UNIVERSITY OF PITTSBURGH
JOSEPH M.KATZ
GRADUATE SCHOOL
OF BUSINESS

FULL-TIME COURSE ABSTRACTS – SPRING 2014 SEMESTER (TERM 2144)

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Accounting

BACC 2254: Advanced Financial Accounting (MAcc course)

Credits: 3

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** or comparable graduate course with a grade of B+ or better AND EITHER **BUSACC 1205 CBA Intermediate Financial Reporting** with a grade of B or better OR **BACC 2510 and 2511 MBA Intermediate Financial Reporting and Analysis 1 and 2 (1.5 credits each)** with a grade of B or better.

****Please note: this course will follow the official University academic calendar for fall term breaks.****

Description: This course covers topics that are of particular interest to financial report preparers and auditors. Special emphasis is placed on accounting for business combinations and consolidated financial reporting. Other topics include international accounting, accounting for partnerships, and accounting by fiduciaries.

BACC 2258: Strategic Cost Management (MAcc course)

Credits: 3.0

Prerequisite(s): Must have completed **BUSAC 0040 Managerial Accounting** or comparable course with a grade of B or better, but **CANNOT have taken BACC 2528 Managerial Accounting**.

Description: The quality, timeliness and credibility of the cost information used in corporate decision-making can have a significant impact on value creation. This is because cost information is important not only in strategy formulation and in the development and implementation of action plans that link strategies to value creation, but also because such data serve as measures of financial performance for products, processes, organizational sub-units and managers. In particular, product and service cost estimates have a major influence on corporate strategic decisions such as pricing, resource allocation, product development, supply chain design and customer focused management. In addition, product costs are informative signals of operational efficiency. Therefore, they constitute financial measures of the success of management actions such as continuous improvement and business process reengineering. Over-aggregate or obsolete cost systems can have a significant adverse impact on cost reduction in particular and overall corporate strategy and competitiveness in general. The objective of this course is to develop an integrated approach to analyzing these issues. In particular, we will study (a) how product cost measurement affects strategy and resource allocation decisions; (b) how to be sophisticated users of cost feedback and how to understand the strategic distortions that are induced by flaws in cost system design; (c) the strategic role of value-driver information and the relationship between process improvement and cost reduction; (d) the use of budgetary control systems and financial measures in performance evaluation and management and (e) incentive conflicts in organizations and their mitigation through appropriate mechanisms.

BACC 2510: Intermediate Financial Reporting & Analysis 1

Credits: 1.5

Prerequisite(s): **BACC 2401 Financial Accounting**

Description: This financial accounting elective is designed for students who have an interest in exploring complex financial reporting issues. Topics covered include asset valuation, revenue recognition issues, fair value accounting, and impairment. This course uses cases to illustrate concepts.

BACC 2511: Intermediate Financial Reporting & Analysis 2

Credits: 1.5

Prerequisite(s): **BACC 2510 Intermediate Financial Reporting & Analysis 1**

Description: This financial accounting elective is designed for students who have an interest in exploring complex financial reporting issues. It is a continuation of BACC 2510 Intermediate Financial Reporting & Analysis I, and includes topics such as accounting and reporting for contingencies, liabilities, leases, pensions, and earnings per share. This course uses cases to illustrate concepts.

BACC 2525: Financial Statement Analysis

Credits: 3.0

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** or comparable graduate course with a grade of B+ or better AND EITHER **BUSACC 1205 CBA Intermediate Financial Reporting** with a grade of B or better OR **BACC 2510 and BACC 2511 MBA Intermediate Financial Reporting and Analysis 1 and 2 (1.5 credits each)** with a grade of B or better. **Please note: this course will follow the official University academic calendar for fall term breaks.**

Description: Financial statement analysis focuses on the evaluation of publicly traded company financial statements and related note disclosures as well as the correlation of this historical financial data with the company's stock prices. This course helps students develop a systematic approach to analyzing reported financial data and understanding the underlying risks and possible inconsistencies across companies. Requirements of the course include interim exams and written and oral presentations of analysis.

BACC 2528: Managerial Accounting

Credits: 1.5

Prerequisite(s): **BACC 2401 Financial Accounting.** Please note: Due to content overlap, students CANNOT have already completed BACC 2258 Strategic Cost Management (MAcc Course), nor may they register for BACC 2258 course in subsequent terms, if they elect to register for BACC 2528.

Description: This course introduces students to managerial uses of cost information. Students will use cost information in decision making and understand how cost systems generate product cost information and the strategic impact of weaknesses in cost system design. They will also be introduced to basic planning and budgetary control. Finally, students will explore how cost feedback affects value chain efficiency and the applications of product costing and decision making in other functional areas such as marketing and operations. These applications will include topics such as pricing, customer profitability and customer relationship management and the use of cost feedback in process improvement and value creation.

BACC 2542: Accounting and Finance Law (MAcc course)

Credits: 3

Prerequisite(s): **BSEO 2513 Business Law** or **BSEO 2528 Legal Environment of Business 1**

Description: This course aims to provide MAcc and MBA candidates with advanced legal information that is necessary for effectuating management level responsibilities in the contemporary business environment. This course is designed to enhance a business student's knowledge of the law in a manner that also is strategically consistent with the content of the CPA exam.

BACC 2543: Tax Policy (MAcc course)

Credits: 1.5

Prerequisite(s): **BACC 2559 Individual Tax Accounting and Planning.** Due to the on-line nature of the course, students are strongly encouraged to bring a laptop computer to class.

Description: Our nation was born from a revolution over taxation without representation. Nearly 250 years later, the debate over tax policy continues to dominate political debates and presidential campaigns. Why the tax system attracts all this attention is no mystery. It is the aspect of government that directly affects more people than any other. This course will explore the history of tax policy in the United States, the tax legislative process in Congress, how our tax policies influence people's decisions and behavior, international tax considerations, and ideas for future tax reform. Students will discuss what factors are important in designing a good tax system and survey the social justices and injustices that arise from how the government raises its revenue. Upon completion of this course, students should be able to think critically about our tax system and form opinions grounded in facts and policy. This course is for any student that wants to become a more educated citizen (and voter!) with respect to our nation's ongoing debate over tax reform.

BACC 2549: Strategic Cost Analysis (Cross-listed as BQOM 2549)

Credits: 1.5

Prerequisite(s): **BACC 2401 Financial Accounting** and **BACC 2528 Managerial Accounting**, or permission of instructor. *Please note*: Due to content overlap, students CANNOT have already completed BACC 2258 Strategic Cost Management (MAcc course), nor may they register for BACC 2528 in subsequent terms, if they elect to register for BACC/BQOM 2549.

Description: This course is a follow-up course to Managerial Accounting. The course takes an integrated approach to value creation, focusing on decision making, performance measurement and control along the firm's value chain, including procurement, design, production and customer relationships. The first part of the course analyzes the use of cost information and performance measurement in supply chains. The second part of the course analyzes performance measurement and control systems in various contexts, including target costing, process improvement and cost reduction, and transfer pricing. The course will include an in-depth study of planning and budgetary control systems and control systems such as the Balanced Score Card and Economic Value Added (EVA). The course material will consist of cases, readings, and text book material.

BACC 2559: Individual Tax Accounting and Planning

Credits: 3

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** or comparable graduate course with a grade of B+ or better. **Please note: this course will follow the official University academic calendar for fall term breaks.**

Description: This course focuses on individual tax return preparation and planning. Students will learn how to calculate the taxes associated with a variety of personal, investment, property, and sole-proprietorship transactions. Concepts will be reinforced through the preparation of actual tax returns that reflect different combinations of such transactions. Students will develop tax planning skills by considering how various transactions can be restructured to minimize the current or future tax liability.

BACC 2060: Independent Study in Accounting

Credits: Variable (1 credit minimum)

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: An independent course of study in accounting may be arranged with a faculty member and a student advisor.

Economics

BECN 2019: Economics of International Business

Credits: 3

Prerequisite(s): **BECN 2401 Economic Analysis for Managerial Decisions** or knowledge of the principles of microeconomics and macroeconomics.

Description: This course investigates key aspects of the international economics environment in which business operates. Topics covered include the concept of globalization, national economic differences, international trade theories, governmental policies toward trade, multilateral approaches to trade (primarily the World Trade Organization), regional approaches to trade (particularly the European Union and NAFTA), foreign direct investment and multinational enterprises, the foreign exchange market, the balance of payments and the international monetary system. Assignments include a country analysis, many short case analyses, two exams, and a written research paper on a trade-related conflict. Students are expected to keep up with current news related to international business. (This course is cross-listed with BUSECN 1508 Key Issues in International Economics for Managers and follows the university's calendar.)

BECN 2509: Global Macroeconomics 1

Credits: 1.5

Prerequisite(s): None

Description: This course focuses on the forces which drive or determine overall national economic activity. A study of macroeconomics is crucial for an appreciation of the set of factors at the national and global level which impact upon the business firms' demand cost patterns--- factors which are beyond the firm's ability to control, but which must be taken into account as part of the decision making and strategic planning process. Movements in major macroeconomic variables, especially interest rates and exchange rates, also exert significant influence on the performance of national and global financial markets. The course is organized around the progressive development of an "open economy" macroeconomic model that is capable of handling a number of key policy and other variables. The model integrates the interactive roles of consumer, investment and public sector spending; net exports; international capital movements; and the money supply in determining overall national output, employment levels and interest rates. This first course focuses on the national economic model. A very practical approach is taken.

BECN 2510: Global Macroeconomics 2

Credits: 1.5

Prerequisite(s): **BECN 2509 Global Macroeconomics 1**

Description: This follow-up course continues the focus on the forces that determine overall global economic macroeconomic activity. It expands the national macroeconomic framework developed in BECN 2509 to a global framework. It considers the role of the foreign exchange rate regimes and capital movements on the effectiveness of monetary and fiscal policy and on the determination of output, interest rates, and the like. Again, a very practical approach is taken.

BECN 2060: Independent Study in Managerial Economics

Credits: Variable (1 credit minimum)

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: An independent course of study in economics may be arranged with a faculty member and a student advisor.

Finance

BFIN 2015: Short-Term Finance

Credits: 1.5

Prerequisite(s): **BFIN 2410 Financial Management 2** or **BFIN 2006 Financial Management**

Description: Examines several important short-term financial issues and challenges confronting companies. Topics include cash forecasting and cash management, including a focus on the interactions among current assets and liabilities; budgeting and forecasting techniques and issues; and foreign exchange rate risk and management. Particular emphasis on the organizational tensions, including strategic compromises, that arise in managing working capital and budgets.

BFIN 2030: Valuation 1

Credits: 1.5

Prerequisite(s): **BFIN 2410 Financial Management 2** or **BFIN 2006 Financial Management**

Description: This course examines the discounted cash flow approach to valuing business firms. Students develop the skills necessary to project free cash flows, estimate the cost of capital, compute terminal values, conduct sensitivity analyses, identify value drivers, and estimate the values of firms. It is a "hands on" course in which students are required to value an actual company.

BFIN 2036: Corporate Finance

Credits: 3

Prerequisite(s): **BFIN 2410 Financial Management 2** or **BFIN 2006 Financial Management**

Description: This course is an introduction to corporate financial management. The course builds on BFIN 2006/BFIN 2409 & 2410 to provide students with the conceptual framework and analytical tools necessary to appreciate, understand, and analyze the problems facing corporate financial managers. The course consists of four main parts. The first part develops the tools necessary to conduct the analysis of corporate finance problems. These tools include the analysis of data reported on financial statements, building pro-forma financial statements, the basics of put and call options, and an introduction to corporate valuation techniques. The second part of the course examines how managers set the two primary corporate financial policies: capital structure and payout policy (e.g. dividends and share repurchases), and the process of restructuring in financial distress and bankruptcy. The third part of the course analyzes the process of issuing securities in the capital markets, including the role of the investment banker. Finally, the fourth part explores several aspects of mergers and acquisitions, including the motives for these transactions, the structure of the deal, and the role of private equity firms.

BFIN 2039: Investment Management/Capital Markets

Credits: 3

Prerequisite(s): **BFIN 2410 Financial Management 2** or **BFIN 2006 Financial Management**

Description: The objective of Investment Management/Capital Markets is to provide the student with a theoretical and practical background in the field of investments. The course will cover the major topics of financial markets, portfolio theory, security valuation, capital market equilibrium and risk-return trade-off, performance evaluation and international diversification. The course is intended for those students who want to become investment professionals or those who want to be wise individual investors. Real-world examples will be given to make connections with the theoretical framework.

BFIN 2042: Acquisition of Privately Held Companies

Credits: 1.5

Prerequisite(s): **BFIN 2410 Financial Management 2** or **BFIN 2006 Financial Management**; prior completion of **BFIN 2030 Valuation 1 i**s recommended

Description: The course will provide an introduction to the acquisition of privately held companies along with strategies for value creation in the acquired business. The course, which is exclusively taught using the case method, takes lessons taught in the valuation courses extending these concepts to the valuation of privately held business, the structuring of the acquisition balance sheet and the execution of the acquisition process. While a discussion of secured financing alternatives will be included, the application of junior capital, both mezzanine debt and equity will be the focus of the course. A risk analysis of the target will be performed and an investment thesis intended to illustrate value creation techniques will be central to each class discussion. Upon completion, students will be better prepared how to assess both operational and financial forms of risk, develop techniques intended to reduce both forms of risk, and consider value creation strategies in marketing, operations, finance and management. Each case will involve a real company acquired over the years by PNC Equity Partner along with actual selling memorandum, diligence prepared by PNC principals, market research firms, accounting firms and law firms employed by PNC as part of their diligence process.

BFIN 2051: Introduction to Derivatives

Credits: 1.5

Prerequisite(s): **BFIN 2410 Financial Management 2** or **BFIN 2006 Financial Management**

Description: The purpose of this course is to introduce participants to derivative securities with particular focus on four basic derivatives: forwards, futures, options and swaps. Toward this purpose, we will examine the structure of these contracts, discuss the techniques used for their valuation, and explore the various uses of these financial products in speculation and risk management.

BFIN 2056: Derivatives: Applications to Valuation and Value Creation

Credits: 1.5

Prerequisite(s): **BFIN 2051 Introduction to Derivatives**

Description: Over the past few decades, some of the most interesting developments in finance have been the results of financial engineering. Financial engineering is a process by which quantitative methods are used to design financial instruments and the financial structure of an organization in order to maximize that organization's effectiveness. The purpose of this course is to introduce participants to corporate financial engineering. Toward this purpose we will explore how and why financial engineering is used in a variety of settings primarily with the use of cases.

BFIN 2068: Markets and Trading

Credits: 1.5

Prerequisite(s): **BFIN 2410 Financial Management 2** or **BFIN 2006 Financial Management**

Description: This course is designed to give participants a broad understanding of the operations of various financial markets with special focus on liquidity, market structure and trading. With this objective in mind, the course will concentrate on the operations of exchanges, trading systems and broker-dealer intermediaries. Participants will be exposed to a range of issues regarding the formulation of trading decisions and market structure design and regulation. Simulation software will be used to provide hands-on experience with making tactical trading decisions in different market structure environments.

BFIN 2069: Fixed Income Securities

Credits: 1.5

Prerequisite(s): **BFIN 2051 Introduction to Derivatives**

Description: This course examines the concepts that are most frequently encountered in the market for fixed income securities. Specifically, the course describes the most important fixed income securities and markets and develops tools for valuing these securities and managing their interest rate and credit risk. Historically, "fixed-income" refers to securities which promise fixed cash flows over their lives such as a fixed-rate coupon bond. Now, it is generally accepted that a fixed income instrument is one whose value is driven by the level of interest rates and/or the value of a related underlying asset. This classification would include floating rate bonds, callable bonds, bond futures, bond options, caps, floors and collars, interest rate swaps, credit derivatives and asset-backed securities. The importance of understanding fixed income securities has been highlighted by the events that have unfolded over the last two years to create the credit crisis of 2007 where losses may top $1 trillion by the end of 2008. The losses have been attributed to a number of factors including errors in assigning credit ratings, valuation uncertainty, errors in valuation, complex security design and lack of transparency. The purpose of the course is to provide participant with the ability to qualitatively and quantitatively analyze the impact of these factors on global markets.

BFIN 2130: Valuation 2

Credits: 1.5

Prerequisite(s): **BFIN 2030 Valuation 1**

Description: This course examines a number of topics in the area of business valuation, including alternatives to the discounted cash flow model, intricacies involved in estimates of the cost of capital and terminal values, and valuation of acquisition targets, private companies, financial institutions, foreign companies and e-commerce companies.

BFIN 2145: Financial Modeling

Credits: 3.0

Prerequisite(s): **BFIN 2006 Financial Management** or **BFIN 2409 Financial Management 1** **and** **BFIN 2410 Financial Management 2**

Description: The course will apply finance theory to solve various problems in financial management and investments. It will take a hands-on approach in building financial spreadsheet models using Microsoft excel. Students will learn to address issues that arise in various areas of financial analyses. These issues include but are not limited to discounted cash flow valuation, cost of capital estimation, asset return calculations, portfolio theory, index models, option pricing models, bond pricing and investment performance analysis.

BFIN 2410: Financial Management 2

Credits: 1.5

Prerequisite(s): **BFIN 2409 Financial Management 1**

Description: This course builds on Financial Management 1 and develops an asset pricing framework used in corporate finance based on the trade-off between risk and return. We use modern portfolio theory to determine a suitable asset pricing model and arrive at determining the relevant discount rate to reflect the risk associated with the cash flow we focused on in Financial Management 1. Finally, we will address how financing and capital structure choices affect project and firm value using the above techniques and methods. The course will conclude with three valuation methods: WACC, APV, and FTE and an extensive case discussion. Financial Management 1 & Financial Management 2 are prerequisite courses for any other finance elective in the curriculum.

BFIN 2555: Practicum in Portfolio Management & Security Analysis

Credits: 3.0 – applied during fall or spring term of student's choice

Prerequisite(s): **BFIN 2006 Financial Management** or **BFIN 2410 Financial Management 2** and **BFIN 2039 Investment Management/Capital Markets** and **BFIN 2030 Valuation 1.** An application process is required to gain enrollment permission; please see your academic advisor for obtaining permission and/or a waiver for the requisite coursework.

Description: The practicum is an experiential learning tool in which students manage an investment portfolio. The practicum is designed to expose students to "real world" valuation estimation and portfolio management. Through the collection of geographic, industry specific, and firm specific information, the student-managed investment fund is expected to develop an informational advantage in securities with minimal or no analyst following. The students will apply valuation techniques learned in their coursework to real world companies. They will also measure and manage the risk of the portfolio and determine the risk adjusted performance of the portfolio.

BFIN 2060: Independent Study in Finance

Credits: Variable (1 credit minimum)

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: An independent course of study in finance may be arranged with a faculty member and a student advisor.

Interdisciplinary

BIND 2024: Consulting Field Project

Credits: 3

Prerequisite(s): Students should have completed **BACC 2401 Financial Accounting**. Immediately following enrollment in the course, students must email their resume and a brief statement of career interest to Clinical Professor G.M. (Bud) Smith, budsmith@katz.pitt.edu. Based on this information and client needs, student teams are assembled prior to the beginning of term. This way, students begin working with their team and their client immediately.

Description: This course teaches management consulting as a problem-solving framework. In doing so, students are provided a unique opportunity to apply the analytical tools and concepts taught by Katz, and do so in a practical manner. Each project includes three to five students assembled as a team. Each project involves a single "client" organization, which may be a profit, non-profit, or governmental. Each client provides its assigned study team with a project of immediacy and an executive dedicated to working with the team. A faculty advisor is assigned to each team. Students schedule their own time, dovetailing with client schedules and that of their faculty advisor. Students are required to attend four scheduled Saturday morning workshops led by experienced consultants. An end-of-term competitive competition is also held, the winner being awarded the McKinsey Cup. Please note that attendance is required for all events listed below:

- January 8 or 9 (Wednesday or Thursday): Orientation, 5:00 to 5:30 pm.
- January 11 (Saturday), 1st Consulting Workshop, 9 am to noon.
- January 18 (Saturday): 2nd Consulting Workshop, 9 am to noon.
- March 8 (Saturday): 3rd Consulting Workshop, 9 am to noon.
- April 5 (Saturday): 4th and final Consulting Workshop, 9 am to noon.

Please read the Consulting Field Project syllabus to ensure you are able to attend all events.

BIND 2031: Global Business Project

Credits: 3

Prerequisite(s): None

The Global Business Project is an experienced-based learning consulting course for Katz MBAs that includes:

- MBAs from multiple universities working with a faculty advisor and corporate executives to solve a business challenge
- Teams working virtually in the U.S. and then on the ground in Brazil, China or India
- Actionable recommendations, professionally presented.

Benefits to Katz MBAs include:

- International business experience to complement existing work and academic experience
- Access to companies that recruit MBAs
- Opportunities to work with fellow MBAs from different backgrounds, different countries and different universities in virtual and in-person team settings
- Exposure to consulting skills and frameworks

Responsibilities of Katz MBAs are:

- Submit a compelling application by October 28 (www.gbp-ciber.unc.edu) and be interviewed by Katz faculty and staff by Nov. 2. (Notified of acceptance Nov. 29.)
- If accepted, register for BIND 2031 Global Business Project for three credits in the spring term

- Deliver top-quality work for credit
- Engage in in-person and virtual meetings, including Feb. 7-9 GBP Project Launch Weekend in Washington, DC, engage in virtual project work from February to early May, go to target country for Hub City weekend May 16 to 18, and in-country completion of project, May 19 to 30

Cost of Program to Katz MBA:

- Program fee is $3500, but the IBC provides a $2000 scholarship
- Travel to DC and airfare to target country

University Sponsors: Columbia University, George Washington University, Lingnan University (China), Purdue University, San Diego State University, University of Connecticut, University of Maryland, University of Miami, University of North Carolina (lead school), University of Pittsburgh, University of Wisconsin and Unisinos (Brazil)

Katz faculty leader: Jo Olson, 308 Mervis Hall, 412-648-1715, jolson@katz.pitt.edu
Info sessions: Thurs., Sept 26, 5:15 in b-75 and Mon., Sept. 30, 5:15 in 117 Mervis
See our website: http://www.business.pitt.edu/katz/ibc/for-students/graduate/global-business-project-index.php

BIND 2035: Application of Game Theory in Managing Decision Making

Credits: 1.5
Prerequisite(s): **BECN 2401 Economic Analysis**
Description: This course demonstrates how insights of game theory can be utilized by managers to address important decisions confronting the firm. The interaction of a business firm with its competitors, customers and suppliers can be formalized as a game situation. The task of the manager is to identify what are the rules that govern the game, whether he/she can modify those rules to the company's advantage, what is the expected behavior of other players in the game, and what are the optimal reactions of the company given this expected behavior. The primary focus of the analysis is on understanding how other players form their strategies and expectations in order to identify one's own best response strategy. We will utilize game theoretic reasoning to analyze issues related to entry into new markets or exit from established businesses, investment in research and development, the extent of product differentiation and proliferation that is implied by competition, and strategies aimed at alleviating price competition among firms.

BIND 2203: Organizational Transformation

Credits: 1.5
Prerequisite(s): **BOAH 2409 / 2401 Organizational Behavior**
Description: This course recognizes the interconnected web of economic, social, political, environmental and technological forces within the global economy that require organizations to transform their systems, processes and fundamental business models in order to be effective. Students will examine notions of how global business today must respond to competing pressures across multi-stakeholder relationships in a manner that engages key partners as well as builds organizational capacity. A discussion of corporate social responsibility as an agent for organizational change and examples of various initiatives that integrate business with society will be a focal topic within the course. Also key skills that managers need in order to perform effectively in these dynamic situations will be addressed through cases, class discussion and experiential group project work.

BIND 2444: Management Simulation

Credits: 3.0
Prerequisite(s): **Students must have completed all core required classes. Full-time students should take this course in their final term of the program. Part-time students must have completed all core required classes. All students must see academic advisor for enrollment.**
Description: The Management Game is an applied strategic management and general management exercise where teams of students operate computer simulated companies for 3 years acting as the executive committee of a multi-national manufacturing company. Groups of students compete against each other as they try to add value to their companies. The class teaches competitive dynamics group management skills, cross-functional management, and presentation skills. **The class is intended to be taken during the student's last term in the program** and is intended to

provide an illustration of how to apply the tools acquired in other classes in a complex international business environment. A main focus of the learning is the unstructured nature of the problem. We want to train managers to solve open-ended problems with talented people in creative ways. External boards of directors may be utilized during the class for feedback and to assess student progress. Each team is asked to engage in externally focused exercises. Some examples of these exercises include negotiating a labor agreement with real union representatives and presenting their marketing plans to practicing marketing executives. The external feedback and evaluation structure of the course makes the exercise sharply realistic. The highly unstructured nature of the class makes it invaluable for students preparing to enter the job market as leaders instead of followers.

BIND 2511: Executive Boardroom Series 2

Credits: 1

Prerequisite(s): **Instructor's permission is required**; limited seating available

Description: This interactive course brings in top pharmaceutical and health care executives and builds on the business and management concepts. Students are engaged in a structured understanding of the "businesses of pharmacy in health care" and related fields that impact the profession in an executive boardroom format. This course focuses on "entrepreneurship in medicines and health care" and analyzes the fundamentals of entrepreneurism amongst successful executive finders, binders, and minders. Executive Boardroom Series 1 is not a prerequisite. Instructor's permission is required. The selection process requires a one-page narrative on the potential contribution(s) of this course to the student's education and/or career goals. Email narrative to gvanscoy@pitt.edu.

BIND 2526: Business Process Redesign

Credits: 1.5

Prerequisite(s): None

Description: After a brief introduction and presentation of basic concepts, the course explains the tools and techniques for business process redesign. Next, the course covers process diagnostics and the identification of critical process problems. Then, the course covers business process redesign implementation, and the organization of business process redesign teams. Later, cases and experiences in several companies are presented. The course ends with the analysis of political factors that accompany redesign efforts, and a short annex that discuss the relationship between process redesign and technical norms.

BIND 2705: Global Research Practicum - India

Credits: 3

Description: This course is tied closely to field study abroad, providing a hands-on experience in a foreign culture. Main objectives are to challenge students to consider business issues from a global perspective and to expose them to actual business environments abroad. Requirements include a team research project and an individual cultural report. The course includes a 9-day trip to various businesses in India. Students develop a research question in areas of managerial specialization and draw evidence from the field study to support their project report. While abroad, students visit a number of selected organizations and/or companies, and explore current business practices/issues. The group meets for three, 3-hour sessions prior to the trip. Portions of these classes will focus on developing the research project. Also, to help prepare for the trip, selected outside speakers may share their experiences and perspectives on Indian business and culture. At the final class session after the trip, projects are presented in both written and oral forms. Students are required to cover individual expenses including tuition, airfare, and ground package. A $500 non-refundable deposit is required to hold your space. **Travel will take place March 7-16, 2014.**

BIND 2706: Global Research Practicum - Israel

Credits: 3

Description: This course is tied closely to field study abroad, providing a hand's on experience in a foreign culture. Main objectives are to challenge students to consider business issues from a global perspective and to expose them to actual business environments abroad. Requirements include a team research project and an individual cultural report. The course includes a 7-day trip to various businesses in Israel. Students develop a research question in areas of managerial specialization and draw evidence from the field study to support their project report. While abroad, students visit a number of selected organizations and/or companies, and explore current business practices/issues. The group meets for three, 3-hour class sessions prior to the trip. Portions of these classes will focus on developing the research project. Also, to help prepare for the trip, selected outside speakers may share their experiences and perspectives on Israeli business and culture. At the final class session after the trip, projects are presented in both written and oral forms. Students are required to cover individual expenses including tuition, airfare, and ground package. A $500 non-refundable deposit is required to hold your space. **Travel will take place in March 7-14, 2014.**

BIND 2707: Global Research Practicum - Europe

Credits: 3

Description: This course is tied closely to field study abroad, providing a hand's on experience in a foreign culture. Main objectives are to challenge students to consider business issues from a global perspective and to expose them to actual business environments abroad. Requirements include a team research project and an individual cultural report. The course includes an 8-day trip to various businesses in Cologne and Rotterdam. Students develop a research question in areas of managerial specialization and draw evidence from the field study to support their project report. While abroad, students visit a number of selected organizations and/or companies, and explore current business practices/issues. The group meets for three, 3-hour class sessions prior to the trip. Portions of these classes will focus on developing the research project. Also, to help prepare for the trip, selected outside speakers may share their experiences and perspectives on European business and culture. At the final class session after the trip, projects are presented in both written and oral forms. Students are required to cover individual expenses including tuition, airfare, and ground package. A $500 non-refundable deposit is required to hold your space. **Travel will take place March 8-16, 2014.**

BIND 2715: Global Research Practicum INDIA (Global Strategy)

Credits: 3.0

Prerequisite(s): None

Description: This course will offer a first-hand, up-close and thought-provoking experience of opportunities and hurdles that characterize business and industry in the second most populous country, which is expected to soon become a dominating economic power. The course will explore strategic responses to the challenges and opportunities of globalization and reverse innovation emanating from the base of the pyramid. Business models that generate value by effectively responding to human needs in growth economies in developing nations will be studied and developed.

BIND 2889: Brazil Today

Credits: 1.0

Prerequisite(s): None

Description: As global citizens, students need to have a working knowledge of other countries which are important in shaping the corporate, social and political world. As a rising state in the world economy, Brazil's status in the business and in world affairs is shifting in a transformative way.

After an overview of Brazil, this course will provide an introduction to Brazil in three dimensions: its diverse groups of people, the growth and development of the Brazilian economy and institutions and the environmental issues and challenges in modern Brazil. **This course will take place over the weekend of February 21-23, 2014.**

BIND 2060: Independent Study in Business Administration

Credits: Variable (1 credit minimum)
Prerequisite(s): Special permission/faculty sponsorship is required.
Description: An independent course of study in general business administration may be arranged with a faculty member and a student advisor.

Management of Information Systems

BMIS 2053: Human-Computer Interaction

Credits: 3
Prerequisite(s): None
Description: While many organizations have outsourced the design of production systems, the recent Internet, e-commerce, and mobile explosion in usage has created the need to design new devices, corporate and social networking web sites, and storefronts. These items are developed by people of various backgrounds, but organizational practices must exist to make sure they take into account what we know about human factors engineering. This course focuses on how to gather requirements, achieve a usable first draft, and test and improve that draft. A variety of course projects will be assigned, on various modalities such as video, text, and graphics. The projects will address usability comparisons; design of forms, icons, screens, sites, and systems; user error; and future technologies. No programming expertise is needed.

BMIS 2409: Information Systems

Credits: 1.5
Prerequisite(s): None
Description: How does information technology enable the business? How does it provide business value? This course provides an overview of information technology and its application in a business. By simultaneously examining business cases and the capabilities of relevant technologies, students will develop an understanding of how information technology supports and enables business strategies, innovation, and improved business capabilities and processes.

BMIS 2537: Business Systems Platforms

Credits: 3
Prerequisite(s): None
Description: The options for deployment of business information systems have grown in number and greatly increased in complexity since the Internet and concomitant technologies have become the most important de-facto standards for business computing and networking. Relevant technologies break down into five basic categories:
Computer Hardware-this primarily includes computers and storage

1. Communications-this includes wired, wireless, local and wide-area networks
2. System Software-this includes operating systems and databases as well as transaction and message-based middleware, and load balancing
3. Software Development-this includes web services, service-oriented architectures, and all of the various technologies commonly grouped under the heading “Web 2.0”.
4. Horizontal Applications-this includes technologies like RFID, Business Intelligence, workflow and Content Management

Accordingly, the course will pursue three simultaneous paths:

1. Lectures and additional presentations by outside speakers will survey the most important software and hardware technologies that businesses use to deploy information systems. This will include an examination of capabilities, strengths, weaknesses, and relevant standards. It will also address alternative implementations and costs.
2. Full-length case studies and class discussion will facilitate the examination of the business implications of and the context in which these system deployment technologies are utilized.
3. Individual and team student projects will give the students experience in researching, understanding, evaluating and explaining information technologies.

BMIS 2551: Project Management Concepts and Processes

Credits: 3
Prerequisite(s): None
Description: This course focuses on the management of projects, including (but not limited to) the management of information systems projects. Planning, organizing, staffing, and controlling projects require traditional management skills, an understanding of quality assurance techniques, and an appreciation of the business environment in which projects are embedded. This course presents an overview of project management concepts that follows the Project Management Institute's *A Guide to the Project Management Body of Knowledge* . The course focuses on project planning, defining project scope, monitoring progress, and controlling projects. It also covers the politics of projects, project staff and teamwork issues, and the implementation of projects.

BMIS 2679: Technology Innovation, Adoption, and Diffusion

Credits: 3
Prerequisite(s): None
Description: This course will expose students to concepts in technology innovation, markets for information technology goods and services, and adoption dynamics within organizations for new products and processes, and therefore should prove useful in a variety of student careers. Assignments emphasize written and oral communication skills. There is an opportunity for a self-selected project to customize the course to particular student interests. Skill acquisition and improvement goals for the course include Case analysis, short analytic writing, technology research, and long-form writing.

BMIS 2689: Technology Enabled Business Transformation

Credits: 3
Prerequisite(s): None
Description: Business Transformation has been defined as the alignment of process, people and technology such that it can both support and innovate business strategies. Given that technologies evolve and develop at a rather rapid pace, it is desirable for managers to develop skills that allow them to understand what technologies can do (both established and new) and how they might be leveraged to create real value. Using lecture and current case studies, this course will examine topics to help students develop those skills. These topics include: (1) Transformation Strategies, (2) The relationship between Information Technology and Business Transformation, (3) When to build and when to buy, (4) Business Analysis, (5) Process Modeling, (6)Enterprise Systems, (7) Software Development Methodologies.

BMIS 2060: Independent Study in Information Systems

Credits: Variable (1 credit minimum)
Prerequisite(s): Special permission/faculty sponsorship is required.
Description: An independent course of study in information systems may be arranged with a faculty member and a student advisor.

Marketing

BMKT 2033: International Marketing

Credits: 1.5

Prerequisite(s): **BMKT 2409/2411 Marketing Management** Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description: This course introduces the student to a systematic treatment of marketing on a global scale. In addition to examining the problems of performing various market functions in other countries, emphasis will be given to analyzing and evaluating culture and how it may impact the ability of a firm to market its products and services. The course uses a combination of lectures, case analysis discussion, current events, and guest speakers to convey key aspects of marketing in a global economy. Course objectives:

- Diagnose the cultural context in which marketing strategies are executed.
- Evaluate how client needs, wants and desires change as marketplace marketing variables also vary according to cultural and structural constraints.
- Evaluate secondary data sources in markets outside the United States, and design effective primary data gathering efforts.
- Analyze the actions of global actors and players and their influence over marketing plan execution; this includes political, legal and infrastructure constraints and limitations.
- Research the complex relationships that exist between global players which often include co-creation of products, services and intellectual property while also acting as customers and suppliers to each other across business units. Apply this understanding to the management and execution of a marketing plan given the context of a broader relationship between the firm and a targeted global entity.
- Establish the link between recent economic political and social news from around the globe to the conduct of business and the general business climate.

BMKT 2509: Marketing Planning and Strategy

Credits: 1.5

Prerequisite(s): **BMKT 2409/2411 Marketing Management** Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description: This course is designed to be a capstone experience in marketing analysis, decision making and planning. The course uses a marketing strategy simulation game to illustrate key aspects of marketing strategy formulation and the construction and design of marketing plan. Course objectives:

- Applying marketing principles and concepts learned in Marketing Management, i.e.:
  - Design marketing strategies based on SWOT analyses,
  - Develop marketing programs for managing the 4P's that reflect those strategic decisions,
  - Learn to adjust those strategies and programs based on changes in the competitive and macro- environments and on performance.
- Developing and practicing skills in marketing analysis and decision making, integrating information on financial performance. Specifically, purchase packaged market research studies; design new products and reformulate existing products using R&D; forecast demand; manage inventory levels; develop proforma marketing budgets; and manage marketing decision variables.
- Developing comprehensive marketing plans. These plans will be focused and based on sound analysis of past performance and future opportunities.
- Developing skills in running business meeting, making persuasive arguments and thinking on your feet.

BMKT 2513: Consumer Behavior 1

Credits: 1.5

Prerequisite(s): **BMKT 2409/2411 Marketing Management** Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description: Understanding our consumers—or ourselves, as consumers—is no easy task. Perhaps its difficulty is best reflected in the number of new product introductions that fail each year. This course is intended to introduce graduate students to critical theoretical ideas and techniques of investigation into consumer behavior phenomena. Basic methodologies for research in consumer behavior are developed and applied. The emphasis will be on developing applications of behavioral concepts and methods for marketing actions. Topics and objectives:

- Analyzing how targeted consumer needs, wants, and desires change as marketplace marketing variables are adjusted according to cultural and structural lifestyle constraints.
- Evaluating cultural and lifestyle influences on consumer behavior, and designing targeted messages to create awareness, interest and purchase.
- Examine motivation, personality and emotion and how these factors directly influence consumer behavior.

BMKT 2514: Consumer Behavior 2

Credits: 1.5

Prerequisite(s): **BMKT 2513 Consumer Behavior 1**

Description: Understanding our consumers—or ourselves, as consumers—is no easy task. Perhaps its difficulty is best reflected in the number of new product introductions that fail each year. This course is intended to introduce graduate students to critical theoretical ideas and techniques of investigations into consumer behavior phenomena. Basic methodologies for research in consumer behavior are developed and applied. The emphasis will be on developing applications of behavioral concepts and methods for marketing actions. Topics and objectives:

- Evaluate the consumer decision process to determine how problems are identified, evaluated and products/services selected to resolve the problem state.
- Analyze post purchase processes, consumer satisfaction and metrics to evaluate customer loyalty.
- Evaluate business to business buying behavior and segment these organizational behaviors into actionable groups with appropriate performance metrics.

BMKT 2515: Marketing and Social Media Strategy

Credits: 3

Prerequisite(s): **BMKT 2409/2411 Marketing Management** Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description: This course covers new and non-traditional marketing communications in the age of digital marketing and social media. Through a series of lectures, case discussions, team workshops, projects, and guest lectures, students will learn about this new and exciting area of marketing and how companies and brands can leverage social media platforms and the social interactions that occur between consumers (e.g., word-of-mouth) to help them achieve their marketing and business goals. Topics covered include consumer-to consumer interactions, social networks, marketing on digital social media platforms (e.g., Facebook,), viral marketing, social CRM, integrated campaigns featuring advertising and social media, and new marketing opportunities with emerging technologies. This course is offered by Professor Andrew Stephen, a globally recognized expert on social media marketing who has worked with companies such as American express, Dynamic Logic, Hermes, Google, Publicis, Sanofi, and WPP, advises several digital media start-ups, and has talked about social media marketing in BusinessWeek, the New York Times, and the Wall Street Journal.

BMKT 2526: Product Development and Management

Credits: 3

Prerequisite(s): **BMKT 2409/2411 Marketing Management** Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description: This course aims to develop marketing decision making skills related to the development and management of products and services by providing relevant tools and methods of analysis for product/service related marketing decisions and applying these tools and methods to make strategic and tactical marketing decisions in real and simulated business situations. The course takes a decision-oriented perspective in presenting relevant concepts and tools, demonstrating their application to managerial analysis and decision-making and providing participants "hands-on" experience in applying these skills in business situations.

BMKT 2544: Shopper Marketing

Credits: 3

Prerequisite(s): **BMKT 2409/2411 Marketing Management** Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description: This course focuses on leveraging data via analytics and technology via mobile marketing (e.g., shopping apps) to understand consumers' "path to purchase" and convert shopper insights into in-store marketing strategies. Sitting at the intersection of brand management, sales, and marketing research, shopper marketing is becoming a key business function at retailers and CPG firms. In this course, students learn the various aspects of shopper marketing via hands-on experience with analytical tools and software (e.g., Nielsen panel data and geodemographics tools). The course uses a combination of lecture, guest lectures by leading local firms (e.g., Heinz, Giant Eagle), and experience-based learning to equip students for careers in shopper marketing, digital marketing, retail consulting, and retailing.

BMKT 2551: Digital and Social Media Analytics

Credits: 1.5

Prerequisite(s): **BMKT 2409/BMKT2411 Marketing Management** and **BMKT 2515 Marketing & Social Media Strategy** Note: This course and BMKT 2409 Marketing Management and BMKT 2515 Marketing & Social Media Strategy may be taken concurrently.

Description: This course presents a data-driven approach to strategic and tactical marketing decision making in the context of digital and social media. Covering the three main media types of paid, owned, and owned media, students will learn about frameworks and methods that allow them to take data from sources such as Google, Facebook, and Twitter to be able to generate valuable and actionable managerial insights. The focus is on learning how to use digital and social media activity data to make better decisions, not on statistical methodologies (however, familiarity with Excel is needed). The course will involve a combination of lectures, guest speakers, and hands-on workshops. This course is part of the Digital Marketing Certificate and complements the "Marketing and Social Media Strategy" course.

BMKT 2569: Brand Management

Credits: 1.5

Prerequisite(s): **BMKT 2409/2411 Marketing Management** Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description: Evaluates the strategic management of marketing intangible assets, including Brands, Brand Valuation and Company Reputation. This course focuses on the learning needs of students who are currently or aspire to become Brand Managers or Product Managers. Students who aspire to work as Financial Analysts will find marketing evaluation tools to analyze intangible assets. The course employs a case-based practical approach to examine the role played by Brands in influencing consumer choices, and investigates how to effectively manage these important assets. Course objectives:

- Establish relationships between consumers and brands;
- Practice the art of brand building using case studies
- Evaluate brand building, brand extension, brand maintenance, and brand repositioning;
- Assess valuation of intangible marketing assets including Brands;
- Investigate global brands;
- Assess the role brands play in retail, including control brands and private label brands; and
- Evaluate the appropriate roles to be played by individual brands in a company's portfolio of brands.

BMKT 2060: Independent Study in Marketing

Credits: Variable (1 credit minimum)

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: An independent course of study in marketing may be arranged with a faculty member and a student advisor.

Organizational Behavior and Human Resources Management

BOAH 2423: Managing Human Capital

Credits: 3

Prerequisite(s): **BOAH 2401/2409 Organizational Behavior.** Due to similar course content, if you have taken BOAH 2421: Human Resources for the Competitive Advantage, you are unable to take this course.

This course examines the design and use organizational human resources systems to achieve market advantage. Emphasis is placed on exploring the decisions managers must make to obtain an appropriate number of qualified employees and to motivate them to achieve organizational competitive objectives. Participants examine the influences of managing technologies, public policy directives and international competitive requirements as they affect decisions relating to staffing, compensation, employee relations and human resource development.

BOAH 2456: Managing Offshore Outsourcing

Credits: 1.5

Prerequisite(s): **BOAH 2409/2401 Organizational Behavior**

Description: This course provides an in-depth assessment of the operational and legal challenges that must be addressed to effectively outsource a company's business processes to overseas locations. The fundamental learning objective is to enhance students' functional skills across the life cycle of these initiatives from process identification and internal restructuring through contract negotiations and ongoing vendor management. We begin with a review of existing frameworks and tools to identify processes that are viable candidates for external sourcing (e.g., business mapping notation, business process reengineering principles). The consolidation of business processes into domestic shared-service units or captive centers abroad will be treated as a transition stage to more extensive co-sourcing and outsourcing relationships with third-party vendors. From there, students will examine the challenges of developing and executing an offshoring strategy and structuring effective relationships with foreign-based, outsourcing partners. Special attention will be focused on the performance management and corporate social responsibility aspects of these initiatives. A multi-functional perspective is maintained throughout, examining outsourcing trends and best practice in the areas of finance & accounting, HRM, procurement, call center management/customer support, and IT.

BOAH 2521: Staffing Organizations

Credits: 1.5

Prerequisite(s): **BOAH 2409/2401 Organizational Behavior**

Description: This course is designed to develop an advanced understanding of the process of attracting and selecting qualified personnel to implement the organizational competitive strategy. The staffing function is examined as a core Human Resources activity and a critical organizational function. Specific topics that are generally considered include: job analysis, theory and practice of recruitment, predictor instruments (e.g. psychological tests, interview, work sample, etc.), measurement issues (e.g. validation and reliability) and organizational socialization. The emphasis is on developing both understanding possible application and basic technical competency.

BOAH 2522: Compensation

Credits: 1.5

Prerequisite(s): **BOAH 2521 Staffing Organizations**

Description: This course is an exploration of the basic concepts and methods in managing organizational pay and incentive systems. Compensation is viewed as a key variable in the implementation of organizational competitive strategy. Topics frequently covered in this course include: pay as a strategic factor, methods of job evaluation, compensation policy choices and issues, pay equity and competitiveness, merit pay and variable pay systems, administration of a compensation system, and emerging compensation and incentive issue.

BOAH 2527: Cross-Cultural Dimensions of International Management

Credits: 1.5

Prerequisite(s): **BOAH 2409/2401 Organizational Behavior**

Description: How can a leader effectively drive performance within global teams? Clearly the answer to this question draws our attention to a critical issue for organizations. While global teams are a powerful management tool, research suggests that many falter and most experience a great deal of conflict and miscommunication. Global teams also remind us that there is no such thing as one universal leadership style or approach. This course focuses on understanding what it takes for leaders to be effective when managing global teams. You will gain valuable insight into the challenges and opportunities presented by designing and managing cross-cultural teams. You will also assess your own leadership competence across critical cross-cultural management situations. This course will involve lecture, case analyses and student-led case discussions.

BOAH 2532: Negotiations, Teamwork, and Change 1

Credits: 1.5

Prerequisite(s): **BOAH 2409/2401 Organizational Behavior. See academic advisor for enrollment.**

Description: This is the first half of a two-part course on negotiations, teamwork, and change. This course will introduce you to effective techniques for negotiating and collaborative decision making in dyads, as well as in groups. It will further cover the methods for negotiating, facilitating, and leading change in organizational contexts. This is an experiential course and you will be involved directly in negotiating, leveraging team dynamics, and facilitating change in a range of contexts. These experiences will involve a host of tangible and not-so-tangible outcomes, ranging from monetary terms and conditions to matters of goodwill, trust, and information-sharing. Because this is an experiential course involving collaborative exercises, class attendance is critical and students must commit to attend all parts of the course to obtain course credit. **Please note: enrollment is limited**.

BOAH 2537 Conflict Resolution in the Workplace

Credits: 1.5

Prerequisite(s): **BOAH 2532 Negotiations, Teamwork, and Change 1**

Description: Managers will often face conflicts within their own work teams or while managing others. To function effectively as a manager, or in any professional capacity, managers must learn to effectively solve problems and resolve conflicts in formal settings as well as in informal discussions with bosses, subordinates, colleagues and team members. Understanding the nature of conflict, how it's resolved, and how it can improve individual and organizational performance is vital to developing a successful business and professional career. By the end of this course students will (a) understand the costs and benefits of conflict; (b) approaches to resolving conflict; (c) have practiced using these techniques; and (d) have developed a set of best practices for resolving conflict in teams and organizations.

BOAH 2551: Project Course in Organizational Leadership 1

Credits: 1.5

Prerequisite(s): Special permission, students must apply and be accepted to the Woodcock or BNY Mellon CSR Leadership Fellows Programs – http://www.business.pitt.edu/berg/

Description: Students will be required to complete a project (in pairs) based on their acceptance into one of two specific leadership fellows programs (Woodcock Fellows or BNY Mellon CSR Fellows). This project will involve conducting an overall needs assessment and development of a scope of work for the specific assigned project client. In addition, background reading materials on leadership, organizational effectiveness and corporate social responsibility will be reviewed and discussed. Specific project deliverables will be discussed, developed and approved by the project sponsors. Students are expected to develop and execute project deliverables as the major part of their grade in this project course experience.

BOAH 2552: Project Course in Organizational Leadership 2

Credits: 1.5

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: The nature of this course will vary depending on which project of the spring semester a student wishes to pursue, either the Spring 1 or the Spring 2 section. For that reason, students interested in this course should contact their respective academic advisor for more information.

BHRM 2060: Independent Study in Human Resource Management

Credits: Variable (1 credit minimum)

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: An independent course of study in human resource management may be arranged with a faculty member and a student advisor.

BORG 2060: Independent Study in Organizational Behavior

Credits: Variable (1 credit minimum)

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: An independent course of study in organizational behavior may be arranged with a faculty member and a student advisor.

Operations Management

BQOM 2139: Six Sigma Theory and Practice

Credits: 3
Prerequisite(s): **BQOM 2401 Statistical Analysis**
Description: BQOM 2139 Six Sigma Theory and Practice has been designed to provide the student with:

- Strong theoretical knowledge of the Six Sigma Green Belt Body of Knowledge.
- Practical, hands-on, experience with the Six Sigma methodology.
- A Katz Six Sigma Green Belt Certificate, for students earning a grade of "B" or better.

Six Sigma is a disciplined, data-driven approach to process improvement aimed at the near-elimination of defects from every product, process, and transaction. Six Sigma utilizes the following five-phase problem solving methodology known by the acronym DMAIC:

1. **Define** the projects, the goals, and the deliverables to customers (internal and external). Describe and quantify both the defect and the expected improvement.
2. **Measure** the current performance of the process. Validate data to make sure it is credible and set the baseline.
3. **Analyze** and determine the root cause(s) of the defects. Narrow the causal factors to the vital few.
4. **Improve** the process to eliminate defects. Optimize the vital few and their interrelationships.
5. **Control** the performance of the process. Lock down the gains.

To integrate theory and practice, students will be grouped in teams and work under the mentorship of a Six Sigma Black Belt on an industry client field project. The flow of the lecture topics and hands-on class labs will mirror the DMAIC methodology; providing just-in-time knowledge; balancing delivery, quality, and cost for our clients.

In summary, BQOM 2139 Six Sigma Theory and Practice promises a dynamic and engaging experience based learning opportunity for MBA students who are equal to the challenge of applying the DMAIC methodology to a real-world project in partnership with an industry client.

BQOM 2421: Decision Technologies in Manufacturing and Operations Management

Credits: 1.5
Prerequisite(s): **BQOM 2401 Statistical Analysis**
Description: This course provides a foundation in the use of decision technologies for solving complex management problems in a variety of functional areas. Over the past decade, the use of computers and the availability of spread sheet-based software have changed the way businesses analyze and evaluate decision alternatives. This course is a combination of management-science/operations research (MS/OR) and operations management (OM) techniques.
The objective of this course is to introduce two major MS/OR methodologies, namely, Linear Programming and Simulation, with emphasis on applications. Other topics covered include: Network models including CPM/PERT, Inventory Models, Queueing Systems and Decision Analysis using decision trees.

BQOM 2521: Decision Making in a Complex Environment

Credits: 1.5

Prerequisite(s): None

Description: Learn how to make high-impact decisions that are reasoned, defensible, and will lead to having greater success in both making these decisions and in justifying them by individuals and organizations. Most complex decisions involve many interested parties with conflicting interest and objectives and many factors, especially intangible ones like social, environmental and political influences alongside economic ones. All these factors need to be prioritized and integrated under common goals. Such complex decisions have benefits, opportunities, costs and risks that need to be addressed. How to put this together to make the most effective decision is the object of this class on the Analytic Hierarchy Process (AHP) and its generalization to dependence and feedback, the Analytic Network Process (ANP). The subject provides a new way of thinking about decision problems. Students will be exposed to a variety of applications and will get hands-on practice with the very usable Super Decisions Software that facilitates this way of decision-making. You are urged to bring your own laptop computer to this course and you will receive a copy of the software.

BQOM 2533: Global Supply Chain Management

Credits: 3

Prerequisite(s): **BQOM 2401 Statistical Analysis** and **BQOM 2421 Decision Technologies**. Note: This course and BQOM 2421 Decision Technologies may be taken concurrently.

Description: This course will consider multi-facility supply and demand network management from all three perspectives: operational, tactical and strategic. We will emphasize the creation and maintenance of value in the supply network, an activity critical to the survival of all organizations. Value creation can be accomplished by increasing revenue (e.g., by making the delivery system more flexible and responsive to the customer) and/or by decreasing cost (e.g., by eliminating unnecessary activities, and efficiently managing the others, from the distribution channel). Topics covered will include those in the shorter version of the course but in more detail. In addition, network design in uncertain situations, inter-organizational partnerships for effective inventory control, and revenue management will be covered. Using real-life case studies and software packages, we will examine these intricacies of supply and demand network management, learning about the underlying tools, methodologies and decision support systems. **A laptop is required for this course.**

BQOM 2534: Strategic Procurement and Sourcing Management

Credits: 1.5

Prerequisite(s): None

Description: The course provides a special emphasis on the development and management of strategic sourcing relationships and promotes an understanding of the strategic role of supply management in effective supply/demand/value chain operations. Purchasing and supply management play an essential role in the ability of the firm to operate efficiently and be competitive in the contemporary global business environment. Included in these processes are activities involved in identifying potential suppliers, creating relationships with selected suppliers, obtaining the needed materials in the most efficient quantities at the highest quality levels, and developing strategies designed to ensure an uninterrupted flow of goods and materials. The objective of this course is to make students aware of the demands placed upon purchasing professionals, and to understand the impact of purchasing on the competitive success and profitability of the firm. They must also have an understanding of legal and ethical considerations which affect purchasing decision-making.

BQOM 2537: Forecasting

Credits: 1.5

Prerequisite(s): **BQOM 2401 Statistical Analysis**

Description: This is a short course in forecasting methodologies and their applications in business. This course will cover traditional forecasting methodologies along with an overview of the state-of-the-art of forecasting with methodologies ranging from judgmental to statistical knowledge sources. Forecasting should not be confused with planning. The former is about what the future will be, while the latter deals with what the future should be. Most statistical packages (e.g., Statgraphics, SPSS, SAS) have some modules to do forecasting, but the user needs to know the principles of the models to use them. Dedicated forecasting packages provide some advice to the user about the forecasting method they should use (e.g., ForecastX, Forecast Pro). This course will focus on forecasting methodologies using statistical knowledge. By the end of the course students should know how to collect data and analyze them with a suitable computer program, and ultimately generate forecasts by selecting and fitting an appropriate model. We will also discuss some of the managerial issues surrounding the use of forecasting models in business. The student will select an area of interest (e.g., finance, marketing, operations, accounting, and general planning) within which he/she would like to apply and some of the forecasting methodologies we study, and develop a forecasting model.

BQOM 2546: Project Management Fundamentals and Analytics

Credits: 1.5

Prerequisite(s): **BQOM 2421 Decision Technologies** or permission of instructor. Note: This course and BQOM 2421 Decision Technologies may be taken concurrently.

Description: This course introduces the basic concepts of project management and demonstrates the utilization of these concepts utilizing Microsoft Project and other software. Special emphasis is given to the application of decision technologies and analytical methods in initiating a project, in scheduling, in allocating resources, in speeding up a project, in dealing with risk, and in monitoring and controlling a project.

BQOM 2549: Strategic Cost Analysis (Cross-listed as BACC 2549)

Credits: 1.5

Prerequisite(s): **BACC 2401 Financial Accounting** and **BACC 2528 Managerial Accounting,** or permission of instructor.

Description: This course is a follow-up course to Managerial Accounting. The course takes an integrated approach to value creation, focusing on decision making, performance measurement and control along the firm's value chain, including procurement, design, production and customer relationships. The first part of the course analyzes the use of cost information and performance measurement in supply chains. The second part of the course analyzes performance measurement and control systems in various contexts, including target costing, process improvement and cost reduction, and transfer pricing. The course will include an in-depth study of planning and budgetary control systems and control systems such as the Balanced Score Card and Economic Value Added (EVA). The course material will consist of cases, readings, and text book material.

BQOM 2700: Supply/Value Chain Management Project

Credits: 1.5

Prerequisite(s): **BQOM 2533 Global Supply Chain Management**

Description: This project course is an opportunity for students to apply their management skills and develop their understanding of the challenges of supply/value chain management. In this course a select group of students will work closely with a faculty member to create a specific deliverable that meets the needs of a client organization. This course allows students to engage in experiential learning through a project course that specializes in a topic that may touch one or several of these areas: supply chain management, value chain management, supplier diversity and global sourcing.

BQOM 2904: Problem Solving & Creativity

Credits: 1.5

Prerequisite(s): None

Description: This class is about exposing students to creative ideas and creative people and encouraging them to try a number of creativity methods to enhance their own creativity through study and practice. Many people think that creativity is only about highly intelligent people generating many ideas. We are all creative and just need to have average intelligence to develop this talent. We need to supplement our thinking with innovation, problem solving, and a critical review process. Having a focus, a sense of humor with minimum inhibition but with the responsibility to improve, is a key part of the creative process. We need to learn to improve and change those approaches that have been thought to be the confirmed style of doing things. We need to learn about brainstorming, synectics, morphological analysis and lateral thinking to improve our approach to creativity.

BQOM 2060: Independent Study in Quantitative Methods

Credits: Variable (1 credit minimum)

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: An independent course of study in management sciences and operations management may be arranged with a faculty member and a student advisor.

BQOM 2061: Independent Study in Operations Management

Credits: Variable (1 credit minimum)

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: An independent course of study in management sciences and operations management may be arranged with a faculty member and a student advisor.

Strategy, Environment, and Organizations

BSEO 2012: Social Entrepreneurship

Credits: 1.5
Prerequisite(s): None
Description: There has been a worldwide explosion of entrepreneurial activities by organizations whose primary focus is on improving the health, education, and well-being of individuals and communities. Many businesses and some entrepreneurs working in the social sector have chosen to incorporate as for-profit organizations to help support and expand their commitment on social responsibility. This course focuses on the tools and skills required to launch or grow a successful enterprise in the social sector. Because of the nature of the funding in this sector, all but the largest organizations rely on an entrepreneurial style of management. During this course students will discuss some of these efforts, examine their successes and failures and interact with some outstanding social entrepreneurs who have succeeded in creating sustainable enterprises that combat important social problems

BSEO 2315: Business Law

Credits: 3
Prerequisite(s): None
Description: The primary objectives of this course are: (1) to identify the many types of business actions which require decision-makers to analyze legal issues; and (2) to teach students when, why, and how legal issues should be made a part of the decision-making process**. Note: If you have taken BSEO 2528 – Legal Environment of Business 1, you will not be permitted to take this course.**

BSEO 2401: Business Ethics and Social Performance

Credits: 1.5
Prerequisite(s): None
Description: This course examines concepts, issues, and tools related to the management of ethics and social responsibility in business. Students learn how to recognize and respond to ethical problems, to understand their personal responsibilities as business managers, to evaluate various ethical frameworks, to apply a process of moral decision making to ethical problems, to grasp relationships between ethical behavior and organizational structure and processes, and to manage the ethical and social problems and opportunities arising from organizational, institutional, societal, and global dimensions of the business environment.

BSEO 2500: Commercializing University Technologies

Credits: 3
Prerequisite(s): Special permission is required. **See academic advisor for enrollment eligibility**. CVs must be provided in advance by students interested in this course. ** To enroll in this course students must demonstrate that they know how to write a business plan, including developing financial projections. A life sciences/healthcare background is desirable. **
Description: Commercializing University Technologies is a 10-week course offered by the University of Pittsburgh's Offices of Enterprise Development and Technology Management (it is referred to as "From Benchtop to Bedside" on the OED website). The course is designed to give research scientists, faculty and clinicians the basic information necessary to assess the commercial potential of basic science discoveries. The course has expanded in recent years to include Katz and other graduate students who are interested in entrepreneurship and commercialization of new technologies. Business students will work with scientist to develop the business plan and business presentation for technology innovations that stem from the University of Pittsburgh and that have been vetted by Pitt's technology transfer office – real case studies. Business students will help lead the process of writing and presenting the business plan and thus must have pre-requisite courses or experience that will enable them in this activity. Registration is limited and students must apply to be accepted.

BSEO 2511: Management of Strategic Alliances 1

Credits: 1.5

Prerequisite(s): None; prior completion of **BSEO 2407/2409 Strategic Management** is recommended

Description: Strategic alliances and cooperative relationships between two or more firms are rapidly becoming a common feature of the 21st century competitive environment. The purpose of this course, therefore, is to examine the nature of both domestic and international alliances, the reasons behind their formation and the issues related to their management. The topics covered in the course include conceptual frameworks, the nature of the contract, management and performance of the alliance, transfer of technology and information, and organizational learning.

BSEO 2525: Competitive Intelligence

Credits: 1.5

Prerequisite(s): None

Description: Competitive Intelligence is a process, product and most importantly philosophy. An effective competitive intelligence program (CIP) is one of the foundations on which strategies and tactics are built, assessed and modified. A CIP can be defined as a formalized, yet continuously evolving process by which a management team assesses the evolution of its industry and the capabilities and behavior of its current and potential competitors to assist in maintaining or developing a competitive advantage. This course focuses on how to design a CIP and produce actionable intelligence based on my Intelligence Driven Strategy framework. The methods of intelligence collection, analysis, dissemination, and counterintelligence are framed within a global context. The course is particularly relevant for students interested in the areas of strategic planning, marketing, MIS, international business and finance; although everyone is welcome.

BSEO 2531: Entrepreneurship and New Venture Initiation

Credits: 3

Prerequisite(s): **BACC 2401 Financial Accounting, BMKT 2409/2411 Marketing Management,** and **BFIN 2409 Financial Management 1/BFIN 2006 Financial Management**

Description: This course describes the entrepreneurial process, from developing a framework for analyzing prospective new ventures, to examining typical problems encountered in the early life of new ventures, as well as exploring some potential areas for future entrepreneurial activity.

BSEO 2538: Strategic Leadership

Credits: 1.5

Prerequisite(s): **BOAH 2409/2401 Organizational Behavior**

This course deals with issues of leadership at the organizational level. In the course we will study the particular challenges of leading an organization. Such challenges include development and implementation of corporate vision, values, goals, etc.; organizational design and change management; working with a board of directors, shareholders and the media; and crisis management. This course will provide students with the tools needed to help an organization cope with difficult economic times while also moving it forward in a dramatic fashion. In addition, students will learn important concepts that differentiate average organizations from those that are truly exceptional.

BSEO 2553: Strategic Management of Acquisition & Divestment

Credits: 1.5

Prerequisite(s): None; prior completion of **BSEO 2407/2409 Strategic Management** is recommended

Description: Given the frequency and magnitude of mergers and acquisitions (M&A) activity, most Pitt MBAs can expect their careers to be impacted by M&A transactions sooner or later - whether as analysts in the pre-merger phase, as managers or consultants in charge of implementing the merger, or simply as professionals whose career trajectories are inevitably shaped by the event. In order to help you prepare for these roles, acquisitions & divestment will address the strategic and organizational challenges of integrating companies so as to realize the promise of value creation. Building on the premise that the real work of M&A begins **after** the deal is signed, this course will utilize current research findings, case studies, and practitioner experiences to equip you with a working knowledge of effective post-merger integration. At a time that most companies realize that M&As have a poor track record of success precisely due to poor post-merger integration, the educational experience in this course will provide you with a valuable skill set. The course should be of special interest to students interested in management consulting careers, or who expect to have significant general management responsibilities in their jobs, or who want to be knowledgeable about M&A events that are likely to affect their careers sooner or later.

BSPP 2409: Strategic Management

Credits: 1.5

Prerequisite(s): **BACC 2401 Financial Accounting** and **BECN 2401 Economic Analysis**. In addition, all students must have completed either **BMKT 2409/2411 Marketing Management** or **BFIN 2409 Financial Management 1/BFIN 2006 Financial Management** before they register for BSPP 2409, and it is strongly recommended that students take the other course (i.e., BMKT 2409/2411 or BFIN 2006/2409, whichever they have not completed earlier) concurrently with BSPP 2409. It is also desirable that **BOAH 2401/2409 Organizational Behavior** be completed prior to BSPP 2409.

Description: "Strategy," in the context of management, focuses on creating a harmonious relationship between separate units within an organization, and between a firm and its environment. The core Strategic Management course explores this classic concept of strategy and how it can be adapted to today's changing and turbulent environments. While the course adopts the perspective of a general manager (e.g. head of a strategic business unit), it provides critical insight to functional managers who must align their departments' activities with the firm's overall objectives and approach to creating and capturing value (i.e. its competitive strategy).

The Strategic Management course employs a multi-method pedagogy. Students learn a set of perspectives, conceptual frameworks, and tools - drawn from industrial organization economics and the behavioral sciences and sociology, with which to understand the opportunities and challenges involved in developing world-class capabilities for competing effectively in globally-linked economies. Through case studies, we explore how a firm's competitive strategy shapes the way it engages customers, suppliers, competitors, and others comprising its value net. Through project assignments, we investigate how competitive advantage can be quantified using publicly available data. Together, the multiple modes of inquiry will provide insight into why competitive advantage is fundamental to a firm's long-term success; how the various activities in a firm's value chain can contribute to competitive advantage; and why, although industries support many competitive strategies, each firm tends to employ only one at a time.

This 1.5-credit course is designed to provide a solid foundation in Strategic Management for all Katz MBAs, while also serving as an introduction to the discipline for those who will take advanced Strategy courses as part of relevant Certificates.

BENV 2115: Market Manipulations

Credits: 3

Prerequisite(s): None

Description: Taking a historical perspective, the course focuses on the major kinds of market manipulations, as well as their impacts. Major topic areas include: The nature of a market and its "failures," and how firms as well as governments evolved to compensate for those failures; types of major market calamities, with historical comparisons, examining how they might have been successfully managed; the market manipulators, focusing on the "Robber Barons" of the "Gilded Age;" and the contexts and consequences of market manipulation, including an overview of factory towns, worker impacts, and regulatory responses.

BSPP 2060: Independent Study in Strategic Planning

Credits: Variable (1 credit minimum)

Prerequisite(s): Special permission/faculty sponsorship is required.

Description: An independent course of study in strategic planning and policy may be arranged with a faculty member and a student advisor.

Business Language Courses

LANG: Various Language Courses

Credits: 1.5
Prerequisite(s): None
Description: The International Business Center (IBC) offers foreign language instruction to any small group of at least five (5) MBA students. We can offer Chinese, German, Japanese, Spanish, Portuguese, or any other language of interest. The course is worth 1.5 credits, which can be applied to your total requirements for the MBA (maximum of three language credits total). Classes are offered for three hours per week over the entire semester. If you would like to study a language, find four (4) other classmates who would like to take the same language for credit at approximately the same level. Please then promptly contact the Associate Director of the IBC, Jacqueline Saslawski, at jsaslawski@katz.pitt.edu, 412-648-1559, 382 Mervis Hall.