-468-3452 (Day),
donald.lee@emory.edu (Evening)
ISOM 553G - Supply Chain Management
(Day and Evening offering; counts toward global requirement)

• Course is an overview of current issues in global supply chains
• We will explore
  • Value creation through tailored supply chains
  • Analytics of sourcing and distribution processes
  • Issues of incentives, trust, risk, resiliency, logistical efficiency, and sustainability
  • New this year:
    • How to survive and prosper in a trade war?
    • Technology and automation (Smart contracts)
• Tools
  • From cases to generalizable insights
  • Optimization models
  • Excel, R (on demand)
• Target Audiences
  • Future entrepreneurs, consultants, private equity, IB (valuation), and operations

Instructor: nikolay.osadchiy@emory.edu
All ISOM elective offerings are open to both day and evening MBA students.
ORGANIZATION & MANAGEMENT (OAM)
Renee Dye
Elective Preview

Organizations & Management (O&M)

Spring 2020
BUS 630
Advanced Competitive Advantage
Kevin Coyne

• 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.”
OAM 632: Negotiations
Instructors: Michael Sacks

- Experiential learning (live negotiation training)
- Manage negotiations constructively
  - Build skills to craft highest value agreements
  - Enhance leadership
- Theoretical understanding of interpersonal and group negotiations
  - Rare skill; most people only learn by personal limited experience
- Immediately practical and life-long value
OAM 632: Negotiations
Instructor: Michael Sacks

https://michael-sacks.wistia.com/medias/rkm1cwavka
OAM 637: Managing Innovation
Instructor: Renee Dye

Course teaches leading concepts and practices in innovation management within companies

• Identifying threats to the business
• Building a culture of innovation
• Tapping into external innovation
• Architecting an organizational model for innovation management
OAM 672: Corporate Strategy
Instructor: Renee Dye

Course teaches concepts and practical skills in corporate portfolio management

• Identifying and building corporate competitive advantage
• Assessing individual business units or potential transactions for the strength of their contribution to portfolio value; doing the same for major cross-portfolio initiative (e.g., GE’s announcement this morning that they would freeze defined pensions for 20,000 employees)
• Forecasting likely market reactions to major initiatives or potential portfolio restructuring moves
• Understanding the challenges and complexities of integration post-transaction
• Designing and implementing an organizational model for effective portfolio management
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 define you as a leader.
OAM 636: Entrepreneurship
Instructor: 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

OAM 636: Entrepreneurship
Instructor: Charlie Goetz

http://goizueta.emory.edu/video/PreviewElectives/BUS636Goetz.mp4
OAM 661: Applied Entrepreneurship
Instructor: 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
OAM 661: Applied Entrepreneurship
Instructor: Charlie Goetz

http://goizueta.emory.edu/video/PreviewElectives/BUS661_471Goetz.mp4
BUS 631
Social Entrepreneurship and Impact Investing
Peter Roberts

- 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
BUS 631
Social Entrepreneurship and Impact Investing
Peter Roberts

https://www.icloud.com/attachment/?u=https%3A%2F%2Fcvws.icloud-content.com%2FB%2FAYW80K57W8ukM8O8J7iy7n1DowfwATfrLCm3ygUOxeZq80cc9SYJ5LLE%2F2F%24%7Bf%7D%3Fo%3DAmbc15FCsuJDCs1-agx9GTodmLUb1dEOGqmyz9FSkJEQ%26v%3D1%26x%3D3%26a%3DCAog1RY0ad1hLmorHq1hiEMg3RQejRMZMs1Ixnj_K5QdX0SjxChuO-62I0YyMjquQtmgEAKggByAD_oJMR1jEIQ6MH8FoECEsSyxA%26e%3D1573062878%26k%3D3%24%7Buk%7D%26f%3D%26r%3DF8E9F8OF-2FDE-4BD0-B5A7-06B5857397AF-1%26ckc%3Dcom.apple.largeattachment%26ckz%3D16A3BCEC-1F96-4CDF-84EF-DA2644C3632C%26p%3D48%3DcuTZ1SLYdkYeORmT9jmSw92Aj4o&uk=Q1pR8GyeFbEyREwSUvF4Q&f=IMG_4361.MOV&sz=99227940
OAM 599R
Politics and Power
Daphne Schechter

Highlights how understanding organizational context and relationships with others are crucial to successfully navigating organizational politics.

Designed to develop your career skills, leadership and general management, through a better understanding of influencing and politics.

By the end of the semester, participants will be able to:

• Explore skills and influence techniques that can be used to enhance your effectiveness in navigating organizational politics.

• Examine bases of power and explore how to effectively emerge as a leader.

• Design and facilitate a process that involves applied problem solving and decision-making activities during times of change.

• Demonstrate self-awareness that enhances your communication abilities.
Advising Appointments
Click on "ACADEMICS"
Schedule Advising Appointments
Click on “Advising Appointments”
Schedule Advising Appointments

Read the instructions.

Advising Calendars

This works best with Internet Explorer or Internet Explorer Mode in Safari.

Schedule an advising appointment with an advisor in the FTMDA Program Office.

1. Make sure you are logged in to the intranet portal in the top right corner of your screen.
2. View the calendar of the available appointment times below.
3. Place your cursor over your desired appointment time with the advisor of your choosing. When the pop-up window appears click on “SIGN UP”
   1. Enter your name as “attendee”
   2. If this is an appointment for your core team, enter your team number (i.e. Team 6) as “attendee”
   3. Complete the rest of the “SIGN UP” form
   4. Click “Ok” to secure your appointment.

Academic Advising for Registration: Up to 3 students can sign up for each 30-minute advising appointment. If the timeframe you want is full, you have an opportunity to add yourself to a waitlist. If you are waitlisted for an appointment and a space becomes available, you will be automatically notified.

Birkman Review: Birkman review sessions can be with an individual student or a core team. These appointments typically take one hour to complete.

ASK ANY: These are open advising times. You do not need an appointment.

If you see an asterisk (*) by the advisor’s name then that appointment will be off the phone and restricted to one participant.

If you do not see an appointment time slot that corresponds with your schedule, please email the advisor indicating your general availability (days/times). We will try to accommodate you.

AUGUST 2018

Amy’s Calendar

Harrick’s Calendar

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11:30a ASK ANY
11:30a Birkman with Amy
11:30a Birkman with Amy
11:30a Birkman with Amy

Jp Shirkman
Schedule Advising Appointments

- Hover the arrow over the timeslot that you would like to secure. A pop up box will appear.
- Click on “SIGN UP”
Schedule Advising Appointments

- Enter your name or team number in “Attendee name”.
- Enter one email address
- Select your cohort – “2-year MBA (1st yr)”
- Click on drop down under, “What would you like to cover in this appointment?” Select the topic.
- Click “OK”
Questions?