

MBA Electives Spring 2010

Financ 7620 Investment Strategy of Warren Buffet (3 cr.) T/R, 2:00-3:15

Finance 7620 is designed to familiarize students with the investment philosophy of Warren Buffet, arguably the most successful U.S. investor in recent memory. Buffett's criteria for evaluating potential acquisitions and investments will be analyzed in detail. The first part of the course will provide students with the necessary tools to analyze investments based upon Buffett's investment philosophy. In the second part of the course, most of class time will be devoted to more detailed discussions on various equity valuation approaches, particularly those used among practitioners, and their related issues. At the same time, these valuation techniques will be applied to evaluate companies. Analysis and presentation of company evaluations will be required as a team project. (Prerequisite: Financ 7420)

Financ 7820 Investment Fund Management (3 cr.) M/W, 2:00-4:00

The objective of this course is to provide practical investment analysis and investment experience. The principal method for this course is learning by experience. Every student will analyze and present one stock to the group. Graduate students will analyze a new security for potential investment in the fund.

Application required. Application is on Black Board under course documents. (Prerequisite: Financ 7420)

Financ 8001-1 The Economics of Transactions and Contracting (3 cr.) T/R, 12:30-1:45

This course will focus on analysis of the economic incentives underlying transaction relationships and of the contract documents governing various kinds of transactions. The course combines theoretical and empirical analyses of transactions. The course will introduce students to the fundamental economic concepts and theories of contracting behavior, business organization, and legal institutions. In addition to studying the theoretical framework of analysis, students will conduct comparative analyses of actual executed contracts from firms in a variety of industries to identify differences in contract structures reflecting and creating different economic incentives for similar types of transactions and to illustrate the roles legal and economic institutions have in shaping the drafting of contract documents. (Prerequisite: Financ 7420)

Financ 8350 Financial Statement Analysis I (1.5 cr.) F, 9:00– 11:30 (1st 8 Weeks)

This course is designed for the user of financial accounting (students who have taken ACC4356 are advised to enroll in FIN8352 instead). After successfully completing FIN8350, the student should possess greater skills in interpreting and analyzing financial accounting information. Topics covered include the three major financial statements and ratio analysis. Ethical issues are also considered. (Prerequisite: Financ 7420)

Financ 8352 Financial Statement Analysis II (1.5 cr.) F, 9:00– 11:30 (2nd 8 Weeks)

This course is designed to follow FIN8350 (or ACC4356). Students will apply analytical tools to corporate financial statements in a case-based approach. After successfully completing FIN8352, the student should possess greater skills in evaluating the performance of companies and assessing their values. Topics covered include Reg FD, forensic accounting, segment data, and valuation models. (Prerequisite: Financ 7420)

Financ 8440 Financing Multinational Business (1.5 cr.) M/W, 8:00-9:15 (1st 8 Weeks)

The title of this course probably should be International Financial Management. That is, the course focuses on corporate finance in the international environment. We will examine the investment and financing decisions of multinational firms, with emphasis on the measurement and management of exchange rate risk. (Prerequisite: Financ 7420) We will also devote one to two weeks to international portfolio management, investigating the benefits and costs of international diversification of financial assets from the point of view of the individual investor. (Prerequisite: Financ 7420)

Financ 8530 Real Estate Portfolio Analysis (1.5 cr.) M/W, 12:30-1:45 (1st 8 Weeks)

Portfolio analysis applied to real estate investment including diversification, portfolio theory, and management of real estate portfolios including real estate investment trusts (REITs). (Prerequisite: Financ 7420)

Financ 8560 Real Estate Securities Analysis (1.5 cr.) M/W, 12:30-1:45 (2nd 8 Weeks)

Analysis of real estate securities including in-depth financial statement analysis and valuation of real estate investment trusts (REITs) and real estate operating companies (REOCs). (Prerequisite: Financ 7420)

Mangmt 8001 Topics: Utilizing the Best of Popular Business Literature (1.5 cr.) M/W 11:00-12:15 (1st 8 Weeks)

Popular business literature will be evaluated for its usefulness in making better decisions and improving the likelihood of career success. Selections from a number of books, including *Nudge*, *Made to Stick* and *Predictable Irrationality*, among others, will be used to examine issues such as the characteristics of poor decision making; using critical thinking to overcome emotional responses; framing issues for maximum emotional impact and positive resolution; the importance of choice architecture; accounting for low probability events; the impact of choice influencers; applying the principles of emotional intelligence to leadership roles. Students will be expected to be able to apply the concepts covered in this course to real-time situations as those reported in *The Wall Street Journal* and *The New York Times*.

Mangmt 8330 Current Issues in Human Resource Management (3 cr.) T/R 11:00-12:15

Using a seminar-discussion format we examine current trends, issues, and controversies relating to the changing nature of Human Resource Management (HRM). Many of these trends and issues have not yet appeared in the textbooks. So we will read, discuss, and write about recent material from the *Wall Street Journal* and other business periodicals and media outlets, connecting this material to prevailing management theory and practice. Class participants will also provide reviews of recent books about HRM that are shaping the thinking of business leaders. Additionally, teams of class participants will visit organizations to audit their HRM systems and practices. In all of our activities we will generate practical suggestions as to how future managers can achieve competitive advantage through people.

Mangmt 8340 Organizational Theory and Design (1.5 cr.) T/R 8:00-9:15 (1st 8 Weeks)

After completing this course, you should be able to analyze characteristics of a firm you encounter using the tools and concepts of organization theory and make some determination as to the likelihood of that firm's success. Perhaps it is not performing well or maybe it is performing well but could perform better. You should be able to make some recommendations as to how it could more effectively organize in order to improve its performance. The tools and techniques learned in Mangmt 8340 will help you be able to do that.

Organization theory is the system of concepts concerning organizations and the relationships of those concepts to each other. Organization theory is based on the scientific study of organizations and the inferences drawn from that study. Organization theory is useful for managers because management involves the arrangement of organizations that will result in the greatest organizational effectiveness. Organizational structure and design, management strategy and goals, inter-organizational relations, culture, and technology are the foundation of organization theory.

The focus of organization theory is on organizations themselves. Although organization theorists are not unconcerned about the people within organizations, they are more concerned about the effects of human actions on organizations and the relations between organizations. Thus, whereas the behavior of organizations is the result of human actions, the level of analysis in organization theory is at the organizational level not at the individual level. In sum, organization theory is concerned primarily with the behavior and interrelationships of organizations and not the individual human behavior *in* organizations.

Mangmt 8345 Organizational Culture (1.5 cr.) T/R 8:00-9:15 (2nd 8 weeks)

This course explores the concept of culture in an organizational context and models of organizational culture. This course also covers culture's relationships with individual behavior, organizational effectiveness, and organizational change, especially change related to strategy implementation and to mergers and acquisitions.

Mangmt 8360 Negotiations (3 cr.) T/R 9:30-10:45

Your salary. Departmental budgets. Terms of a merger. The cost of supplies. The price of a firm's product. Who's to audit the firm? Internal transfer prices. Who's to be "downsized"? Golden parachutes. All of these are determined by negotiations. Negotiation is not a process reserved for a skilled diplomat or a used-car salesperson; it is something every manager does -- must do -- daily. And how well it is done determines the manager's as well as the firm's success.

While we acknowledge the importance of negotiation, most of us negotiate poorly and know little about the process. To correct these deficiencies, this course -- M435, Negotiations -- will increase your negotiation skills and give you an intellectual understanding of the central concepts of negotiation.

More specifically this course will:

- Allow you to experience many types of negotiations
- Force you to think about negotiations and allow you to understand them
- Alter your perception and conclusions about negotiations (for example, you'll learn that win-lose solutions are usually the best)
- Make you a better negotiator and manager.

Mangmt 8400 Management Science Modeling (1.5 cr.) M/W 11:00-12:15 (2nd 8 Weeks)

The course applies management science modeling procedures to organizational decision making. Topics of the course include mathematical programming, queuing, and network models. This course stresses the managerial point of view with analysis of problems and interpretation of computer solutions.

Mangmt 8410 Decision Making and Risk (1.5 cr.) M/W 9:30-10:45 (2nd 8 Weeks)

This is the class in which to practice, perfect and extend your ability to solve problems and make decisions using spreadsheets while coping with the ambiguity and uncertainty of real-world data and assumptions! The first portion of the class focuses on solving problems from unstructured data and settings by using Excel and its basic and extended formulas and tools. In addition to analysis, you will focus on managerial use and communication of spreadsheet solutions for decision making, often enabled by your creation of scenarios, what-if analysis, and goal seeking and sensitivity analysis. Error checking and validity measures for data will be practiced to avoid human error in decisions. The second portion of the class will focus on decision analysis with decision trees and on simulation as techniques to aid decision making and assist in the quantification of risk. Software add-ons to Excel will be used to support analysis.

Mangmt 8420 Decision Support Systems (3 cr.) M/W 12:30-1:45

This course presents the theory, methodology and implementation of Management Support Systems, with topics covering Decision Support Systems (DSS), Intelligent Systems and Artificial Intelligence/Expert Systems (AI/ES), and provides the student with the knowledge and hands-on experience with MSS development.

Topics covered in the first part of the course include decision making, the MSS concept, applications, organizational issues, hardware and software technology, developmental methodology, data-model-user relationships, user interfaces, implementation strategies, and evaluation procedures.

In the second part of the course we cover AI and ES concepts. The novel AI/ES-related technologies have a tremendous potential impact on various business fields. After an introduction of knowledge based systems

and artificial intelligence, we focus on the design, testing, validation and use of expert systems in business applications. Emphasis will be placed on the principles of knowledge acquisition, knowledge engineering, knowledge representation and inferencing and an introduction of relevant computer software which can be used to develop and build knowledge based systems. We will then briefly explore some useful AI/ES application areas such as artificial neural networks, fuzzy sets, and logic programming.

An important component of the course is a group project in which students will build a DSS to support a real-life manager's decision process. Prerequisite: Completion of, or concurrent enrollment in, Mangmt 7410.

Mangmt 8510 Project Management (1.5 cr.) M/W, 11:00-12:15 (2nd 8 Weeks)

Project Management has emerged as one of the hottest topics in the past ten years as professionals plan important business initiatives and try to manage the costs associated with implementing new products and services. This project management course will consist of practical concepts, techniques and methods necessary to manage any kind of project.

Instructor explanations, class discussions, and assignments will prepare student teams to plan, design, and assess an on-going student-defined semester project. The course will be organized around practical assignments and in-class problem solving that directly relate to the end-of-semester project. One third of the course will be organized around computer labs for learning how to use Microsoft Project software to plan and implement the semester student team project. The course will also emphasize very practical and useful concepts, techniques, and methods for planning and controlling the success of a project.

Students will emerge from the course being able to 1) consult on project planning and implementation, 2) assess the claims by vendors (or 3rd parties) that a project can be completed by a specific date (and budget), and 3) assist management by planning and estimating when a proposed new project can be completed and assessing the project's progress (budget and time estimations). No prerequisites are necessary for this course.

Mangmt 8560 Legal Aspects of Business Planning (3 cr.) M/W 8:00-9:15

Business Planning is the study of how legal decisions affect a business organization at various stages of development, including start up, transition to more than one owner, estate planning and going public. This course is designed for both MBA and Law students who will work together on various planning projects to see the impact legal choices make on the control, taxes, finances and stability of the business.

Mrktng 8060 Competitive Marketing Strategy (1.5 cr.) M/W, 12:30-1:45 (2nd 8 Weeks)

This course builds on the foundations of MRKTNG 7460 and MRKTNG 7470. The course focuses on competitive games & marketing strategies, quantitative market intelligence-based design, execution, and adaptation of a market-driven business strategy to improve a firm's financial performance over time in a competitive environment. The course uses a competitive, multi-period, marketing simulation game in which students are assigned to manage one of several firms competing in an industry. (Prerequisite: Mrktng 7470.) Students cannot receive credit for both MRKTNG 8050 and MRKTNG 8060.

Mrktng 8070 Marketing Business Models (1.5 cr.) M, 3:30-6:00 (1st 8 Weeks)

This course focuses on the formulation and analysis of marketing strategy and contemporary business models for creating and capturing value in different industries such as consumer goods, services, retailing, media, sports, entertainment, and online businesses. Business revenue and profit models will be evaluated in conjunction with marketing performance. (Prerequisite: Mrktng 7470.) Students cannot receive credit for both MRKTNG 8050 and MRKTNG 8060.

Mrktng 8280 Research for Marketing Decisions (3 cr.) M/W 9:30-10:45

At the heart of the marketing concept lies the idea that we begin with the customer. Marketing research is that function in the marketing process that allows this to happen. This course covers the procedures and techniques of marketing research.

The course will be divided into four components: (a) extracting the research question from a marketing problem, (b) designing a research project, (c) tools and techniques of marketing research, and (d) using marketing research findings.

The tone of the course will take the perspective of the marketing research manager about 60% of the time and that of the brand manager about 40% of the time. Strong preparatory work in marketing, good analytical skills, and attention to detail are typically the drivers of success in this course. The course is best suited for students with an interest in careers in product management, consulting, marketing research, advertising, and market analysis/intelligence.

Prerequisite: Mrktng 7470 and Statistics

Mrktng 8350 Business-to-Business Marketing (1.5 cr.) M/W 12:30-1:45 (1st 8 Weeks)

This course provides students with a general understanding of the theory and practice of business-to-business marketing management. This domain of marketing looks at business customers (mainly organizations) as opposed to the traditional consumers or households. Typically, we would be dealing with customers such as institutions (hospitals, colleges, etc.), and commercial enterprises (resellers, manufacturers, distributors, etc.).

Why should you consider taking this course? Quite simply, it's because a great majority (70%) of marketing transactions actually fall into the b-to-b domain. After you graduate with an MBA, there is a very high likelihood that you will eventually work for a firm (or own one!) that markets products and services to other businesses or non-business organizations, rather than to the ultimate consumer. Thus, a sound training in b-to-b principles is important.

In this course, you will learn about important facets of today's business enterprise such as Customer Relationship Management (CRM), Supply Chain Management (SCM), JIT applications, Customer value and its creation/delivery etc. The course is strongly oriented to the application of concepts to "real world" situations. I try to accomplish this in two ways:

I bring one to two "short" but real business problems into the classroom. The company executives who have dealt with the same or similar types of problems will be present in the class to provide the practitioner perspective. For example, in the past we had executives from Merck (a pharmaceutical company) and Wallace (a printing company) participate in our class.

I employ a Business Simulation Game to train the students in strategy making skills while working in a simulated, yet realistic, b-to-b environment. The game (Managing Customers for Profits - used at Harvard Business School) provides a live experience in management where teams must bear the consequences of their own decisions. Prerequisite: Mrktng 7470

Mrktng 8520 Services Marketing (3 cr.) T/R 2:00-3:15

Services dominate the U.S. economy and are becoming critical competitive elements even in industries that have historically focused on the production of physical goods. The Internet has enabled new services that can be offered and customized for customers. Traditional service industries have been growing more important for decades and today are a major source of export revenues for the U.S.

This course focuses on the unique challenges of managing services. Problems commonly encountered in creating, marketing, and delivering services—such as inability to inventory, difficulty in synchronizing demand and supply, difficulty in controlling quality—will be addressed, as will strategies to overcome these difficulties. We supplement basic marketing and strategy courses by focusing on strategies specific to the marketing of services. (Prerequisite: Mrktng 7470)

Mrktng 8720 International Marketing (3 cr.) 11:00-12:15

Strategic and managerial issues associated with international trade and international marketing. The course focuses on managerial decision making in the differing and complex environments across foreign markets, alternative methods by which firms enter foreign markets, and the development and implementation of international marketing strategies. (Prerequisite: Mrktng 7470.)

Mrktng 8750 Brand Management (1.5 cr.) M 3:30-6:00 (2nd 8 Weeks)

This course focuses on the creation and execution of profitable brand strategies. Examines the practice of branding, the key components of brand equity, and how firms can build and sustain successful brands in competitive markets. (Prerequisite: Mrktng 7470.)