MBA Core Courses

501P - Economic Analysis for Managers - This course will focus on the economic decisions made by managers of firms, and the structures of various market applications of fundamental notions, such as opportunity costs, opportunism, transaction costs and market power to managerial and individual decision making. In addition, the course will cover 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.

512P - Financial Accounting - Financial accounting is a conceptual model and methodology for analyzing, processing, and reporting information about business activities; whereas, financial reporting consists of corporate financial statements and related disclosures that companies provide to investors and other parties external to the organization. Managers often have a significant amount of latitude in deciding how to treat economic events in the financial accounting model and how to report them; hence, it is necessary for companies to develop accounting policies and strategies. Upon completing this course, students will understand the financial accounting and reporting model and how it is applied in a wide variety of U.S. and international corporations. The course is presented from a "user" perspective rather than a "preparer" perspective. Although prior study of financial accounting is not a prerequisite for taking this course, a short pre-enrollment course in the foundations of accounting is beneficial to most students.

513P - Managerial Accounting and Control - This course will cover the generation and interpretation of accounting information for managerial decision making and control. Topics will include cost accounting systems, cost allocation models, the study of cost behavior, the measurement of managerial performance, and the measurement and control of divisional performance.

520P - Managerial Finance – In this course, major ideas with focus on finance and methods of financial analysis will be discussed and applied. Topics will include capital structure, dividend policy, valuation of stocks and bonds, capital budgeting, risk assessment, interest rate analysis, and investment theory. The course will serve as a foundation for students pursuing finance as a career and as a reference basis for other students.

531P - Leading People and Organizations - This course will provide an intensive overview of the major concepts in organizational behavior and issues facing
contemporary managers. The course will focus on managing people in organizations and analyzing several managerial dilemmas. Students will analyze organizations through three primary lenses: a strategic design perspective, a political perspective, and a cultural perspective to understand how different people may perceive organizational problems. The course will use a combination of conceptual and experiential approaches, including case analyses, videos, simulations, group exercises and class discussions.

540P - Marketing Management - This class will introduce students to concepts and principles of marketing management and develops their skills in analyzing marketing issues. The basic objective of the course will be to provide participants with an introduction to the process required to develop marketing strategies, the nature of key strategic decisions (i.e., product, price, distribution and promotion strategies), in the global marketplace. The course will develop students’ analytical skills and will present marketing principles through the use of cases, lectures/discussions, a computer simulation and a multimedia project.

550P - Decision and Information Analysis - The course will center on decision analysis and quantitative methods with the use of data analysis and decision support tools to facilitate decision processes. The emphasis will be on approaches to structuring decision processes and tools, methods and techniques that will serve the MBA curriculum and beyond.

551P - Information Technology and Operations Management - The challenges confronting firms competing in today's dynamic environment demands 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. 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 (such as ERP, CRM, and SCM) that embed business processes designed to link the firm’s core activities into a tightly integrated system with shared data and visibility within and across organizations. We take the view that these are general management responsibilities that cannot be delegated to an IT department, consultants, or software vendors. Through cases and discussions, the course will provide
frameworks to help managers identify the critical aspects of technology and process implementations and formulate appropriate strategies. The course will examine themes related to both within the enterprise and the extra-enterprise comprising the focal firm and its myriad customers, suppliers and business partners. Some of the major topics addressed in this course are:

- Information Systems and Operations Strategy
- Information Systems and process fundamentals
- Strategic leverage of quality
- Data and information leverage through effective data mining
- Process design and integration (e.g. ERP)
- Managing the Supply Chain and Virtual Integration
- Global IT-enabled outsourcing
- Emerging Technologies (e.g. RFID) and their impact on processes, firms and markets

561P - Corporate Communications Workshop - This course will cover a range of issues in corporate communication—internal and external, routine and crisis. Each requires analysis of situations and audiences, formulation of communication strategies, design of messages as implementation of action plans, and evaluation of potential feedback. Through faculty and guest lectures, case studies, readings, group problem-solving and presentations, and individual written assignments, students will learn to think creatively, analytically, and strategically about communication as a vital element of effective management. The lecture, discussion, and exercises cover public speaking and writing in business situations. (Pass or Fail). Credit: One semester hour.

634P - Strategic Management - In this course, students will be asked to assume the role of senior manager to address the issues and challenges that define a firm’s character and performance. The course will cover concepts and methods unique to strategy formulation and implementation that will draw upon the functional knowledge students have acquired in other courses. The course will extensively use cases that are supplemented by lectures and readings.
ACCOUNTING

510P - The Legal Environment of Business - This course will focus on an intensive study of how social, ethical, economic, and political considerations create the legal environment as they affect business. Examination of the legal aspects of most common business and personal occurrences will be discussed. Topics will include the American legal system, contracts, Uniform Commercial Code, property rights, government regulation, and forms of business organizations. The course is intended to help students recognize the legal and ethical parameters of decision making; to give students a working knowledge of basic legal rules; to learn the law of commercial conduct; and to practice preventative law in personal and business decision-making.

514P - Financial Statement Analysis - Prerequisite: BUS 512. This course will focus 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.

FINANCE

505P - Macro/Global Economics - The objective of this course is to provide a macroeconomic context for managerial decisions in business, both in the United States and abroad. The course will provide an introduction to the analytical tools of macroeconomics, international trade and the balance of payments and exchange rate determination. These tools will be used to examine current issues of importance to the world economy including, for example:

- The current performance of the US economy and macroeconomic management.
• The sources of long-term economic growth: what explains the difference in long run growth rates between countries?
• Monetary policy and the role of the central bank.
• The US budget deficit and the growth of the national debt (including issues involved in reforming social security).
• The effect of international trade on jobs and income, instruments of trade policy.
• Exchange rate determination.
• Macroeconomic policies in developing countries.
• The economic effects of globalization.
• The risks of doing business across national borders, setting hurdle rates for cross-border investing.

**620P - Advanced Managerial Finance** - Prerequisite: BUS 520. This course will focus on how 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 will use cases to learn to apply and solve complex business problems.

**621P - Corporate Control** - Prerequisite: BUS 520. This course will examine the mechanisms by which control is exercised over modern corporations and the managers of those corporations. It will expose students to both the theory and practice of corporate control. The course will start by providing a broad overview of internal and external control mechanism and analyzes their role in maintaining corporate efficiency. After that, the course will move quickly into the theory and practice of the market for corporate control. Topics will include valuation, sources of value increases (or decreases), defensive tactics, and ongoing private transactions, corporate restructuring, and financial restructuring.

**623P - Security Analysis and Portfolio Management** - Prerequisite: BUS 520. The objective of this course will be 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.

624P - Derivative Asset Analysis - Prerequisite: BUS 520. This course will cover the valuation and use of derivative assets. During the first portion of the semester, the class will examine call and put option contracts having common stocks as their underlying assets and also considers relative pricing requirements for these contracts that 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 will be examined. The focus will be on relative pricing requirements enforced by arbitrage trading strategies. The overall objective of the class will be 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 that will be presented.

625P - Real Estate Management and Finance - Prerequisite: BUS 520. This course will cover the contemporary principles of valuation, acquisition, financing, and management of real property. Emphasis will be on the analytical techniques of appraisal, tax factors, investor objectives, and trends in the industry.

626P - Banking and Financial Services: Management, Markets and Regulation – Prerequisite: BUS 520. Almost everyone will work for a company that provides or uses financial services or be directly involved with them. These services include the transfer of claims over resources, short-and long-term investment and borrowing of funds, and the management of risk. This course is strongly recommended for those students who expect to work in this industry, consult to this industry, and/or manage financial transactions with service providers. The class will discuss, analyze, and criticize the reasons for and means by which financial services are regulated and discuss current regulatory issues. Students will emerge with a thorough understanding of the financial services industry – what it does (e.g., how loans are made and price and risks are managed), who the players are, and how the industry is organized and regulated. In addition, students will gain an appreciation of the issues that have shaped and will affect the provision of financial services.

627P - International Finance - Prerequisite: BUS 520. This course will emphasize the principles of finance to the international context. Topics will include
evolution of the international monetary system, exchange rate determination, foreign exchange markets, currency risk management, and foreign investment analysis.

628P - Venture Capital and Private Equity - Prerequisite: BLIS 520. The course will survey the private equity industry with an emphasis on the financial and economic tools useful for leveraged buyout and venture capital investing. The course will be divided into three modules. It will begin with an introductory module on the organization and strategies of private equity funds. The second module will cover 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.

629P - Fixed Income Securities - Prerequisite: BUS 520. This course will focus on the basic securities which makeup the fixed income market. The course will cover primary securities such as bonds and mortgages, as well as derivative securities such as Treasury bond futures contracts, and CMOs. Additionally, the course will include an examination of term structure theories and portfolio risk measures. As a result of these lectures, students should understand the basics of fixed income portfolio analysis.

683P - Applied Investment Management - Prerequisite: BUS 520 and 623. Building from the theoretical foundation developed in BUS 623, this course uses academic studies, practitioner-oriented readings, case studies, and projects to cover both conventional wisdom and state-of-the-art methods used in managing a portfolio of equity securities. Topics include: asset allocation, active stock selection, market timing, quantitative selection methods, technical analysis, passive management, performance measurement, trading (retail and institutional), mutual funds, and hedge funds.

685P - The Real Estate Commodity and Market Analysis - This course will include an introduction to the principles of real property analysis and use.
Subjects will 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 will also explore demographic, technological, economic, and social trends that affect these real estate markets into the future. Techniques of spatial analysis will be introduced. The goal of this course will be to give the student a basic understanding of the nature of the real estate commodity and how supply and demand factors for real estate are derived and analyzed. The skills and knowledge in the course are aimed at giving the students the market concepts and tools for employment in the real estate capital markets, real estate development, commercial mortgage lending, and real estate consulting.

686P - Real Estate Valuation - This course presents information on the cash flow analysis that underlies real estate equity investment and the measures of the rate of return of that investment. The concepts of ratio analysis, net present value, internal rate of return and alternative internal rates of return are considered. The course also focuses on the valuation techniques for income earning real estate assets. The sales comparison, gross rent multiplier, cost, direct capitalization and yield capitalization techniques are presented in detail. In-class illustrations to highlight the analytical techniques are used through the course.

688P - Real Estate Development - This course deals with real estate as an economic good - a product, comprised of physical attributes, as well as legal and location attributes that have the capacity to impact economic decisions affecting real estate as it is perceived as a commodity that is bought and sold, a product that is designed and manufactured with land and real capital operating as factors of production, as a resource that should be managed and/or preserved, or as a distinct asset class in the context of an alternative and competitive investment. The focus on the product of real estate is to establish real estate development as a manufacturing process, distinct from the investment construct of financial capital. The course addresses these issues with processes that emphasizes the physical/design dimensions within the economic activities of development, construction, design and analysis with procedures such as site suitability, land use and locational relationships, and a strategic investigation of changing real estate needs due to changing user preferences, changing economic functional relationships and conditions of changing technology. These factors are integrated into the basics of land economics to enable the consideration and
trade-offs of project management and operation at the intensive and extensive margins of development. This perspective assists in the economic analysis of sustainable development issues.

**ORGANIZATION & MANAGEMENT**

**630P - Industry and Competitor Analysis** - *Prerequisite: BUS 531*. This course will aim to provide students with the skills to diagnose the forces that shape industry structure, predict the evolution of industries and plan organizational strategy. It will also seek to train students in analyzing competitor behavior, intentions, incentives, and to formulate actionable strategies. This course is designed to be useful to individuals planning to build careers in management consulting, general management and marketing management. It is also designed to be useful for students planning to join securities firms and investment banks as industry analysts. The course is interdisciplinary in character and draws on the fields of industrial organization, organizational economics, the sociology of organizations and organizational psychology. It builds on prior coursework in the MBA program, especially, courses in strategic management, organization theory and marketing management.

**632P - Negotiations** - This course is designed to offer students the opportunity to develop their ability to negotiate effectively in a global business environment. 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. The objective will be 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 will attempt to enhance students’ skills in implementing change through effective use of power and negotiation.

**633P - Change Management** - *Prerequisite: BUS 531*. 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.

**635P - Multinational Enterprise Strategy** - *Prerequisite: BUS 531.* Multinational Firms examines strategy and organization in the global economy. The course stresses international competitive forces on the one hand, and national/regional contexts on the other as determinants of strategic challenges and options for managers. We will employ a cross-functional approach, drawing from strategic management, microeconomics, political science, and regional studies.

**636 - Entrepreneurship** - *Prerequisite: BUS 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? The class 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. The class will integrate strategic management and corporate finance in practical simulations with particular emphasis on how e-commerce has changed the traditional rules of entrepreneurship.

**637P - The Management of Innovation** - *Prerequisite: BUS 531.* This course will focus on a survey of issues, problems, and solutions related to managing innovation in large, mature firms. Innovation is defined broadly and includes changes to products, services, technology, and work. The course examines innovation primarily from the point of view of the middle-manager or champion. Topics covered include managerial roles in the innovation process, organization designs that promote innovation and creativity, and, strategies for innovation. The pedagogy revolves around case analysis but also includes small groups analyses, videotapes, and role playing to enliven the material and make issues more salient for the class.

**639P - Ethics and Business** - *Prerequisite: BUS 531.* This is a course that will explore the ethical issues that arise in day-to-day business conduct. This course is designed to inform and stimulate thinking on ethical issues and professional challenges encountered in business. Course material is intended to help prepare students to recognize and manage ethical issues as they arise, and to help students formulate their own standards of integrity and professionalism.
664P - Creating Corporate Leaders: Advanced Topics in Human Resource Management – Prerequisite: BUS 531. This course will examine the changing definitions of top leadership across various critical industries with an emphasis on the strategic forces shaping this change and the implications for management development. The course perspective will look within the context of varied corporate societies to highlight contemporary challenges to classic leadership dilemmas. The course materials will draw upon a rich blend of scholarly articles, practical readings, case studies, books, current periodicals, videotapes, films, and visiting senior executives.

667P - Leadership & Lifework - Prerequisite: BUS 531. This course will seek to provide an understanding of human development and explores the origin of the capacity for work, creativity, loyalty, and leadership. The course will attempt to illuminate the changing realities of the work environment and to examine ways to manage the modern workplace in an adaptive creative manner. This information can help create new paradigms for managing one’s life, and it can be utilized while assisting others during times of uncertainty. In addition, the course will examine what it means to be a mature, generative human being, capable of managing life’s transitions while providing leadership and helping others lead productive lives.

669P - Managing Teams and Individuals – In today’s fast changing business world, individuals are called on more and more to work with others as both members and as leaders in a team setting. Yet, there is little opportunity to develop the knowledge, experience or skills in effectively managing teams. Consequently, this course is designed to increase students’ awareness, knowledge and capabilities in creating, developing and participating in high performing teams. The class will combine theoretical knowledge about teams, practical application to particular team issues, and develop an awareness of our own style of interacting in teams.

MARKETING

549P - Goizueta Marketing Strategy Competition - Prerequisite: BUS 540. 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.

**542P - Marketing Research** - Prerequisite: BUS 540. This course will focus on the marketing research process that includes interpreting data relevant to the managerial decision-making process. The course aims to develop students' capabilities in tackling general marketing problems and structuring them in terms of specific questions amenable to research; understanding primary and secondary data sources of marketing research information, including issues in data collection, design and execution of survey and experimental studies. This course will focus on using specific statistical techniques for analyzing market research data once it has been collected; using those analyses to make better marketing management decisions; managing a reasonably complicated and ill-defined research project; working in a group, and making effective oral and written presentations. These skills will be important, not only to those directly involved in marketing research activities, but also to consumers of marketing research, particularly managers who commission and evaluate quantitative consulting studies. By the end of this course, students should be able to review and criticize research competently, appraise its usefulness to management, and have a first-hand experience with the planning and execution of a research project.

**546P - Integrated Marketing Communications (ICE)** – Prerequisite: Bus 540. This course will focus on Integrated Marketing Communications (IMC) and how it reflects changes occurring in the area of marketing communications. This course will look beyond advertising and personal selling and examine controllable (e.g., direct marketing, customer service, and packaging) and uncontrollable (e.g., word of mouth, competitive activities, and retail merchandising) communications. Emphasis will be placed on strategy, organization, and application.

**547P - Brand and Product Management** - Prerequisite: BUS 540. The course is designed for both marketing specialists and generalists. The course will expose 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 students will have acquired skills that will allow them to manage products and brands to achieve a sustainable competitive advantage, command greater price premiums, and efficiently allocate marketing resources.

**641P - Marketing Seminar** - *Prerequisite: BUS 540.* This advanced level seminar will focus on contemporary issues and topics of concern to marketing managers. This course will examine concepts in strategic options for growth, impact of changing demographics, how competition shapes industry structure and strategy, geopolitical realignment of nations, customer centric marketing and impact of information technology on marketing practice. Second year students who have taken all their core courses are considered good candidates for this course. The Marketing Seminar relies on student library research, group projects, and peer group evaluations to encourage mutual learning and self discovery.

**644P - Marketing of High Tech Products** – This course is intended for students interested in working in the management or marketing of products or services involving high scientific “know-how” or information content. Although high-tech products may involve unique characteristics, considerable progress has been made in developing concepts and prescriptive frameworks for effectively marketing these products. No specific technical background is required; the course is designed for students with either a technical or a general background. It is intended to prepare students to be directly involved in the marketing of high-tech products or to work in a consulting or general management capacity.

**646P - Customer Behavior** - *Prerequisite: BUS 540.* 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.

**648P - International Marketing** – *Prerequisite: BUS 540.* The global marketplace is undergoing many changes affecting the environment of business and marketing
practices. Corporate managers have to deal with new elements of risk, conflicts and opportunities. International Marketing provides students with a conceptual understanding of global marketing perspectives and approaches. This course helps students develop skills to analyze international marketing opportunities, assess marketing programs and evaluate international marketing strategies and programs. Students will also learn the skills required in the international marketing of commodities, projects, technology, and countertrading. This course is designed for students who expect to undertake international marketing assignments in their career path to general management, and more broadly for all students planning careers in multinational corporations. Since this course will address international marketing challenges facing companies of varying sizes at different stages of international development, it is also appropriate for students who may become involved in the international expansion of small or medium-sized companies.

649P - Marketing Strategy - Prerequisite: BUS 540. The course emphasizes learning-by-doing as opposed to passive listening such that students internalize rather than memorize strategy-related issues, concepts, and approaches. The primary objectives of this course are to help students (1) explore select issues in marketing strategy via lecture-discussions and cases, (2) experience marketing strategy in a computer simulated environment, complete with competing firms and an evolving industry (MARKSTRAT), and (3) apply some of the key concepts explored in class in the ‘real-world’ to better understand what it takes to build a market-focused business (field project). The course involves substantial amount of work in teams. 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, sales force allocation, channel decisions, and market research.

DECISION & INFORMATION ANALYSIS (DIA)

553P - Supply Chain Management - Co-requisite: 551P. Supply chain management refers to the practice of planning and coordinating the specific physical activities, information flows and business relationships required to support demand for a firm’s goods and services. Although, these activities are
critical to both service and manufacturing firms, the rules that define the "ideal" management policies relating to them continue to change as information technology and the nature of global markets evolve. The design of this class is to provide students already familiar with topics taught in introductory coursework with an opportunity to explore this changing landscape. Business cases, class activities and the use of management decision-support tools will supplement the discussion of topics such as facilities management, distribution, purchasing and corporate partnerships.

556P – Digital Dimensions: Patterns of Digital Commerce - Commerce and society are inexorably transitioning to an increasingly digital environment that will radically transform the practice of work and leisure. This course examines the emerging technology forms and the real and possible market transitions that result. Industries such as music, movies, financial services, information services, games and gaming, communication and entertainment, and management practice are examined. From personal life to work practice the future is radically changing as digital content transforms market practice. The course employs 1) lectures, cases and readings; 2) guest CEOs and domain experts, demonstrations and outside speakers; 3) videos of views of the future; and 4) projects and presentations to explore the opportunities and problems associated with the leverage of IT in the transformation of work and markets.

557P- Management Science in Spreadsheets (ICE) - Prerequisite: BUS 550 or 555. This course demonstrates two quantitative tools that have wide applicability in business practice: linear programming and simulation. These tools are used in every functional area in a significant majority of large firms. The objective is not to create expert mathematicians. The theoretical underpinnings of these techniques will be discussed only as needed. Rather, the emphasis is on assessing the applicability of these techniques in practical situations.

559P - Information Systems for Business Consulting - Information Technology for Consultants has two primary objectives. One is to provide hands on skills and experience in manipulating data and information as required of business analysts (whether that be as General Business Consultants, IS Consultants, Financial Analysts, Marketing Researchers, Customer Account Managers, or Accountants). Some hands-on skills developed during the course will consist of data modeling and retrieval using databases (MS Access), spreadsheets (MS Excel), and exposure to data mining tools (LiveStat’s Deep Matrix). The second object is to develop Information Systems/Technology (IS/T) project management skills where student teams have an opportunity to work with
technology/systems related project teams in a semester long team project. Key aspects of the semester team project will be to 1) expose students to functioning in cross-disciplinary team environments that are prevalent in the business world, and 2) apply what they have learned while at Goizueta.

650P - Decision Modeling - Prerequisite: BUS 550 or 555. This course will include advanced topics and tools for decision analysis of problems with “real-world” complications. First of all, complex problems may overwhelm the simple decision tree methodology; here we consider influence diagrams (an alternative representation of decision problems) and approaches that permit examination of larger scale problems. Further, we cannot always adopt the simplifying “billionaire’s perspective”; this course examines risk aversion, multiple decision criteria, and value tradeoffs. Finally, complex problems may be interactive and dynamic; the course explores the behavior of dynamic systems, including discussions of complexity and chaos. Essentially this means learning how to extend decision analysis concepts and techniques to include attitudes about risk, multiple conflicting objectives, complex uncertainties (requiring Monte Carlo simulation), complex alternatives (requiring linear programming and other optimization techniques), and dynamic interactions.

651P - Strategic Decision Analysis - Prerequisite: BUS 550. Advanced topics and tools for analysis of decision problems, focusing on the complication of multiple decision makers. The course will start with the fundamentals of game theory and develops conceptual frameworks and analytical tools for strategic thinking and action. Applications will include models of competition and cooperation, strategic moves, negotiation, auctions & bidding, fair division, coalitions, voting and group decisions. In addition, student will explore the underlying psychology of decision makers - in themselves and in the others they interact with - and develop methods for overcoming natural weaknesses and “decision traps” in strategic interactions. The objective will be to give each student better conceptual frameworks, more powerful analytical tools, and pathways for further exploration of those ideas that prove most important in their post-MBA careers.

652P – Strategic Alignment - Prerequisite: BUS 634P Strategic Management
Strategic alignment refers to the process of aligning a firm’s resources so that its chosen strategy can be executed both efficiently and effectively. The course takes a highly disciplined multi-step analytical approach to strategic alignment. It is designed to be a distance-learning experience where the classroom provides the
technical expertise and the real-world provides the practical experience. The learning experience is spread across an entire academic year. While some of the classes take place in the fall semester, registration is for the spring semester. Due to the sensitive nature of the information that you will have to collect about your firm, written permission from a senior executive to undertake a strategic alignment project is required prior to attending the first session. Each subsequent session will require instructor approval based upon the student successfully completing the data collection required in the analytic step in the strategic alignment process taught in the previous pair of sessions. By the start of the spring semester, all data collection will be complete and the final stage in the strategic alignment process can be completed without having to depend upon further interactions with the subject firm. This multi-stage approval process prior to the commencement of the spring semester is designed to protect students against discovering too late that the information they require to complete the course is not available to them for some reason. Grading is based solely upon the quality of the project deliverables, and there will be no exams. Enrollment is limited to 25 students. 3 credits

655P - Forecasting for Business Decision Making - Prerequisite: BUS 550. One of the most important roles 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
   a. Adaptive and non-linear models (regression +)
   b. General non-linear methods (Synthetic Neural Networks-SNN)
   c. 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.

656P - Patterns of Electronic Commerce - The course will examine the trends in buyer and seller relations as new technologies change the mechanisms of the market, and will deal with strategy, business processes and emerging technologies. This is a course that targets the marketplace of five years from now and beyond (Jules to Java). The course will consider the history of the rules of markets, the present buyer and seller practice and the future of the mechanics of commerce. The focus will be on the intervention of information technologies changing market practice. The internet (TCP/IP, html, java, browsers, etc.), intranets/extranets, encryption and attestation technologies, certificate authorities, and other emerging technologies are considered. Cases, projects and speakers will be the learning tools of this course.

659P - Planning an Information Business - This course will use the increasingly important medium of new information technologies (such as the Internet) as a platform for developing both entrepreneurial and intrapreneurial business-planning skills. No prior "technical" experience is necessary, just an interest in learning how to build and grow a viable information or internet enterprise. To this end, the course will center around two key activities: 1) composing a well-conceived strategy for the venture; and 2) writing an actual business plan for the venture. These tasks will be performed in groups with a presentation of the business plan as the final exam. Classroom discussions will involve industry leaders and will investigate where successful business opportunities lie within the unique "topography" of the Internet. Emphasis will be placed on how to properly finance, market, and manage an emerging Internet-related business.

536P - Washington Campus Course- “Inside Washington: The Public Policy Process For MBA Students” - Each year, this course is presented in Washington, D.C. for students in the Washington Campus Consortium consisting of students from other MBA programs from throughout the country. This is a very popular course offered for one week in January, March, May and June. 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. This course will give students a hands-on understanding of how federal policy is developed and of the many players within the public policy
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. For more information, please visit their website at: http://www.washcampus.edu/.