# Fall 2010 Full-Time MBA Course Catalog

## Two-year MBA Core Courses

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September 23, 2010
**TWO-YEAR MBA CORE COURSES**

**All courses carry the prefix of BUS.**

**500C. Structured Problem Solving**

**Instructor:** Jeff Rummel  
**Bio:** [http://www.goizueta.emory.edu/Faculty/JeffRummel/index.html](http://www.goizueta.emory.edu/Faculty/JeffRummel/index.html)  
**Course Dates:** August 9 – 25, 2010  
**Day / Time:** MW 9:45am – 11:15am  
MW 12:30pm – 2:00pm  
MW 2:15 – 3:45pm

This class is the first step on the path to developing your skills as a problem solver and decision maker that will be critical for the success of all types of organizations. Many organizations have turned to particular approaches that become a common language for everyone who solves problems faced by the firm. Different consulting firms have refined particular methodologies to provide more consistent results for their clients. Depending upon the kinds of problems and decisions faced by the organizations, the methodologies are tailored to emphasize certain aspects of problem solving.

But there are commonalities, and in this class we build a generic framework for structured problem solving that will introduce you to these kinds of systems. In the casework in other classes during your studies here, you will see variations to this framework, but you should also begin to see the common threads of problem solving techniques and how managers make and implement decisions.

When the course is finished, you should be able to:

- Describe the central role of structured problem solving for your career
- Apply the two-pyramid model to different problem settings
- Understand the importance of careful problem definition and key questions
- Understand and apply tools to structure problems for teams to work on
- Understand and apply tools to synthesize the information collected and to persuade others to implement decisions
500D. Business 360°

Instructor: Jan Barton  
Bio: [http://www.goizueta.emory.edu/Faculty/JanBarton/index.html](http://www.goizueta.emory.edu/Faculty/JanBarton/index.html)  
Course Dates: October 26 – December 2, 2010  
Day / Time:  
TT 8:00am – 9:30am  
TT 9:45am – 11:15am  
TT 12:30pm – 2:00pm

Goizueta Business School’s intensive MBA core curriculum focuses on developing your analytical, technical and leadership skills through a series of foundational courses in the business disciplines—accounting, economics, finance, information and operations management, marketing, organizational behavior and strategy. By breaking the whole into its parts, each of these courses trains you rigorously in the discipline’s intellectual history, concepts and methods essential for a successful career in business. As society becomes more complex, however, business problems are increasingly beyond the ability of any of these disciplines to address and solve adequately on its own. If you want to devise truly comprehensive and innovative solutions, you will have to view complex problems from different disciplinary perspectives and be able to integrate insights you glean from these perspectives. That is where this course comes in—it will change the way you think about thinking.

The focus of Business 360° will be on helping you develop breadth of vision and an integrative mindset, rather than on teaching you specific solutions that may not be sufficient to solve typically highly context specific problems in a complex world. By stressing multiple perspectives on a real-world problem and merging them into a holistic view, you will learn to welcome complexity and the ambiguity that comes along with it, think inclusively and in an integrated way, strive for balance among perspectives, identify relevant knowledge (even if you don’t have it), and maintain intellectual flexibility and curiosity.

501. Managerial Economics

Instructor: Ray Hill  
Bio: [http://www.goizueta.emory.edu/faculty/RayHill/index.html](http://www.goizueta.emory.edu/faculty/RayHill/index.html)  
Course Dates: August 9 – September 1, 2010  
Day / Time:  
MW 8:00am – 9:30am  
MW 9:45am – 11:15am  
MW 12:30pm – 2:00pm

This course focuses on the economic decisions made by managers of firms, and the structures of various market environments within which these decisions are made. The course features the application of fundamental concepts, such as opportunity costs, opportunism, transaction costs and market power to managerial and individual decision-making. In addition, the course covers utility analysis, demand, supply, and cost functions and applies these models to pricing and vertical integration issues. An introduction to the economics of information and uncertainty is included.

512. Financial Reporting and Analysis
Financial reports are used mainly to set up and monitor contracts between the firm and its stakeholders, and to value these stakeholders’ claims on the firm’s assets. As such, financial reporting plays a vital role in everyday commerce and in the broader functioning of a market economy. Still, to the average business person, financial reports are nothing short of impenetrable and daunting. Business leaders must feel comfortable evaluating and discussing financial information, so understanding and analyzing financial reports is a core competency that you need to start developing early on in the MBA program.

This course will teach you the basics of financial reporting and analysis. The first part of the course deals with the mechanics of financial statements, while the second part tackles widely used fundamental analysis techniques. Then we will spend the last half of the course integrating the first two parts by focusing on the measurement, reporting and analysis of common business transactions.

520. Managerial Finance

Instructor: Jay Shanken/JB Kurish
Bio: [http://www.goizueta.emory.edu/Faculty/JayShanken/index.html](http://www.goizueta.emory.edu/Faculty/JayShanken/index.html) [http://www.goizueta.emory.edu/Faculty/JBKurish/index.html](http://www.goizueta.emory.edu/Faculty/JBKurish/index.html)
Course Dates: September 13 – December 1, 2010
Day / Time: MW 9:45am – 11:15am
           MW 12:30pm – 2:00pm
           MW 2:15pm – 3:45pm

This course is intended to provide a market-oriented framework for analyzing the major types of financial decisions made by corporations. Lectures and readings will provide an introduction to discounted cash flow techniques, capital budgeting principles and problems, financial asset and project valuation, capital market efficiency and portfolio theory, dividend policy, capital structure, and related corporate finance issues.

530. Leading Organizations and Strategy

Instructor: Brad Killaly
Bio: [http://www.goizueta.emory.edu/Faculty/BradKillaly/index.html](http://www.goizueta.emory.edu/Faculty/BradKillaly/index.html)
Course Dates: September 13 – December 1, 2010
Day / Time: MW 8:00am – 9:30am
           MW 9:45am – 11:15am
           MW 12:30pm – 2:00pm

Leading Organizations and Strategy focuses on the job, viewpoint, and skills of the general manager of a firm in diagnosing what is critical in business situations and in finding realistic solutions to strategic and organizational problems. We will examine issues central to the long- and short-term competitive position of the company. This class will introduce you to crucial strategic and organizational skills, all of which will have a substantial impact upon organizational profitability and your own successful career.
Part 1: People. We’ll start with individual and team-level concepts within organizations: personality, decision-making, motivation, performance, teamwork, and ethics. This section will address issues such as how to effectively incent employees, make informed decisions, evaluate performance, work effectively together on a team, and incent ethical behavior in the workplace.

Part 2: Strategy. In the second part, we will focus on strategic issues: industry analysis, competitive advantage, corporate strategy. The content of this second section will focus on how industry-level trends and the firm’s resources shape business unit strategy. A key focus will be on building strategy that produces long-term sustainable profits.

Part 3: Leadership. In the third section, we will highlight critical issues that span strategy and leading people: organizational culture, change management, and strategic networks. This final part of the class focuses on how to deliver effective strategic implementation through organizational culture, how to lead strategic and organizational change, and how to use social networks to foster organizational and individual profitability.

540. Marketing Management

Instructor: Ryan Hamilton
Bio: [http://www.goizueta.emory.edu/Faculty/RyanHamilton/index.html](http://www.goizueta.emory.edu/Faculty/RyanHamilton/index.html)
Course Dates: August 9 – October 13, 2010
Day / Time: MW 8:00am – 9:30am
MW 9:45am – 11:15am
MW 12:30pm – 2:00pm

The class introduces participants to concepts and principles of marketing management. The major role of marketing in a company (or public agency) is determining, creating, communicating and delivering a value proposition that meets the needs of its customers. In addition, marketing in its boundary-spanning role introduces the “voice of the customer” into the firm, helps build long-term relationships and ensures that the firm builds equity with its customers. Course objectives include:

(1) To provide you with an introduction to marketing concepts, the process required to develop marketing strategies, the nature of key strategic decisions (i.e., value creation, communication, delivery and extraction), the dual goals of creating satisfaction for the customers and loyalty.

(2) For those who are intending to pursue a more in-depth examination of marketing, this course will provide you with a set of basic tools to enable you to interact effectively with marketing specialists and a foundation for subsequent in-depth study in other courses.

(3) Participants will be expected to learn the "language of marketing." It is also expected that by the end of the course you will have a solid understanding of marketing issues, the major decision areas under marketing responsibility, the basic interrelationships of those decision areas, and an appreciation of how to apply key frameworks and tools.

550. Data and Decision Analytics

Instructor: George Easton
Bio: [http://www.goizueta.emory.edu/Faculty/GeorgeEaston/index.html](http://www.goizueta.emory.edu/Faculty/GeorgeEaston/index.html)
Course Dates: August 10 – October 14, 2010
Day / Time: TT 8:00am – 9:30am
TT 9:45am – 11:15am
TT 12:30pm – 2:00pm
Evolution of Information Technology has dramatically increased the availability and importance of data and statistical analysis in business decision making. This course centers on understanding the decision process and the role that statistical tools play. The emphasis is on structuring the decision processes and statistical tools, methods, analysis, and models that will serve the MBA curriculum and beyond.

561A. Professional Communications

Instructor: Brandon Smith
Bio: 
Course Dates: August 18 – December 1, 2010
Day / Time: MW 8:00am – 9:30am
MW 9:45am – 11:15am
MW 12:30pm – 2:00pm
MW 2:15pm – 3:45pm

This course equips you to maximize your impact on senior leaders and/or clients. Whether it is presenting results, recommendations, and complex ideas to senior leaders or requesting and receiving constructive feedback, this course will equip you with the essential communication skills MBAs must possess. You will learn the precise methods, tactics and strategies critical to communicating to key decision-makers in ways that maximize understanding and facilitate action. We will explore what senior leaders need/want to hear, how to most efficiently utilize their time, and the most effective structures to present critical messages. You will apply these skills in a range of formats including formal meeting-style presentations as well as strategic written business documents. In addition, this course is designed as an integration course and will require you to pull on multiple disciplines (i.e. finance, marketing, management, strategy, etc…) in order to be effective.

Learning Objectives:

- Explain in your own words the principles of structure, content and style
- Distinguish between “finished” and “unfinished” thinking
- Organize presentations and documents logically and persuasively
- Design and deliver presentations that contain persuasive supporting data
- Compare and contrast types of communication preferences and styles
- Create and customize presentations based on communication preferences and styles
- Evaluate and provide feedback on your peers’ presentation content, organization, and delivery
- Answer questions with persuasive evidence and examples
- Deliver presentations and business documents that demonstrate your command of strategy, content, organization, and style.
- Synthesize your communication style with your leadership style
- Integrate the elements of structure, content and style to form a clear communication strategy
- Apply the communication strategy principles to a variety of communication situations

691. Leader Development

Instructor: Mark Dillard
Bio: Mark comes to Goizueta with a combination of 15-plus years' corporate and academic experience in managing, developing and delivering leadership development programs. He began his career as a senior manager at AT Kearney and Accenture, then joined The Coca-Cola Company as manager of organization effectiveness. He then spent three years at Bucknell University designing learning programs and supporting their strategic
plan as Director of Strategy before moving back to Atlanta in late 2006 to join Right Management Consultants where he managed their leadership development practice for the Southern region. Mark received his MS degree in industrial/organizational psychology from Valdosta State University and his BA in Psychology from Furman University. Mark brings broad-based leadership development experience, including understanding of learning theory, experience in creating a leadership curriculum, and knowledge of various delivery methods and assessment tools/techniques.

Course Dates: September 7 – December 2, 2010
Day / Time: 
- TU 8:30am – 9:45am and M 4:00pm – 6:00pm
- TU 10:00am – 11:15am and M 4:00pm – 6:00pm
- TH 8:30am – 9:45am and M 4:00pm – 6:00pm
- TH 10:00am – 11:15am and M 4:00pm – 6:00pm

Leader Development is a 2-credit course that spans the fall semester in the second year of the Regular (2-Year) MBA Program. The design of this course is founded on a belief that development of leader capability is central to the mission of the Goizueta Business School. The course is based on, and will be measured against, a competency model that is anchored by specific competencies representing the cognitive, relational, emotional and behavioral dimensions. These competencies will be developed through a combination of experiential learning design, assessment, and lecture-based instructional methods. The experiential component will require engagement and involvement beyond the formal class schedule.

Course Objectives

- To prepare students to immediately contribute as leaders in a meaningful way to employers upon their graduation
- To expand each student’s self-awareness, recognizing that strong self-awareness is the cornerstone to effective leader development
- To create challenging, provocative learning environments for students to explore new skills and behaviors in a risk free setting
- To support and reinforce concepts taught in other core and elective courses within the FT MBA curriculum
- To practice the disciplines of self-reflection and continuous learning in order to sustain newly acquired skills and experience
**MBA ELECTIVE COURSES**

**ACCOUNTING**

**612A. Financial Reporting I**

**Instructor:** Jacqueline Pownall  
**Bio:**  
**Day / Time:** MW 1:00pm – 2:15pm  
**Day / Time:** MW 2:30pm – 3:45pm  
**Prerequisite:** Business 512 or permission of instructor.

Financial Reporting I is the first of two courses that cover the foundations of financial accounting and reporting. These courses integrate accounting theory with measurement and disclosure incentives in the examination of financial statements begun in BUS 512. The course should be useful to prospective accountants and auditors, investor relations professionals, financial analysts, credit analysts, investment bankers, financial executives, lawyers, consultants and especially investors. We will examine accounting issues from the point of view of the preparer of the financial statements as well as from the perspectives of the auditor, the manager, and the investor. We will take an analytical and critical approach to the preparation and use of financial reports, particularly to assessing the "quality of earnings" reported in the financial statements.

**613. Taxation for Management Decisions**

**Instructor:** Connie Kertz  
**Bio:** [http://www.goizueta.emory.edu/faculty/ConnieKertz/index.html](http://www.goizueta.emory.edu/faculty/ConnieKertz/index.html)  
**Day / Time:** MW 10:00am – 11:15am  
**Prerequisite:** Business 512

Managers need a framework to understand the ever-present effect of taxes on business and personal financial decisions and need to be able to use effective tax planning strategies. Students will understand the basic federal income tax and foreign tax consequences of financial decisions, including income and deductions, compensation, investment and property transactions, choice of business organization (forming, capitalizing, operating, merging, and selling or liquidating a business) and family wealth accumulation.

**618. Auditing and Evaluation of Controls**

**Instructor:** Theodore Rodgers  
**Bio:**  
**Day / Time:** TT 2:30pm – 3:45pm  
**Prerequisite:** Business 512

This course provides students with an understanding of attest, assurance, and audit services provided by public accounting firms, with the primary focus on auditing. Topics covered include generally accepted auditing standards, professional ethics, the current litigation environment, internal controls, the audit risk model and various types of audit reports. New professional standards for consideration of fraud in financial reporting, including a study of recent major accounting frauds, are included. Professional developments in new and expanded assurance services also will be surveyed.

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619G. Information and Global Capital Markets

Instructor: Grace Pownall  
Bio: [http://www.goizueta.emory.edu/faculty/GracePownall/index.html](http://www.goizueta.emory.edu/faculty/GracePownall/index.html)  
Day / Time: MW 11:30am – 12:45pm  
Prerequisite: Business 512

The objective of Information and Global Capital Markets is to develop a framework for global investment decisions. To achieve this objective we will:

- Develop working knowledge of the institutional structure of global capital markets, with particular attention to the home bias in investing.
- Compare US GAAP with International Financial Reporting Standards, with particular attention to quality of earnings.
- Analyze financial statements of non-US firms from various regions, with particular attention to risk and return.
- Develop familiarity of with the global oil and gas industry, with particular attention to risk assessment and financial reporting and disclosure issues.

To accomplish these objectives, we will use in-class discussions and analysis, out-of-class readings and research, current financial statements of domestic and foreign publicly-traded corporations, team projects, and a final individual case analysis.
FINANCE

502. Economic Environment of Business

Instructor: Ray Hill
Bio: [link]
Day / Time: MW 8:30am – 9:45am
Prerequisite: Business 501

The objective of this course is to introduce students to a variety of economic concepts that may prove useful in their business careers. These concepts will be used to examine business problems at the level of the firm and current issues of importance to the US and world economies. Roughly half the course is devoted to topics in applied microeconomics and half to macroeconomic topics. The analytical tools covered in Bus. 501 are sufficient preparation for the course. No mathematics beyond high school algebra is required.

615. Federal Income Taxation

Instructor: Consuelo Kertz
Bio: [link]
Day / Time: MW 1:00pm – 2:15pm

620. Advanced Corporate Finance

Instructor: Jim Rosenfeld
Bio: [link]
Day / Time: TT 2:30pm – 3:45pm
Prerequisite: Business 520

Significant contemporary issues in corporate finance are considered, including determination of optimal dividend policy and capital structure, investment decisions under uncertainty, mergers and acquisitions, principal-agency problems, and the application of investment theory to corporate finance problems. Students use cases to learn to apply and solve complex business problems.

621. Corporate Governance & Restructuring

Instructor: Soojin Yim
Bio: [link]
Day / Time: W 6:30pm – 9:15pm
Prerequisite: Business 520

Description forthcoming
622. Doing Deals: Private Equity

Instructor: Kathryn Furman (Law School)
Bio: Day / Time: TU 4:00pm – 6:15pm
Prerequisite: Business 520

The course is designed as a workshop in which law students and business students will work together to structure and negotiate varying aspects of a private equity deal, from the initial term sheet stages, through execution of the purchase agreement, to completion of the financing and closing. Private equity deals that are economically justified sometimes fail in the transaction negotiation and documentation phase. This course will seek to provide students with the tools necessary to tackle and resolve difficult deal issues and complete successful deals. Students will be divided into teams of lawyers and business people to review, consider and negotiate actual transaction documents. Issues presented will include often-contested key economic and legal deal terms, as well as common ethical dilemmas.

623. Security Analysis and Portfolio Management

Instructor: Francisco Barillas
Bio: http://www.goizueta.emory.edu/faculty/FranciscoBarillas/index.html
Day / Time: W 6:30pm – 9:15pm
Prerequisite: Business 520

The objective of this course is to increase the student’s understanding of the way in which financial markets function. There is a particular emphasis on developing skills that are useful for active equity portfolio management. This course will help students develop an understanding of the current state of asset pricing theory, including the strengths and weaknesses of the Capital Asset Pricing Model as well as the concept of market efficiency. This course will review and expand the student’s knowledge of security analysis, concentrating on models of the intrinsic value of securities. Students will develop an understanding of the uses and abuses of futures and options in portfolio management and increase their understanding of practical issues in portfolio management.

625. Real Estate Management and Finance

Instructor: Roy Black
Bio: http://www.goizueta.emory.edu/faculty/RoyBlack/index.html
Day / Time: TT 11:30am – 12:45pm
Prerequisite: BUS 520

This course covers the contemporary principles of valuation, acquisition, financing, and management of real property. Emphasis is on the analytical techniques of appraisal, tax factors, investor objectives, and trends in the industry. The goal of this course is to give the student an advanced understanding of the process of analyzing, acquiring, creating, and managing real estate assets. This course utilizes financial skills to evaluate the debt and equity positions of the real estate investor.

627G. International Finance

Instructor: Breno Schmidt
Bio: http://www.goizueta.emory.edu/Faculty/BrenoSchmidt/index.html
Day / Time: TT 11:30am – 12:45pm
T 6:30pm – 9:15pm

September 23, 2010
Prerequisite: Business 520

This course extends the principles of finance to the international context. Topics include evolution of the international monetary system, exchange rate determination, foreign exchange markets, currency risk management, and foreign investment analysis.

628. Investment Banking

Instructor: Kevin Crowley
Bio: [http://www.goizueta.emory.edu/faculty/KevinCrowley/](http://www.goizueta.emory.edu/faculty/KevinCrowley/)
Day / Time: TH 6:30pm – 9:15pm
Prerequisite: BUS 520

This course will examine major investment banking activities. First, we examine trends in the investment banking business, which include consolidation and globalization. Second, we examine trading and principal investments, which includes fixed income, interest rate derivatives, commodities, currencies, convergence trading, and M&A risk arbitrage. After sales and trading, we move to raising capital, both fixed income and equity capital (IPOs). We conclude with a segment on transactional finance and advisory services, which includes valuation and mergers & acquisitions. For certain topics, guest lecturers from major investment banks will discuss their day-to-day experience dealing with a particular activity.

629. Fixed Income

Instructor: Hugh Cohen
Bio: [http://www.goizueta.emory.edu/faculty/HughCohen/](http://www.goizueta.emory.edu/faculty/HughCohen/)
Day / Time: M 6:30pm – 9:15pm
Prerequisite: Business 520

Fixed income finance has become known as “rocket science” finance, because of its quantitative nature. This is a graduate introduction into the world of fixed income. During this course we will study primary fixed income securities such as bonds (Treasury, corporate, municipal, foreign bonds, etc), as well as structured finance fixed income such as mortgage backed securities, asset backed securities, and structured finance securities (such as CDOs), and credit default swaps (CDS). Although the material may get advanced and mathematical at times, this course has been specifically designed for a student with no prior background into fixed income.

680A. Investing in Illiquid Assets: Illiquid Frontiers in Alternative Investments

Instructor: Mark Bell
Bio: [http://www.goizueta.emory.edu/faculty/MarkBell/](http://www.goizueta.emory.edu/faculty/MarkBell/)
Day / Time: M 6:30pm – 9:15pm
Prerequisite: Business 520

This course, offered through the Center for Alternative Investments, examines in depth the illiquid aspects of modern alternative investing. The explosive growth of investments in highly illiquid instruments, driven in part by increased competition for excess returns and in part by changes in views of portfolio allocation, has made this an important area for students. Just as private equity and venture capital were relatively esoteric topics over a decade ago, today sparse attention is paid to the important activity at the periphery of the alternative space.
The course is centered on three modules which offer an illustration of the principals that influence investments in alternative assets. These areas are at the frontier of investments by hedge fund, venture capital, and private equity managers. The first module is alternative energy, followed by reinsurance, and then art. These three topics highlight for the student the common themes facing alternative managers investing in illiquid assets. The course begins with a series of introductory sessions on the history and theory of illiquid investing before moving on to an exploration of the principals in the three modules. The course concludes with an examination of the market correction of 2007/2008 and the role that illiquidity played in the collapse of the financial markets.

Through the examination of these topics, the student will develop a deeper understanding of the dynamics which have led alternative managers to seek ever more illiquid investments; the challenges such investments pose to valuation techniques; and the role such investments play in a various types of portfolios. As a result, the course has as its primary audience finance students interested in careers in as principal investors in the alternative investment space. The secondary audience is students planning careers with significant interaction with alternative managers (i.e. investment advisors, pension fund managers, institutional investors, and fund of fund managers). While there are no firm prerequisites, a working knowledge of private equity, venture capital, and hedge funds industry is assumed. The class is primarily taught in a lecture format complemented by cases and features a number of guest lecturers with deep expertise, both practical and theoretical, in their respective fields.

684. Advanced Derivative Assets

Instructor: Nicholas Valerio
Bio: http://www.goizueta.emory.edu/faculty/NicholasValerio/index.html
Day / Time: MW 1:00pm – 2:15pm
Prerequisite: BUS 520 and 624

This course will build upon the knowledge obtained in the class BUS 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 analyzed. The perspective of both the derivatives dealer and the end-user of derivative products will be taken, the latter including both hedgers and speculators. Topics to be covered include exchange-traded versus structured products, financial engineering 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.

688. Real Estate Development

Instructor: Lyle Fogarty
Bio: http://www.goizueta.emory.edu/Faculty/popups/lyle_fogarty.html
Day / Time: TU 6:30pm – 9:15pm
Prerequisite: Business 625

This course will present a comprehensive look at the real estate development & investment process. As we will discuss, the underlying fundamentals that spur new development are severely weak at this time. Accordingly, ground up development is on hold while opportunistic real estate investment in existing assets is poised to grow in the years ahead. The curriculum will discuss the broad concepts and techniques employed in a successful real estate investment, both new development and through acquisitions. The class will tackle specific components of a real estate asset and the individuals involved in the successful execution of a project. The plan for the class is to supplement the teaching with a number of outside speakers from the real estate industry that specialize in specific aspects of the development process as well as
respected real estate leaders from the industry.

689. Advanced Real Estate Finance

Instructor: Roy Black
Bio: http://www.goizueta.emory.edu/faculty/RoyBlack/index.html
Day / Time: TT 10:00am – 11:15am
Prerequisite: Business 625 or by instructor permission

This course provides for advanced application of theory and techniques for analysis of the equity position in real estate ownership utilizing readings and cases. It considers the impact of leverage, creative financing, and federal tax policies and concentrates on the evaluation of the basic productivity of real estate assets based on net cash flows. Particular attention is paid to the operation of the capital markets and portfolio theory. The goal of this course is to give the student an advanced understanding of the process of acquiring, creating, and managing real estate assets. The emphasis is on the role of the various segments of the private sector in the real estate resource allocation process. This course utilizes financial skills to evaluate the equity position of the real estate investor and the effect of leverage. Special emphasis is placed on portfolio theory and the role of real estate in mixed asset portfolios.
Corporate Social Responsibility – Sustainability Initiative is a combined classroom and project based course devoted to creating tangible and meaningful solutions for large sustainability projects in the Atlanta area. The learning goals for the course are two-fold.

First, we will address a number of practical cases of sustainability initiatives within the for-profit and not-for-profit space. Our goal in doing so is to understand the real-life challenges and perceived trade-offs that organizations face as they move toward a vision and business “model” that embraces, and benefits from, sustainability. The premise of the course is that sustainability initiatives are not zero sum games. We will understand the evidence and the strategies that build win-win solutions for adopting organizations and society as a whole. It is expected that 3 to 4 of the classes will be devoted to learning and understanding the context, environment and challenges of sustainability initiatives (i.e. traditional class instruction and learning).

The second goal is “Just Do it”. In co-operation and co-ordination with the City of Atlanta Office of Sustainability, participants in the course will work in teams on at least four different concrete initiatives. I cannot overemphasize that these are real-time projects. They are not academic exercises, nor are they classroom projects, but live consulting engagements. What they have in common is the City’s need for expert guidance on how best to structure and implement sustainability initiatives. Preliminary projects are:

1. Create a marketing strategy to best promote the City of Atlanta’s energy efficiency rebate program. The City of Atlanta is interested in understanding why the rebate program is experiencing lower than expected demand, and how best to stimulate the demand.

2. Evaluate and make recommendations regarding the City of Atlanta’s financing of energy efficient projects. In particular, the City of Atlanta is looking for guidance on the use of PACE (“property assessed clean energy”) financing programs. PACE programs involve the municipality issuing a bond where the proceeds are lent to commercial and residential property owners to finance energy retrofits (efficiency measures and small renewable energy systems) and who then repay their loans over the assigned term (typically 15 or 20 years) via an annual assessment on their property tax bill.

3. Evaluate and make recommendations on options for the City of Atlanta to decide amongst different fleet replacement options (biofuel, CNG, electric, hybrid, hydrogen).

4. Create a strategy for the City to build infrastructure (refueling stations - when, where, how many) in order to support alternative fuel availability with the goal of stimulating greener transportation modes by greater Atlanta residents.

In keeping with the second goal for this course a number of our class meetings will be devoted to understanding how to structure and manage a consulting engagement, including statement of work, managing timelines, managing expectations, conducting value-added research, etc. We will devote a
couple of sessions so that each team may update its progress, ask for guidance from the class, and if necessary refine their engagement.

What makes this opportunity so valuable and unique is the extent of access and support that GBS is receiving from the City. You may question that focusing on one branch of the government may limit learning spillover to other organizations, specifically NGOs and for-profit enterprises. At first blush this is a valid concern, however the projects address exactly the same suite of questions that these other organizations are tackling. They also desperately require the expertise that our MBA program can bring to bear on vital challenges of our times. The boon for us is that these projects are in need of solutions now and are relatively clearly defined; you will NOT be knocking around large corporations or NGOs interested in some CSR window-dressing. You will be setting sustainability strategy for one of the largest cities in the United States.

Participants will be evaluated on their performance throughout their course on the quality of their engagement work including their research, commitment, and engagement with the client. The quality of the final engagement report will represent the most significant dimension of evaluation. Class preparation and participation will also factor in the evaluation. There will deadlines throughout the course for milestone submissions in the engagement that teams must meet. These too will be evaluated.

Caveats (Notes from the Professor):

1. The course has been approved with a stringent low cap on the number of participants. I would very strongly encourage those with a keen desire to understand CSR and sustainability to enroll. If you are somewhat interested in the subject, but are really excited by the project and consulting based learning I would humbly ask that you also consider electives in consultancy as well as other courses with project or directed study experience in other departments. All are welcome here, however we really want to find a Pareto-optimal solution for those with a deep commitment to sustainability initiatives.

2. You should be prepared to devote yourself to the project. I will ask and demand this from you. I can only reasonably do this if I provide you the time and the support to do so. Trust that I will structure our classroom and learning experiences so that they will directly support your engagements and your knowledge of CSR (i.e. this is not a standard case class).

3. By all means try to organize a team (4-5) right now and all enroll. I cannot, however, promise that you will get the project you want in advance. Nor can I promise that I can keep the team together, although the probability of breaking it up is very slim.

630. Industry and Competitor Analysis

Instructor: Kevin Coyne, The Coyne Partnership
Bio: [http://www.goizueta.emory.edu/faculty/KevinCoyne/](http://www.goizueta.emory.edu/faculty/KevinCoyne/)

Day / Time: M 2:30pm – 5:45pm
M 6:30pm – 9:15pm

Prerequisite: Business 531

The sub-title for this course could well be “the practicing strategist”, because its purpose will be to teach students how to reach deeper insights than their adversaries in each of the major tasks a strategist undertakes in the real world. While the course will involve state of the art theory, its emphasis will be on insight and application—not analysis.

The course will cover such topics as: understanding company economics as they relate to gaining competitive advantage; how to search for (and test) new ideas; understanding the nature and strength of competitive advantages; the special issues of being a low cost competitor; the classic types of strategic

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battles between companies (and the rules for winning them); how industries actually evolve (i.e. not just through the Porter model); a practical approach to predicting your competitors’ moves; how to analyze a strategic plan; and how strategic planning helps or hurts the quality of strategies.

To maximize relevance, in every module, students will explicitly address how the lessons apply in their current companies or the industries in which they hope to work.

632. Negotiations

Instructor: Earl Hill
Bio: http://www.goizueta.emory.edu/faculty/EarlHill/index.html
Day / Time: W 6:30pm – 9:15pm
Prerequisite: None

This course is designed to offer students the opportunity to develop their ability to effectively negotiate in a global business environment. The objective is to help students increase their abilities to manage conflicts as a constructive force that enhances organizational learning and change. A critical component of the course will be self-assessment and self-awareness. This course is offered to help students gain a deeper understanding of their own personal dynamics and the effect of these dynamics on their negotiating styles. This course will attempt to enhance students' skills in implementing change through effective use of power and negotiation.

The course will be taught largely through simulations to provide an opportunity to learn by doing. While readings and discussions will provide necessary theoretical background, much of the learning will come from the application of the theoretical lessons through the process of negotiating with others. The simulations will proceed from a relatively simple one-on-one negotiation, to small groups, to larger team negotiations. In a parallel manner we will proceed from relatively simple internal organizational issues (i.e., managing your boss, dealing with internal competition among peers) to more complex relationships (i.e., customer/supplier issues, competing corporations). In this way, the student can develop a personal style of managing situations by discovering what does and does not work for him or her. Enrollment in the course represents an agreement to seriously negotiate every situation assigned. This course is as much about learning to present and defend your position as it is about learning negotiating tools and techniques.

633. Leading & Managing Change

Instructor: Michael Sacks
Bio: http://www.goizueta.emory.edu/Faculty/MichaelSacks/index.html
Day / Time: TT 10:00am – 11:15am
Prerequisite: BUS 531

It has become a truism that change is all around us. But despite the fact that we are expected to be leaders and create change, few ideas about implementing change actually provide leaders with solid ground. The only sure truth is: creating positive organizational change is hard. We can think about change all we want, but intellectual understanding of change is a pale first step toward actually making it happen. Whether it is a life transformation, like decreasing stress, an organizational transformation, like moving up in the national rankings, or a societal transformation, like establishing democracy—creating, implementing, leading, and managing change are some of the most difficult and essential issues in the business world today.

The course is designed to be extremely interactive, hands-on, and experiential. In the real world, issues of change rarely have “right answers,” so come to the course ready to immerse yourself in the unexpected and the paradoxical. The main course objective is that you will walk away from this semester
feeling that although there are few easy answers, you are more prepared than ever before to engage in change within yourself and as an organizational manager and leader.

635G. Multinational Firms & Strategy

Instructor: L.G (Tom) Thomas
Bio: [http://www.goizueta.emory.edu/faculty/LGThomas/index.html](http://www.goizueta.emory.edu/faculty/LGThomas/index.html)
Day / Time: MW 1:00pm – 2:15pm
Prerequisite: Business 531

This strategy course explores the development and performance of multinational enterprise in global economic, political, and cultural environments. Topics include the design and control systems of multinational enterprises, the role of transnational institutions, political risk assessment, technology transfers, and management of a multicultural work force.

636. Entrepreneurship

Instructor: Charlie Goetz
Bio: [http://www.goizueta.emory.edu/Faculty/CharlesGoetz/index.html](http://www.goizueta.emory.edu/Faculty/CharlesGoetz/index.html)
Day / Time: TT 1:00pm – 2:15pm
Prerequisite: Business 531

This course is designed for future entrepreneurs, consultants, investment bankers, private equity investors or advisors. How do you realize value from a good business concept or idea? What business ideas are worth investing in? How do you finance a growth company? We will take a business idea from its inception to its exit, the value-creation life-cycle, focusing on the practical aspects of discriminating between good and bad business ideas; raising growth capital; and at the right time, exiting through a sale or IPO. We will integrate strategic management and corporate finance in practical simulations with particular emphasis on how e-commerce has changed the traditional rules of entrepreneurship.
MARKETING

541. Ideation

Instructor:  Joey Reiman
Bio: Day / Time:  MW 10:00am – 11:15am
Prerequisite:  Business 540

Innovation lies at the heart of the new economy. Creative ideation fuels, supports and underlies the ability to innovate. In this groundbreaking course you will learn the tools and methods as well as the self-reflection necessary to become a revolutionary thinker in the idea-rich 21st century. You will discover how great ideas create and re-invent corporations and provide the stimulus to move them forward. You will acquire the capacity to derive the master-idea behind a business’ potential for greatness and learn how to apply the thinking process to approaching and analyzing business situations. In doing so, you will identify and hone your creative skills and be able to use them more effectively in your professional as well as personal lives.

546. Integrated Marketing Communication

Instructor:  Reshma Shah
Bio:  http://www.goizueta.emory.edu/Faculty/ReshmaShah/index.html
Day / Time:  TT 2:30pm – 3:45pm
M 6:30pm – 9:15pm
Prerequisite:  Business 540

Integrated Marketing Communications (IMC) involves the process of planning, developing executing, evaluating and controlling the use of various promotional mix elements to effectively communicate with target audiences. This course is intended to provide MBA students interested in product or brand management and general marketing careers with an understanding of the role of integrated marketing communications in the overall marketing program and its contribution to marketing strategy. This course is also intended to make you more aware of the challenges and issues faced by marketers in the wake of radical changes in the marketing communications discipline and to provide you with a comprehensive set of theories, concepts, approaches and tools for you to apply to your career endeavors. Moreover, it is important for you to have a visceral understanding of how the application of marketing, through advertising and promotion practices, work in business settings.

The overall course objectives are threefold: 1) To help you gain an appreciation of what is required in managing the various aspects of marketing communications within organizations by understanding the communications mix and its role in marketing strategy; 2) To enable you to examine and evaluate the artistic creativity and technical expertise required for marketing communications; and, 3) To help you gain firsthand skills in developing an integrated marketing communications campaign, including market analysis, company analysis, customer analysis, creative strategy, media planning, budgeting, campaign design and implementation.
547. Product and Brand Management

Instructor: Tim Halloran

Bio: Tim has over 16 years of strategic consumer marketing, branding, marketing research, and new product development experience. Prior to his current role as President of Brand Illumination, Tim spent 10 years in brand management and new product development at the Coca-Cola Company where he worked on a myriad of beverage brands and marketing innovations. Tim's work has been featured in USA Today, the Wall Street Journal, and Business Week, and was a Georgia MAX award finalist and received Coca-Cola’s award for Marketing Innovation of the Year. In his consulting practice, Tim has provided guidance to top branding companies, including Coca-Cola, Georgia Pacific, Turner Broadcasting, NBA TV and NBA.com, UPS, Wyeth Pharmaceuticals, Intercontinental Hotels Group, and Chico’s. He received his Masters in Marketing Research from the University of Georgia and graduated cum laude from Washington and Lee University.

Day / Time: TU 6:30pm – 9:15pm
Prerequisite: BUS 540

The course is designed for both marketing specialists and generalists. It exposes students to the contemporary challenges faced by a broad variety of firms in creating, maintaining, and managing brand equity over both the short and long term. This includes positioning brands to appeal to an identified consumer target, differentiating the brand from competition, developing the annual brand plan and its associated brand strategies and tactics, measuring brand performance, and developing and launching new products. The settings of the cases and exercises used in the course are quite diverse in terms of the sizes of the organizations involved and the types of markets they serve. The course is therefore not only relevant to students whose interests are in brand management, but also who have more general marketing management interests.

The course centers on four specific “sections”
1. Creating Brand Equity
2. Planning and Implementing Brand Marketing Programs
3. Measuring Brand Equity
4. Special Topics in Branding
   - Learning in Action: Developing A Brand Management Skill Set

Product & Brand Management involves weekly class readings, case discussions, in and out of class exercises/projects, and an on-going brand management simulation project (Pharma-Sim).

To provide real world insight, we will have a number of guest speakers during the course of the term. The guest speakers will expose you to real life situations that will augment the concepts and theories that we will be discussing in class.

By the end of the course, the objective is that you will have acquired skills that will allow you to manage your products and brands to achieve a sustainable competitive advantage, command greater price premiums, and efficiently allocate your marketing resources.
548. Sales and Business Development

Instructor: Dick Flaig
Bio: Day / Time: MW 11:30am – 12:45pm
Prerequisite: Business 540

The course exposes students to the contemporary challenges faced in managing the selling process. Therefore, the course is relevant to students whose interests are in general management, consulting, finance, and entrepreneurship as well as those who expect to work directly in sales. The course will be useful in careers including: key account management, sales force management, consulting, investment banking, and entrepreneurship. The objective of this course is to develop and enhance the skill set that students will need to pursue careers that involve selling and market development. The context for this course is business-to-business marketing. We will pay particular attention to relationship building, socio-cognitive skills, and the role of information technology in sales and distribution.

Course Description: The course centers on three themes:
1. Personal selling
2. Sales management
3. Selling into the channel of distribution

649G. Marketing Strategy

Instructor: Ashish Sood
Bio: http://www.goizueta.emory.edu/faculty/ashishsood/index.html
Day / Time: MW 2:30pm – 3:45pm
W 6:30pm – 9:15pm
Prerequisite: Business 540

The course familiarizes students with the decision domain of marketing strategy. It introduces the managerial tools and processes for generating, communicating and implementing marketing strategies that deliver a sustainable competitive advantage to a company, product or brand. The primary objectives of this course are to help students (1) explore select issues in marketing strategy via lecture-discussions and cases, (2) develop ability to design and implement marketing strategies that are optimal for the varying competitive scenarios, and (3) practice the concepts and skills of modern marketing strategy in a simulated market environment (Markstrat). The marketing simulation game serves as a continuing, evolving “case” in which course participants working in teams assume marketing management roles and entails themes of market segmentation, product positioning, innovation, advertising, pricing, sales force allocation, channel decisions, and market research. The class discussions and case analysis entail themes of brand portfolio management, and competitor analysis.

646. Consumer Behavior

Instructor: Susan Hogan
Bio: http://www.goizueta.emory.edu/faculty/SusanHogan/index.html
Day / Time: TT 8:30am – 9:45am
Prerequisite: Business 540
Marketing begins and ends with the customer; from determining the consumers’ wants and needs to providing customer satisfaction. Thus, a clear understanding of the principles, concepts, and results of customer behavior is critical to successful marketing.

The overall goal of this course is to provide you with a set of approaches and concepts to consider when faced with a decision involving understanding customer responses to marketing actions. Consequently, there will be a number of homework projects where you will be asked to test an approach, if only on a small population.

I will introduce concepts, theories and findings from a wide variety of psychological theories, and we will discuss how these apply to managerial actions. Some of the concepts will be easy to apply. Similarly, the corresponding projects will be easy to implement as well as lead to satisfying, and relatively easy to interpret results. However, some of the other concepts will present more of a challenge when trying to directly apply them to customer situations. Consequently, the results from these corresponding projects or assignments may not seem as satisfying given that the results may not be as easy to interpret. Still including these concepts and assignments within the class is not meant to frustrate you, but rather, make you aware of some of the challenges which face industry practitioners trying to implement strategies involving some of the more abstract concepts we will talk about (e.g., matching products with our personalities.) We will discuss how marketers might better tackle some of these consumer issues, as well as the issue regarding whether they should even dedicate resources to such endeavors.
551. Processes and Systems Management
Instructor: Ramnath Chellappa
Bio:
Day / Time: TT 8:00am – 9:30am
TT 9:45am – 11:15am

555. An APP for That: Designing the Small and the Many
Instructor: Benn Konsynski
Bio: http://www.goizueta.emory.edu/Faculty/BennKonsynski/index.html
Day / Time: M 6:30pm – 9:15pm
Prerequisite: Business 551

The course will explore issues associated with the emerging types of applications and services changing forms of software ecosystems and commerce interactions. We will involve both design and development of real apps, gizmos, widgets. Engage in New Software Environments: With the assistance and experience of actual app developers, we will explore the design and creations of these "snack-size" applications for mobile and desktop environments. The course will consider the opportunities for new patterns of communication between organizations and their mobile stakeholders. (visit http://www.emory.edu/BUSINESS/app/ for more information).

651. Strategic Decision Analysis
Instructor: Patrick Noonan
Bio: http://www.goizueta.emory.edu/faculty/PatrickNoonan/index.html
Day / Time: TT 11:30am – 12:45pm
TT 1:00pm – 2:15pm
TU 6:30pm – 9:15pm
Prerequisite: Business 550

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. In addition, we explore 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.

653. Operations Strategy
Instructor: Eve Rosenzweig
Bio: http://www.goizueta.emory.edu/Faculty/EveRosenzweig/index.html
Day / Time: TT 11:30am – 12:45pm
Th 6:30pm – 9:15pm
Prerequisite: Business 551

This Operations Strategy course explores how operations can create and sustain competitive advantage. The first step in the development of an effective operations strategy is to ask: what value proposition does the firm want to offer its customers, how does it seek to compete? The course considers a variety of possible bases of competition, including lowest price, highest quality, flexibility, or speed of customer response, and innovativeness.

The choice of competitive differentiation, or industry position, will then suggest choices along critical dimensions of operating system design and management. The course provides exposure to how such an operating system must be configured so that it does what is required to deliver the chosen value proposition, or business model, most appropriately and effectively. The course also examines the complexities associated with global operating systems, including the hidden costs of outsourcing and offshoring.

This course aims to frame key strategic operations issues and provide tools to resolve them. The cases, readings, and frameworks covered in the course are designed to serve two audiences: students who plan a career specifically in operations, and others with broader interests, but who may in the future need to analyze and improve operations for strategic purposes. The latter group might include students envisioning a future in consulting or general management, as well as others interested in marketing, finance, or accounting.

655. Business Forecasting

Instructor: Steve Stuk
Bio: [http://www.goizueta.emory.edu/Faculty/StephenStuk/index.html](http://www.goizueta.emory.edu/Faculty/StephenStuk/index.html)
Day / Time: MW 2:30pm – 3:45pm
Prerequisite: Business 550

One of the most important roles of a person in business is to make better decisions. In BUS 550 you began to understand the decision process and how to incorporate information. BUS 655 expands on that basic structure in two major ways.

1) New method of modeling data
   a. Adaptive and non-linear models (regression+)
   b. General non-linear methods (Synthetic Neural Networks-SNN)
   c. Time series methods
2) Development of an automated structure to support decisions tied to data - Decision Support Systems (DSS)

In BUS 550 we developed models to predict the expected dollars contributed by a town and then use that information to decide which towns to canvas first. This is a problem that is analogous to many business situations that follow the path of:
1) need to make a decision;
2) collect data;
3) develop model;
4) predict values;
5) make decision;
6) repeat often or do only once.

This course is a very “hands on” working with data course, working with sample data sets or even better bringing problems from work. Through sharing of experience and discussion of MANY data sets and problems we gain years of experience in a few months. Grading is based on 4 projects and a presentation that, normally group work. The course is structured to challenge the very good quantitative
people while providing a path to success for the numerically challenged. Along the way, subjects we will cover include

1) Decision Support Systems;
2) Collecting data;
3) Data sources;
4) Data-Bases (as tools);
5) Review regression;
6) Expanded regression;
7) Time dependent models and analysis;
8) Advanced Solver;
9) Time series techniques,
   a. Exponential smoothing,
   b. Moving averages,
   c. Box-Jenkins (ARIMA);
10) Synthetic Neural Networks;
11) Chaos Theory;
12) Genetic Algorithms

Examples I will cover will include: Financial models - Stock prices, Risk, including bond ratings, Cash flow; Behavior models - Customer attrition, Customer likes/dislikes; Buying patterns - Propensity to buy; Politics - Identify swing voters; and Sales.

We will also work on any data set that student choose to share with the class and get help on. We often yield instantly applicable results for students at work. We will also maintain privacy as needed by your company.

656. Social Media and Virtual Communities

Instructor: Dominic Thomas
Bio: http://www.goizueta.emory.edu/Faculty/DominicThomas/index.html
Day / Time: MW 1:00pm – 2:15pm
Prerequisite: Business 551

This is a course for the students with a strong interest in new technologies and how they may be used to create new business opportunities, particularly new social networking media. Topics covered will include social networking and how the business world leverages them, virtual worlds and technologies, skills in designing and implementing social media for business value using SharePoint and iTunes U (hands on projects).

Students who take this course will be prepared to enter the emerging world of social media and virtual communities. Specifically, they will:
• be able to evaluate key success factors for effective design of social media
• be able to design and implement a variety of social media
• be able to present pros and cons of different examples of virtual community implementations for business value creation

For more information: http://dominict.net/BUS659

659. Process Analysis & Six Sigma

Instructor: George Easton
Bio: http://www.goizueta.emory.edu/Faculty/GeorgeEaston/index.html
Thousands of US companies are implementing Six Sigma (or some part of Six Sigma) as a key strategy for achieving competitiveness. These companies include both manufacturing and service companies and major efforts are underway in healthcare.

The primary focus of Six Sigma is on driving cost and waste out of the business while reducing defects and improving customer satisfaction. This is accomplished by application of well-defined improvement strategies and methodologies.

Six Sigma methods can be used to aggressively respond to the economic downturn. In fact, the birth of systems like Six Sigma lies in response to previous recessions and the resulting competitive and economic pressure.

Understanding Six Sigma and process analysis and improvement is extremely useful in the context of consulting. It is very hard to understand what is happening at many companies, especially in operations, without more than a passing knowledge of the ideas of Six Sigma.

Six Sigma was “invented” at Motorola and made famous by GE. GE credits Six Sigma with billions in savings in both their manufacturing and service operations. Many service companies also use Six Sigma. Bank of America and American Express are examples.

Six Sigma has role classifications drawn from the martial arts which lends a mystique to Six Sigma systems: Black Belts, Master Black Belts, Green Belts, etc.

Some aspect of the quality management has been “hot” for more than 30 years (TQM, BPR, Six Sigma, Lean, etc.). These topics constitute basic knowledge and skills with can be foundational to a career.

Course Objectives
We will delve in some detail into process analysis and process improvement methods.

The course will provide you background and specific skills that will make achieving a Black Belt certification easily attainable once you working and gain a little additional experience.

Important management and leadership topics will be discussed in the course that can fundamentally affect your perspective on management and your career.

The course will also provide some contextual and historical perspective which is very useful in really understanding Six Sigma.

This course has a balance of both “hard” (technical) and “soft” topics. We will learn and discuss technical methods (such as process capability analysis and design of experiments) as well as many very important general management and leadership principles.

DIRECTED STUDY

697. Directed Study
Research in fields of special interest or supervised study, covering areas not specifically included in the curriculum, may be undertaken under the direction of a faculty member and with the consent of the Associate/Assistant Dean of the Full-Time MBA Program.
Students may count 1 directed study course towards graduation requirements. Subsequent directed studies may be undertaken; however the credit hours will not count towards fulfilling graduation requirements.

Students must apply for enrollment in Business 697 in the Associate Dean's office prior to registration.

- Please complete and submit the complete Directed Study form that can be found on the Full-Time MBA SharePoint site, along with a 1 page summary of your directed study proposal to the MBA Program Office by the end of the drop/add period.
- This directed study proposal should include the objectives of the study, as well as the deliverables you will generate. This proposal should be approved by your sponsoring faculty member prior to submitting it to the MBA Program Office.
- Please review the Directed Study form for additional guidelines about directed studies.

OTHER

605. Franchise Law

Instructor: Morton Aronson
Bio: 
Day / Time: W 2:00pm – 4:00pm