

Full-Time MBA Course Catalog

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Two-year MBA Core Courses

**All courses carry the prefix of BUS.

500A, 500B, 500C. Management Practice

In practice, impact involves the action of others. Action results from integrating several processes. Each process benefits from intentional choice. Effective teamwork combined with quality problem-solving and persuasive communication leads to decision and action. The main objective of Management Practice (MP) is the building of 3 skill sets: approaches for analytical and creative problem solving, strategies for communicating and persuading, and processes for managing projects and working in teams. These are interlocking components of one approach.

501. Managerial Economics

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

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

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.

540. Marketing Management

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

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.

551. Process & Systems Management

The challenges confronting firms competing in today's dynamic environment demand a multi-disciplinary focus. As we prepare students who seek to understand and face these challenges, this course integrates the fundamental principles of information systems and operations management to cover the multiple activities comprising a firm's operating core and its supply chain. The operating core of a firm is an integrated system that combines activities related to design and engineering, production, quality management, networks of material and information flows, and the development, distribution and delivery of goods and services to customers. The course will revolve around the interface of technology and processes: processes define the business rules, interfaces, and sourcing that defines how work gets done. We will examine the role of large and complex Information Systems that embed business processes designed to link the firm's core activities into a tightly integrated system with shared data and visibility across the supply chain.

561B. Leading with Emotional Intelligence

The course is intended to help you focus on the leadership demands that you will likely face upon re-entry into managerial roles within corporations, mid-sized companies, professional services firms or large, public sector organizations. It is becoming increasingly clear that effective managers and executives demonstrate both business acumen and people acumen. This course concentrates on the latter – developing your skills as a leader and as a follower. The course is designed to enhance your understanding of self, best practices in leadership behaviors, and how to bring out the leadership potential in those around you.

591. Cornerstone

The Cornerstone Course (BUS 591) will provide information designed to support your academic performance as well as enhance your student experience at Goizueta.

Attendance to BUS 591 is mandatory. Meeting the attendance requirement is a prerequisite for eligibility for advanced course registration for the spring semester.

691. Leader Development

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

One Year MBA Core Courses

500YC. Management Practice

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691. Leading with Integrity

This is the final segment of the MBA Leadership curriculum. This course addresses “Leading with Integrity” which is a critical component of *principled leadership for global enterprise*. The purpose of this course is to enable you to reflect on the importance of integrity and ethics as prospective leaders of complex, global, dynamic organizations. Integrity is an ongoing conversation about human interrelationships. As such, it is as much a part of management as finance, accounting and strategy. Ethics concerns how our actions affect each other, and it is about the choices that we make for ourselves and for others. The course is designed to enable the extraordinary opportunity for you to discuss the role of integrity and ethics in business with your peers. The instructional team’s role is to lead and facilitate those discussions. We will focus on different frameworks for analyzing ambiguous situations to assist leaders in making morally sound decisions that preserve human dignity and respect.

MBA Elective Courses

Accounting

513. Managerial Accounting and Control

Managerial accounting is concerned with the internal generation, communication, and interpretation of information for both operational and strategic decision-making purposes. The focus of this course is on information internal to the firm that has one (or both) of two roles: decision-facilitating and/or decision-influencing. Information that is decision-facilitating affects decision-makers' evaluations of and decisions surrounding the firm's strategies and operations. Information that is decision-influencing is used to evaluate manager and employee performance, and align the incentives of the decision-maker with those of other stakeholders. Course topics include various accounting systems, revenue and cost allocation models, identification and use of relevant information for decision-making, performance measurement frameworks (i.e. objective versus subjective, financial versus non-financial), and manager and employee evaluation, control, and compensation.

514. Financial Statement Analysis

This course focuses on the techniques commonly used to analyze financial statements and related information: business strategy analysis, financial reporting and disclosure analysis, financial ratios, forecasting and pro forma financial statements, and valuation. Students will develop experience analyzing actual financial statements for a variety of business purposes including security analysis, mergers and acquisitions, corporate restructuring, risk assessment, credit analysis and commercial lending, and management's strategic communication to external parties.

519. Advanced Financial Statement Analysis

After taking this course, you should improve your ability to use an accounting report as part of an overall assessment of the firm's strategy and the potential rewards and risks of dealing with the firm (as an investor, creditor, supplier, employee, etc.). You should also improve your ability to assess how the firm's stated strategy corresponds to its actual strategy and how the firm's stated accounting results correspond to its true economic results.

612. Advanced Financial Accounting

Prerequisites: BUS 612A and BUS 612B

Investigation of special problems in selected areas of accounting. Topics include accounting for business combinations, consolidated financial statements, SEC reporting, foreign currency accounting, government and non-profit accounting, and partnership accounting.

612A. Financial Reporting I

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.

612B. Financial Reporting II

Prerequisite: BUS 612A

This course treats in depth the traditional intermediate accounting topics and also recent developments in accounting valuation and reporting practices. The course is designed with the belief that individuals can account for events best if they fully understand the nature and economic consequences of accounting and reporting alternatives. While most students take this course to prepare for careers in accounting, the course has been enriched so that students will be knowledgeable about the needs of users of financial statements and financial accounting information, and the effects of different accounting and reporting policies on meeting these needs.

613. Advanced Managerial Accounting

In depth emphasis on cost control and performance evaluation systems. Topics include detailed job cost and process cost systems, overhead control, labor and materials control, standard cost, variance analysis, gross profit and analysis, and project control.

615. Federal Income Taxation

Study of the United States system of income taxation. Emphasis on the taxation of the individual, particularly the nature of income and deductions. The course includes examination of the income tax results of property transactions, basis, gains and losses, non-recognition of income. The course emphasis is on both planning and compliance for business, personal, and investment decisions.

616. Corporate & Partnership Taxation

Study of the effects of U.S. income tax laws on partnership and corporate forms of conducting business. The course includes an examination of the income tax consequences of organizing, reorganizing, and liquidating corporations, limited liability companies, partnerships, and S corporations. Estate and gift taxes and international tax issues are also discussed.

618. Auditing

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.

619G. Information and Global Capital Markets

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.

Finance

502. Economic Environment of Business

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.

503G. Global Macroeconomic Perspectives

This course introduces global concepts, frameworks, issues and tools that will enhance the analytical skills and world view of MBAs. This course has two major focuses: global macroeconomics relevant to MBAs and development of leadership skills necessary to succeed in global business. Topics covered include: globalization, international trade, foreign direct investment, development of emerging economies, basics of international finance and global investing, the Asian financial crisis and recovery, balance of payments, and global demographic trends. The course structure is designed to help students develop their own global perspective; this aim is enhanced by numerous global leaders who serve as guest speakers.

522. Financial Valuation: The Theory and Practice of Valuing a Business

(Management Practice Elective)

This full semester finance course is an introduction to the theory and practice of valuing a business entity. Specifically, it covers the art and science of valuation by discounted cash flow methodologies, multiples analysis, and precedent transactions techniques.

A significant part of the course will be dedicated to applying valuation techniques to one or more real world situations. This will require you to build applied financial models based upon sound financial theories and thinking. Through this work you will gain practice and perspective about transporting classroom learning to the real world. You will have to work with teammates (most likely 5 students per team) to determine how to define a plan and work through the ambiguities associated with valuing an actual business. In particular, each team will need to:

- Define clearly what it is attempting to value and why,
- Devise a clear approach or approaches to meet its goals,
- Research and collect necessary data/information,
- Analyze relevant data/information,
- Build sound financial models,
- Produce a final written report of its work, and
- Make a presentation of its conclusions and recommendations.

To ensure the application of this valuation work to the real world there will be significant involvement from business and finance professionals from outside Goizueta. These outside professionals will actively work with you throughout the semester and will attend your final presentations. Some will be the senior managers of the business entities being valued. Some will be senior professionals who work in the financial services industry (e.g., investment bankers, valuation experts, private equity managers).

525: Financial Decisions/Boardroom

The mechanics of corporate governance are as follows: Publicly traded companies are “run” much like a government with three “governing” components: management; the board of directors; and shareholders. In

principle, shareholders elect a board and vote on major issues like acquisitions. Boards are shareholders' designates to hire and oversee senior management and to be directly responsible for setting strategy, executive compensation, and securing the resources responsible for assuring the company's compliance with the laws. Management is responsible for managing the day to day operations and implementing strategy. Management also plays a major role in developing a "culture" that motivates employees to work towards the common goals embodied in the strategy and the company's values, which includes abiding by the laws.

Companies are susceptible to being managed with goals that are quite different from those intended, depending on legal and other enforcement mechanisms influencing the implementation of governance. In fact, we have experienced a revolution in corporate governance that has seen the power shift from management to shareholders. The culture and rules that guide boards of directors have shifted in parallel.

This shift towards shareholder power continues to accelerate and raises questions as to how far is too far?

526: Financial Intelligence

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.

529G. Project Finance

Project finance refers to the practice of raising capital for a specific project where the source of repayment of lenders or investors is limited to that single project's cash flow. Project financing is used by asset intensive industries as a way of mitigating risk. Large oil and gas projects, power plants, toll roads and bridges, and real estate developments are examples of assets that are often financed in this way. The objective of this course is to provide students with a practical understanding of how project finance techniques can be used to raise capital for large projects: the sources of capital, the identification of typical risks and their mitigation, and the execution of financings. A significant focus of the course will be on international transactions, since project finance is a popular method of financing cross-border projects, particularly in developing countries. A number of practitioners, including investment bankers and finance executives from corporations, will make presentations.

585. Entrepreneurial Finance

This course discusses in the depth all facets of operating and financing an entrepreneurial venture. A key component of the course consists of students applying their knowledge at actual entrepreneurial ventures (practicum). To ensure that students are prepared to provide maximum value to their entrepreneurial venture, the class will have a broad focus on helping ventures raise money, understanding the key attributes of successful ventures and understanding strategies and tactics used to increase the probability of success. The course is divided into three modules. The first module consists of evaluating entrepreneurial ventures (valuing them, assessing their likelihood of success) and techniques to enhance their value. The second module features a broad overview of financing methods for entrepreneurial ventures and how to prepare and negotiate a deal with capital providers. The third module is interwoven throughout the course and applies the knowledge gained in modules one and two in a practical setting at an actual entrepreneurial venture. The primary audience for this course is (i) students interested in starting their own company or joining an entrepreneurial venture and (ii) students interested in joining firms that capitalize entrepreneurial ventures (angels, venture capital firms, private equity firms, family offices, endowments, sovereign wealth funds, pension funds, etc.). The secondary audience for this course is students planning careers that have significant interaction with entrepreneurial ventures or those that finance these ventures (investment advisors, consultants, etc.). The course is split equally between in-class sessions and the practicum. Students are evaluated on the basis of their class participation and their performance in the course practicum.

620. Advanced Corporate Finance

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 and Restructuring

Pick up the Wall Street Journal or the Financial Times and you will find some form of corporate restructuring or some corporate governance issue in the news. This course is about understanding and developing insights about such phenomena. We will start the course by understanding Valuation using DCF and Multiples methods. We will then examine synergies, deal design and risk management in the context of Mergers and Acquisitions. After enhancing our understanding of Mergers and Acquisitions, we will move to hostile takeovers where we will understand the mechanisms for mounting a hostile takeover as also takeover defenses such as poison pills, golden parachutes, etc. In the latter half of the course, we will examine how restructuring the Capital Structure of a company can add value to the company. This part will cover Leveraged Buyouts, particularly Technology buyouts that have been so popular over the last few years, and Leveraged Recapitalizations. The course will contain a mixture of cases and class lectures. This course is indispensable to all students interested in pursuing Finance or Strategy careers. The course is quantitatively demanding. Students will be expected to use Microsoft Excel for case analyses.

622. Doing Deals: Private Equity

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

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.

624. Derivative Asset Analysis

This course covers the valuation and use of derivative assets. During the first portion of the semester, the class examines call and put option contracts having common stocks as their underlying assets and also considers 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. Options with other underlying assets, and exotic securities with option-like features are also examined. During the second portion of the course futures contracts are studied, with an emphasis on stock-index futures. The focus again will be on relative pricing requirements enforced by arbitrage trading strategies. The overall objective of the class is to give students the skills to assess the values and

risks of derivative assets and to develop strategies based on their analysis. Problem sets, cases and a project reinforce the material presented.

625. Real Estate Management and Finance

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.

627G. International Finance

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

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 Portfolio Management

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.

680. Illiquid Alternative Investments

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.

681. Venture Capital & Private Equity

The course surveys the private equity industry, with an emphasis on the financial and economic tools useful for leveraged buyout and venture capital investing. The course is divided into three modules. We begin with an introductory module on the organization and strategies of private equity funds. The second module covers examples of the basic types of private equity transactions, and the third module expands on these types by studying transactions with options and hybrid financing structures. The primary audience for this course is finance majors interested in careers at private equity funds. The secondary audience is students planning careers that have significant interaction with private equity funds, either as providers of these funds (pension fund managers, institutional investors, investment advisors) or as consumers of them (managers/owners of startups or buyout

candidates). The course will be primarily case-based, with written assignments by student-formed teams required for about half of the class meetings.

682. Real Estate Market Analysis

This course includes an introduction to the principles of real property analysis and use. Subjects include the nature of real estate and real property, fundamentals of real property law, public and private limits on the rights of ownership, principles of location theory, an introduction to legal documents, and an examination of the processes used to analyze the supply and demand for real estate. General methodologies for market studies are developed and then applied to the residential, retail, and office sectors. The course also explores demographic, technological, economic, and social trends that affect these real estate markets into the future. Techniques of spatial analysis are introduced.

683. Applied Investment Management

This course covers advanced topics related to portfolio management, including market timing and international investments. As part of the Goizueta Business School Student Investment Fund, LLC, enrolled students manage an equity portfolio of more than \$1 million. Students are responsible for stock selection, trading, performance evaluation, risk assessment, and reporting to the Fund's investors. The course includes a number of guest lectures, with speakers drawn from the local investment management industry. A term project is assigned wherein students develop a detailed investment strategy, specifying an exact set of criteria to be used to select a portfolio of stocks. Students will present their ideas to the class at the end of the semester.

684. Advanced Derivative Assets

Prerequisite: BUS 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 be 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.

686. Real Estate Equity Investment

Prerequisite: BUS 625

This course presents information on investment in and valuation of income-producing real estate, both in public company and direct property formats. It examines the relationship of project and entity valuation to various financial and performance metrics, sources and uses of capital, and management decisions. Direct investment concepts covered include cash flow analysis, net present value, internal rate of return and yield capitalization in addition to public market measures such as Fund From Operations and financial reporting via SEC filings. The course also focuses on different property sectors within the real estate industry along with the tools and resources available to conduct relative valuations. Real world examples are used to highlight these analytical techniques as are outside speakers.

687G. Global Derivatives Markets

This new Goizueta elective will be in a “master class” format, providing students with a unique exposure to the global capital markets. The syllabus will be based upon a practitioner’s approach to applying the basics of asset valuation and derivatives theory to the real world of trading, portfolio management and capital markets. We shall apply theory from prior derivatives and finance classes to explore the real-world trading environment of a Wall Street brokerage house or hedge fund. There will be real industry involvement, in the form of project work based on actual executed trades and strategies, visiting speakers and the professor’s own industry experience.

The hands-on format will prepare the student for a career on Wall Street. Students will learn trading strategies by being divided into “trading desks”, including interest rate, credit products, foreign exchange, equities and commodities. A solid understanding of basic option theory will be extended to the learning about how the real-world markets are structured; the reasoning behind each trading strategy; and discussions of why the banks allocate capital and risk to these markets. Applications will mirror real-world practice, as each team of students will be responsible for structuring, valuing, building, hedging and risking their own portfolios. Each team will also be responsible for analyzing the quantitative exposure and risk on their portfolio, as well as looking at regulatory and legal aspects of the business.

Seminar-style classes will be divided between lecture format, team work, student presentations and discussion. Following the current financial markets will be a major component of the course, as current events will determine the decision making strategies of each team’s projects. Each class will begin with a discussion of the markets and recent market events. Lecture content will be tailored to the market environment and students’ financial interests.

688. Real Estate Development

Prerequisite: BUS 625

This course will provide a comprehensive overview of the real estate development process. The course will offer weekly seminars addressing different components of the development process including land acquisition, due diligence, entitlements, legal considerations, design, financing, pricing, marketing, lease-up/sell-out, property management and asset stabilization. The course will be taught by a lead instructor in conjunction with specialists each week that focus on a particular component of the development process. In a team setting, students will perform a simulated development throughout the semester with deliverables due at stated development milestones. The course will conclude with presentations to seasoned real estate professionals.

689. Advanced Real Estate Finance

Prerequisite: BUS 625

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.

695. Distressed Investing

The course surveys distressed investing with a focus on real estate. The course is divided into five two-hour sessions. We begin with an introduction to valuation in private equity. The next four sessions will take detailed

looks into the following topics: (1) the general partner and limited partner relationship, (2) deal structuring and investment approaches, (3) distressed securities valuation. The primary audience for this course is finance majors interested in careers in real estate finance or in private equity and hedge funds. The secondary audience is students planning careers that have significant interaction with real estate finance and/or private equity and hedge fund industries, either as providers of these funds (pension fund managers, institutional investors, investment advisors) or as consumers of them (managers/owners of companies). The class meetings are split about equally between cases and lectures. There are two written assignments and presentations done in teams.

Organization and Management

532. Business & Society

Formerly “Corporate Social Responsibility & Sustainability”. Students will learn that introducing sustainability into complex organizations requires understanding of (at least) operations, incentives and performance measurement, change management and reputation/identity management. As the basic concepts are being articulated, students will be also introduced to “Sustainability at Emory”. Here, we will learn why sustainability is important to Emory and what specific challenges are faced by those trying to make progress in this important domain.

The course will be built around a diverse set of real sustainability projects identified and defined by Emory’s Office of Sustainability. In this respect, the student’s will be working on projects that will enable them to both learn about and live through the challenges faced when trying to make organizations more sustainable. Each project will be selected because of its importance to Emory and its overall sustainability goals. As such, each group will have at least one primary point of contact within Emory to provide information, insight and support.

Because students will want to know about the generalizability of their experiences to other organizations, we will link each of these projects with a series of similar “business-world examples”. During this matching process, we will identify an appropriately-experienced Goizueta alumnus to serve as an additional point of contact for the student groups. This individual will ensure that the students leverage what has been learned elsewhere as they execute their projects here on campus.

Students will work in mixed groups (e.g., 3 BBA, 1 BBA and 1 additional Emory student). Each group will work under the auspices of a course project manager. The final presentations will be made to a diverse group of university stakeholders (including the primary beneficiaries of each project). These presentations and the materials that they are based upon will be archived and used as inputs into future iterations of the class.

At the end of the course, students will be assessed based on their class participation and on how well they tackle their assigned projects. This includes the effectiveness of their background research, the quality of their proposed plan of action, and the usefulness (to Emory) of the outputs of their efforts.

535. Catalyzing Social Impact

(Management Practice Elective)

In this project course, Goizueta MBA students will gain valuable experience developing creative solutions to the complex challenges that social enterprises currently face. While conducting structured, detailed and systematic research that addresses real-world problems faced by our client partners, students will gain exposure to the many experiments and ideas that relate to their projects. Students will then apply what they are learning in business school to develop innovative solutions that, when applied, will address the assigned problem and therefore make a visible contribution to the many lives that are touched by their project. Our client partners will benefit from exposure to this research, as well as the insights and recommendations that emanate from our students’ accumulated business acumen.

537. Managing Groups & Teams

Team work is prominent in a variety of organizational, social, and professional settings. Yet, many misconceptions exist about teams that hinder their effectiveness. The course will cover the theory and processes of group and team behavior. A variety of behavioral topics will be covered (e.g. innovation, power & politics, social networks) with an emphasis on group contexts. Examples of the types of group contexts considered include special project work groups, business units, and top management teams. The course is intended for students who seek a greater understanding of teams and who wish to increase their competence in managing and working effectively in team

contexts. This course is also suitable for students interested in expanding their knowledge of the people side of organizational life.

538. Strategies for Entertainment/Media

In this course, we will examine some economic features common to most entertainment, cultural and media industries (we use these terms as synonymous), how those features pose unusual challenges for managers, and some approaches for overcoming those challenges.

These features include:

- Large fixed costs for the first copy of new products and brands, but small variable costs for each additional copy;
- Intrinsic uncertainty in the probable success of products prior to their introduction into the market; and
- An unusual relationship between product age and value: on the one hand, products initially lose their value rapidly; on the other hand, the goods produced retain some residual value for an effectively infinite period, raising interesting questions about the value of ‘libraries’ versus new products.

We will learn to think strategically about the nature of cultural and media products, what drives their supply and demand, the factors that affect their value and how firms can profit from them.

Another key feature of these industries is that symbolic and aesthetic attributes are at the very core of the value of these products. This implies that the value depends largely on third parties, e.g., critics, dealers, foundations, users, etc. Some of these parties act as powerful intermediaries or gatekeepers as they control critical resources firms need.

Though a background in strategy or finance would benefit most student, the class has no official prerequisites.

630. Competitive Advantage

Formerly “Industry and Competitive Advantage.” The very core of strategy in a competitive environment is the task of outperforming one’s adversaries through taking a set of actions that both: (1) attract and retain customers ,and (2) do so in ways that your adversaries cannot copy, or will choose not to copy. Much of the Emory MBA focuses on the former, this course focuses on both equally—because any marketing strategy that is successful but copiable will be of temporary benefit at best.

Therefore, students will learn to use a combination of concepts and analysis to discover: where and why one company can take actions that another cannot (or will choose not to), how important those differences can or will be in a particular situation, how to reach insights your competitors’ do not have, and how to predict competitors. The course will cover both long term strategy, and battlefield tactics.

This course is valuable for those who aspire to formulate and evaluate business strategy. This objective may fit well for those who seek careers in consulting, entrepreneurship, general management, and investment banking (among others).

631. Social Enterprise/Impact Investing

Social enterprises are mission-driven organizations that trade in goods or services for some defined social purpose. At times, the profits from a business are used to support a specific social goal. Other times, the organization itself accomplishes a defined social aim through its own operations. This class discusses the evolving role played by the social enterprise in the context of changes in both the private and government sectors. This is followed by an elaboration of specific organizational and management challenges faced by social enterprises. The third part of the course focuses, in turn, on different ‘types’ of social enterprises; e.g., large established social enterprises like Habitat for Humanity or C.A.R.E.; social entrepreneurship; global social enterprise; and organizations dedicated to

environmental sustainability. The course concludes by discussing careers options in and associated with social enterprises.

The specific course content is comprised of a mixture of readings, cases and visiting speakers and panels. Grades are based on in-class performance, reading reflections and book reviews, and a multi-part project detailing the performance and prospects of selected social enterprises. Finally, every student that enrolls in this class is required to contribute (i.e., volunteer) 15-20 hours to a social enterprise. The form of this internship is flexible and is determined in consultation with the professor.

632. Negotiations

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 and Managing Change

This course will address the forces that drive organizations to change; examines impediments to organizational change as well as those strategies for making organizational change more effective. The emphasis will be on planning, managing, evaluating, and surviving organizational change, with application to emerging business issues, including: knowledge management, "learning organizations," network management and organizational implications of new technologies and the internet. Case analyses will be augmented by exercises, live cases, guest speakers, and projects.

635G. Multinational Firms & Strategy

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

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.

661. Advanced Entrepreneurship

Prerequisite: BUS 636

This is a second level class designed specifically for future entrepreneurs and business leaders. We will focus on the “how to” of building a successful business. This class will be hands on and discussion oriented. It will provide you with a new set of valuable “analysis” and “solution building” methodologies that you will find extremely valuable and applicable throughout your business career. In addition, you will also learn how to respond to unexpected and real world problems that can often cause a good business to fail. We will be using a Business Plan (that will be provided to you), key reading assignments, individual and team exercises and in class discussions as the basis of the course. In addition, we will have relevant business leaders share with you lessons they learned from their entrepreneurial experiences.

We will spend the majority of our time focusing on the following essential business and entrepreneurial concepts, and learn how to:

Determine if a business opportunity is worth pursuing;

Find the next big opportunity;

Understand how buyers really make decisions;

Design products the market “really” wants, quicker, less expensively and with lower risk;

Generate significant market interest for your products and services on a small budget;

Create tactics that are high impact, and easy to implement;

Develop strategies that have a significantly greater likelihood for success;

Improve your management skills to increase your odds of achieving your business objectives;

Leverage the effectiveness of working with partners and minimize the risks associated with partnering;

Negotiate more effectively with an investor (or as an investor);

Deal with the reality of business when it deviates from your business plan (as it inevitably will);

Create a business environment second to none;

Buy a business without over paying; and

Recognize if and when to sell your business and how much it’s really worth.

663. Principled Leadership

The course is intended to help you focus on the leadership challenges that you will likely face upon re-entry into managerial roles within complex organizations. Increasingly in today's business environment, the need for leadership, and particularly principled leadership, is greater than ever. This is especially true in middle and upper middle management levels where there are unique struggles to manage up, down and across the organization. As Merrill Lynch puts it, “By [principled leadership] we mean vigorous leadership, both by Merrill Lynch and within

Merrill Lynch at all levels -- leadership that is rooted firmly in our principles, directed toward our objectives and suited to our exacting standards.”

In this course, we will focus on how each student can define, communicate, and exemplify his/her own authentic principled leadership style that is best suited for the context in which he/she is leading -- with the goal of achieving superior organizational performance. The course is designed to enhance your understanding of yourself, best practices in leadership behaviors, and how to bring out the leadership potential in those around you. In addition to cases and guest speakers, you will engage in leadership development assignments and contribute to the School's leadership blog. Grades will be based on class participation, case analysis of leadership in organizations, self-reflective assignments, and a leadership self-assessment and development plan.

Marketing

541. Ideation

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. Joey Reiman, Founder and Chief Thinker of BrightHouse, the world's first Ideation Corporation, teaches this course.

This class is both highly interactive and introspective in that Master Ideas are created by groups but found outside the Matrix of our minds, rarely visited by us. You will work in teams, outlining course packet, readings and class discussions. You will also serve as consultants, pursuers and teachers as we learn about the Master Idea.

542. Market Intelligence & Customer Insights

Who will benefit from taking this course? This course will teach you how to use marketplace data to make business decisions. It is aimed at the executive who is the ultimate user of the research and who is responsible for determining the scope and direction of research conducted on his/her behalf. It will be particularly valuable to students planning careers in brand management, strategic consulting, marketing consulting, international management roles in industries like consumer packaged goods, entertainment, financial, sports marketing, etc. In order to lend realism to the material, the course will introduce research techniques and data used in large companies like Coca-Cola, Procter and Gamble, American Express and Merck. The course has three major themes:

Taking general managerial problems and structuring them in terms of specific questions that can be researched.

Understanding primary and secondary sources of market/consumer insights, including issues in data collection.

Becoming familiar with specific techniques for analyzing market/consumer insights data once it has been collected and using those analyses to make better management decisions.

Specifically, the course will:

Help you understand how market/consumer insights techniques enhance decision-making by converting market data into insights for decisions like segmentation, targeting, product positioning, promotion, advertising response, etc.

Help you learn to view marketing phenomena and processes in ways that are amenable to decision modeling.

Introduce you to a number of examples of the successful use of analytical models in marketing.

These skills are important not only to those directly involved in market/consumer insights activities, but also to "consumers" of market/consumer insights, particularly managers who commission and evaluate market/consumer insights consulting studies. The course will enable you to effectively evaluate market/consumer insights proposals; interpret, review and criticize the subsequent reports; and appraise their usefulness to management. The course will also provide a basis from which you may pursue additional study in order to become a research specialist. By the end of the course, you will have some experience with the planning and execution of a research project.

Do other business schools offer a similar course? The course content is benchmarked with similar courses offered at other leading schools including Kellogg, Chicago, Wharton, Stanford, New York University and Cornell. This

course borrows elements from courses like introductory market research, data-driven marketing, marketing engineering etc. A course like this is often a required course for marketing, brand management and management consulting students at other top-tier programs.

How is the course material organized? The course is broadly structured to follow the steps in the market-research process. The topics include problem definition, research design (exploratory, descriptive and causal), data-collection methods, questionnaire design and attitude measurement, sampling schemes and data analysis. Emphasis will be given to both the qualitative and quantitative aspects of market research.

543. Digital & Social Media Strategy

Firms devote increasingly large proportions of their marketing effort to digital (away from traditional offline). This objective of this course is to introduce students to contemporary issues related to digital marketing strategy and tactics. Students will gain an understanding and skill in deploying various online marketing strategies and tactics including display ads, interactive website content, sponsored search, social media, online distributors, algorithmic search (SEO), affiliate marketing, email marketing, and "group buying" voucher coupon sites.

544. Marketing Analytics Consultancy

(Management Practice Elective)

Teams work with partner companies on data-intensive marketing projects. The key questions addressed in the projects focus on central issues in marketing, such as segmentation and targeting, pricing, retention, marketing ROI, and demand forecasting. Students receive hands-on faculty guidance in creating marketing models, analyzing data, and extracting insights. Deliverables include a final presentation to the partner company. Student teams may participate in Presentation Day event in May.

547. Product and Brand Management

The course is designed for both marketing specialists and generalists. The course exposes students to the contemporary challenges faced by a broad variety of firms in developing and launching new products, creating and maintaining brand equity, and managing products and product lines. 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. Hence, the course is relevant to students whose interests are in general management and consulting as well as those who expect to work directly in brand management (e.g., consumer packaged goods) or product management (e.g., technology or industrial markets). The pedagogy is a mix of lecture/discussions, case studies, computer-based analysis exercises, and a simulation. 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

This course is designed for both specialists and generalists; namely, those who are pursuing a career in sales and business development, as well as those who will use sales skills in their careers. The course exposes students to the contemporary challenges faced in the selling process. 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 that they serve. 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 and business development. The course centers on three themes:

1. Personal selling
2. Sales management
3. Selling into the channel of distribution

The objective of this course is to develop and enhance the skill set that students will need to pursue careers that involve selling and business development. By the end of this course, you will have acquired the skills that will allow you to enhance your firms' revenue, either personally or through a sales force.

549. Goizueta Marketing Strategy Consultancy (GMSC)

(Management Practice Elective)

The annual marketing strategy competition affords students practical experience in addressing marketing problems by assigning them to work on a project with partnering companies that have agreed to work with our students. Partnering companies identify a specific marketing problem as the focus of the project. Student teams, working with the course leader, then undertake analysis of the problem, collect data and develop a plan to address the focal issue. Students are strongly encouraged to take a multi-disciplinary approach to exploring solutions. Deliverables at the end of the project include a written report and a presentation.

641. Marketing Seminar

This is an advanced level seminar on marketing management. It will focus on how global competition, emerging markets and changing demographics impact marketing practices and perspectives. A new framework called the 4 A's of Marketing (acceptability, affordability, accessibility and awareness) will be used to understand and implement customer centric marketing.

The seminar has three written assignments and selective readings.

642. Product & Brand – Healthcare

Product and Brand Management: Healthcare is the life sciences version of BUS 547 Product and Brand Management (see 547 description above). The focal content of the two courses is the same, with the key difference being that case studies with a life sciences context are used where feasible. The content of the course is not compromised in order to fulfill this life sciences positioning, meaning that best practices examples will largely be from outside of a life sciences content. The tools, concepts and frameworks presented are generalizable to a broad set of marketing contexts. The principal aim of the course is to develop students' skills in areas related to:

- developing and introducing new products, and formulating strategies for managing a line of products;
- formulating strategies for building, leveraging, and defending brands;
- managing integrated campaigns to influence customer and trade behavior; and
- working with data of the types that are typically available to brand and product managers.

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.

644. Marketing Analysis in Excel

This is a course in marketing data analysis and decision making. The primary objective is to provide you with fundamental analytic tools to advance your decision making skills and help you succeed as a future business manager. Topics in probability, statistics, and constrained optimization will be introduced and discussed in the context of typical marketing problems to provide you with the opportunity to see where data analysis fits into the decision making process. Given that Excel is a commonly available tool, exercises will be designed to increase your familiarity with the software as a means of summarizing and analyzing data, as well as developing functional worksheets.

646. Consumer Behavior

Marketplace choices are made by a broad spectrum of internal and external customers. This course will examine the behavior of different types of customers--consumers, businesses, and governments--as well as suppliers, employees, stockholders, and other stakeholders of the firm. Each of these customers has different values that influence his/her market choices. This course will employ a variety of teaching approaches, including an empirical research project that relates to market choices.

647. Sports Marketing

The objective of this course is to provide students with practical marketing experience as well as insight into Not For Profit Organizations (NPO) and the challenges that they face. Additionally, this course strives to provide the participating NPO organizations with skilled marketing resource. Students will be given primary assignments to specific NPO marketing projects, and may rotate to a second project. This collaborative format is meant to not only ensure the success of the outcome of the student marketing projects, but also expose the students to more than one NPO and one set of marketing challenges during the semester.

648. Marketing Channel Strategy & B2B

A key source of value is through the use of strategic partnering agreements and innovative distribution design. This course is about how to leverage value through the firm's distributor, supplier, and retailer networks. Topics include but are not limited to the following: how to manage multiple online and offline channels, how to structure and manage business partnerships for maximum returns, how to select and incentivize partners and how to design and redesign routes to market. We will also discuss conflict management, channels in emerging economies, technology and social media, and other generalizable frameworks applicable to a wide variety of B2B issues. This class is ideal for individuals who currently work in or are targeting jobs in consulting, industrial sales and buying, marketing strategy, and business development. The class format will include cases, projects and guest lecturers.

649G. Marketing Strategy & CRM

The course emphasizes learning-by-doing. The primary objectives of this course are to: help students explore select issues in marketing strategy via lecture-discussions and cases; experience marketing strategy in a computer simulated environment, complete with competing firms and an evolving industry (MARKSTRAT); and apply key concepts explored in class in a field project. Some of the themes covered include customer value, market focus, market evolution, driving markets, gray markets, channel control, value extraction in e-commerce, marketing control, customer management, and sales automation. The simulation entails themes of market segmentation, product positioning, new product development, advertising, pricing, salesforce allocation, channel decisions, and market research.

Information Systems and Operations Management

553G. Supply Chain Management

In some industries, supplying goods to customers is primarily controlled within an organization, and a classic example of this structure was the Ford plant at Highland Park, where raw materials were delivered at one end of the facility and finished Model T's left the other end. Today advances in communication and transportation have led to complex supply chains that span organizations and continents. This course will combine cases and readings to allow students to understand the operations and economics of supply chains, and how companies use supply chain management in creating a competitive advantage. This will require the development of some analytic tools for determining operating policies that effectively manage the numerous trade-offs in supply chains. We will also be careful, though, to put these decisions in the context of the overall strategy of the firm and the evolving business environment, where new developments can radically change the basis for competition (Amazon and Wal-Mart are retail examples, but fundamental changes are taking place in many other industries). And supply chains are a natural place to examine global operations, where links of the supply chain are located around the world in an attempt to successfully compete. Students with an interest in careers in consulting or in the operations functions within a firm are the primary target for this course. But students interested in marketing will find this course useful since supply chain organizations are often closely tied to marketing functions, and students interested in finance will be served by understanding the impact supply chains have on the financial structure of the firm.

554. Advanced Data Science

This course is an advanced analytics course focusing on data science and the development of data products. Data science is an emerging interdisciplinary field that draws from computer science, statistics, business, as well as other fields. All of the typical phases of data science projects will be discussed in the course: data acquisition, data cleaning, storage and retrieval, data analysis, and production product development. Students should expect to face unstructured problems that will produce significant frustration (all a part of functioning in this arena). The course is intended only for students in the top quartile in terms of quantitative and computer skills. Most of the work in this course will be team based and you will be expected to help each other. The computing for the course will be done using the statistical package R and the computer language Python. Much of our computing will be done "in the cloud" using Windows instances on Amazon Web Services.

555. Appcology

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.

556. Analytics for e-Markets (formerly title Advanced Analytics for High-Tech)

Why does a Toyota make both the Corolla and Camry, and how is the price differential between the two products decided? If you think pricing cars was difficult, consider how Microsoft decides to create two versions of the same digital product, XP professional and XP home, where marginal cost of production is zero! Does it not make sense to create one version then? How does piracy affect this decision?

This course introduces students to the economics of online markets in general and digital products in particular. Topics covered include network economics, pricing strategies, segmentation and versioning for digital products, impact of bundling services. Students are introduced to both analytical models as well as empirical analysis using

real world data from the entertainment industry. The course will build on your basic exposure to Decision Analysis and Economics to include advanced topics include concepts of standards competition, lock-in strategies, etc. The course will require knowledge of basic math/calculus and statistics, as well as familiarity with Excel/XLstat.

We will take a practice oriented approach where theory and case studies will be combined with a number of industry speakers.

557. Management Science in Spreadsheets

This course covers traditional management science techniques such as linear programming, integer programming, and simulation. The emphasis of the course is on practical problem solving. All work is performed in Excel. However, little knowledge of Excel is necessary to begin the class. The particular problems of the course are slanted to attract those interested in finance and operations, but also include some marketing and HR problems. Finance oriented topics include asset allocation, arbitrage, short term cash flow planning, and balance sheet management, among others. Operations oriented topics include production planning, facility location, labor scheduling, blending, and others. The class is "hands on." It will be necessary to have a computer with you in class.

558. Operations & Information Consultancy

(Management Practice Elective)

This course provides a comprehensive introduction to project management. Projects provide businesses a time-delimited tool for improving, expanding, and innovating- the primary means for converting strategy into action. Success differentiates top performing firms. We will use Project Management Institute (PMI) materials and focus on discussion and analysis of business cases that convey core project management skills. We will particularly focus on the challenge of managing projects involving dispersed team members from multiple organizations. This course can be credited toward PMI Project Management Professional (PMP) certification as 39 Professional Development Units (PDUs).

650. Decision Modeling

Advanced topics and tools for analysis of decision problems, focusing on modeling the real-world complications that are simplified away when introducing decision analysis. In particular, we address the issues of: too many alternatives (leading us to resource pricing, linear programming using Solver, and other optimization techniques); aversion to risk (utility, using PrecisionTree); multiple, conflicting objectives (multi-attribute decision making and value-focused thinking); and too many, complex outcomes (Monte Carlo simulation using @RISK). In addition, we look at the special case of risks involving threats to life & limb, and we examine the special features of dynamic models and complex systems. The primary course objective is to improve managerial effectiveness through clearer thinking about complex decision issues, and through the application of powerful analytical tools to a wide variety of common management problems.

651. Strategic Decision Analytics

Advanced topics and tools for analysis of decision problems, focusing on the complication of multiple decision makers. The course starts with the fundamentals of game theory and develops conceptual frameworks and analytical tools for strategic thinking and action. Applications include models of competition and cooperation, strategic moves, negotiation, auctions & bidding, fair division, coalitions, voting and group decisions, and large systems of decision makers.

In addition, we revisit the underlying psychology of decision makers – in ourselves and in the others we interact with – and develop methods for overcoming natural weaknesses and “decision traps” in strategic interactions.

652. Healthcare Ops and Technology Management

Health Care is the largest industry in the US. Faced with rising costs and quality challenges, while simultaneously experiencing an increase in demand for limited resources, health care organizations are under unprecedented pressure to improve efficiency and quality. This course provides key general-purpose concepts from Operations Management, including decision making under uncertainty, quality and process improvement, capacity planning, cost benefit analysis, and technology adoption, with special applications to health care delivery. The goal is to provide students with a clear understanding of the challenges confronting the stakeholders in the healthcare industry, and to demonstrate how technology and tools from Operations Management can play a critical role in solving one of the most pressing economic and social challenges of our time.

653. Operation Strategy

How can firms compete on operations? Some do it by delighting customers with a steady stream of innovative products. Others deliver goods and services faster or at lower cost than competitors. Such superior operations are typically the result of the operations strategy.

This course on operations strategy explores how operations can create and sustain competitive advantage. The first step in developing an operations strategy is to ask: what value proposition does the firm want to offer its customers? We consider a variety of possible bases of competition, including lowest price/cost, highest quality, flexibility or speed of customer response, and innovativeness. The choice of value proposition in turn suggests a series of choices with respect to the design and management of the operating system. The course reviews how to configure an appropriate and effective operating system – one that aligns with, supports, and delivers the chosen value proposition. We also examine the complexities associated with global operating systems, including the hidden costs of outsourcing and offshoring.

An important goal of this course is to frame key strategic operations issues and to 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 students with broader interests who may in the future need to analyze and improve operations for strategic purposes. The latter group may include students envisioning a future in consulting or general management, as well as others interested in strategic management, marketing, accounting, and finance.

655. Forecasting & Predictive Analytics

One of the most important rolls of a person in business is to make better decisions. In this course, you will begin to understand the decision process and how to incorporate information. BUS 655P expands on that basic structure in two major ways.

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

In this course, 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: need to make a decision, collect data, develop model, predict values, make decision, 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 quant people while providing a path to success for the numerically challenged.

657. Data Analytics and Visualization

In most settings individual decisions are not made in isolation. Multiple decisions must be made simultaneously and involve judgments that can be described as inherently limited, interdependent or prone to considerable uncertainty with regard to outcomes (often all three). Question: In an ever more demanding business climate where critical decisions need to be made within shorter and shorter time windows, how do effective managers get a handle on these complex decision environments, let alone come up with good solutions? Answer: They develop or customize analytical tools and frameworks to get the job done.

Increasingly this involves leveraging the capabilities of familiar and accessible technologies. The effectiveness of such leverage critically dependent on (1) the ability to translate real-world problems into forms that such technologies can assist with, (2) the ability to portray/visualize these translations in ways that enhance the understanding of the dynamics of these problems, (3) the ability to structure mechanisms that derive suggested solutions to these problems, as well as describe the robustness of these solutions to sources of uncertainty, (4) the ability to clearly convey the justification and practicality of final solutions to others. Whereas these skills are often assumed to be distributed among multiple roles in a firm, managers competent in all four are certainly at an advantage in modern firms. The cherry on top of course is (5) an ability to develop tools that are not only useful to the developer but also to the developer's co-workers and/or clients.

This course is designed with the goal of equipping students with competencies in each of the above skill sets – the intended product being an individual capable of developing analytically rigorous decision support tools, catered to specific managerial environments, which can be easily handed off for robust application by a range of intended users in those environments.

659. Process Analysis and Six Sigma

Even though Motorola developed Six Sigma nearly 20 years ago, it is becoming more popular among both manufacturing and service organizations. Companies like GE, Home Depot, Wells Fargo, Bank of America and Honeywell have explicitly adopted Six Sigma, while a countless number of companies use the Six Sigma approach without using the Six Sigma name. In fact, Honeywell's website describes Six Sigma as, "one of the most potent strategies ever developed to accelerate improvements in processes, products, and services... It achieves this by relentlessly focusing on eliminating waste and reducing defects and variations."

In a nutshell, Six Sigma's structured approach links business-level performance to business processes and uses well-established tools to find and eliminate sources of waste and variation. Students who take this course will learn how Six Sigma fits into a integrated strategic approach to process management, how Six Sigma tools can be applied to improve both service and manufacturing operations, and how to manage Six Sigma projects in organizations. The course includes an industry-based Six Sigma project, and reflects the educational requirements for Green Belt certification.

Other

504. The Business of Healthcare

This course will provide students with an overview of the current structure in the healthcare industry and an understanding of the complex inter-relationships among the players in the industry. The course will explore the fundamental business models used by various players in the industry including providers, innovators, insurers, employers, and government regulators. Students will become familiarized with the economic incentives and important issues which must be addressed for individual players to create value in the U.S. healthcare system. Students will leave the course with the ability to frame the important questions required to evaluate potential business strategies and operational issues in each sector of the healthcare industry.

507. Healthcare Consultancy

(MP Elective)

Student teams work with partnering organizations to tackle a variety of real-world problems in the diverse health care sector. Problems, projects and business tools vary from year to year. Healthcare clients span the sector from health care delivery organizations, public health clinics, pharmaceutical and medical device companies, to non-profit organizations. Students get hands-on coaching in applying the frameworks and processes of running a consulting project, as well as deeper dives into the issues and challenges of the health care ecosystem. Deliverables include selected project updates during the semester and a final student team presentation to executives from the client organization.

536. Washington Campus: Strategic Leadership – Business and the Public Policy Process for MBA Students

The Washington Campus is an organization sponsored by several MBA programs around the country (including Goizueta and many others). The program will bring our students in contact with Washington's finest minds and most experienced hands in the challenging issues of making public policy and business work. The goal is to prepare MBA students, both as individuals and in their professional careers as managers and leaders, for more active and effective participation in the democratic process.

Past topics have included macroeconomic policy, the private sector's responsibilities in making democracy work, competing in the international marketplace, federal regulation, Federal Reserve policy, trade policy, national security, the challenges of city government, science policy, decision-making in the executive branch, government and the media, and tax policy. This year's topics will depend on the final slate of distinguished speakers.

In order to receive credit for the course, students taking this course will be required to attend the entire seminar and to complete, pass a final exam given at the end of the week, and successfully complete a small group project that will be due after you return from Washington, DC.

This class is held in Washington DC for one week. It is offered in two timeframes: January and March 7. Goizueta Business School will pay for student tuition to Washington Campus, and each student will pay a \$350 - \$400 materials fees, their own airfare to Washington DC, lodging, food, and other transportation.

Please visit the Washington Campus website for additional information.

www.washcampus.edu

563. The Business of Sport

This business of sport course teaches students about the business issues involved in the operation and management of organizations within the sport business management industry. Students will learn about the business of collegiate

and professional sport, sport marketing, sport analytics, market research, public relations in sport, sport business media, sales and sponsorships, and legal issues in sport.

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 Dean of the Full-Time MBA Program. Students must apply for enrollment in Business 697 in the Associate Dean's office prior the end of the drop/add period.

More information on directed studies can be found on the Full-Time MBA Academic Website at:

<https://community.bus.emory.edu/program/FullTimeMBA/Pages/Directed%20Study.aspx>