



## Academic & Career Advising Guide

# Table of Contents

- Academic & Career Advising Guide ..... 4
- Advising ..... 4
- MBA Curriculum ..... 5
  - Core courses..... 5
    - Course exemptions ..... 5
  - Elective courses..... 6
- Finance ..... 7
  - Corporate Financial Management ..... 9
  - Financial Institutions (Client Facing Roles) ..... 11
  - Investment Management ..... 13
- Management Information Systems ..... 17
  - Information Technology (IT) Consulting ..... 19
  - Product Development Management (MIS)..... 20
  - Information Systems (IS) Management ..... 21
- Marketing..... 22
  - Brand and Product Management ..... 23
  - Consumer Insights..... 24
  - Digital and Social Media Marketing ..... 25
  - Business Development/Sales ..... 26
- Operations ..... 27
  - Supply Chain Management / Logistics Management ..... 28
  - Project Management ..... 31
  - Performance Improvement/Strategy Operations Consulting..... 32
- Organizational Behavior/Human Resources (OB/HR)..... 37
  - HR Generalist/Management ..... 38
  - HR/Management Consulting..... 39
- Strategy ..... 40
  - Entrepreneurship & Start-up Companies ..... 41
  - Management Consulting..... 42
  - Business Development..... 43

Katz Certificates .....	44
Global Supply Chain Management.....	44
Technology, Innovation, and Entrepreneurship .....	44
Global Management .....	45
Digital Marketing .....	45
Project Management .....	46
Corporate Valuation.....	46
Corporate Financial Management .....	46
Investments and Trading .....	47
Organizational Leadership .....	47
Business Analytics .....	47

# **Academic & Career Advising Guide**

The Katz Academic & Career Advising Guide is a program roadmap that enables students to customize and tailor their MBA experience based upon their individual strengths and weaknesses. Used in coordination with the MBA assessment tool [CareerLeader](#) and regular appointments with your career and academic advisors, the Katz Academic & Career Advising Guide guides you through what suggested courses and co-curricular activities will most benefit you and further allows you to individualize your MBA.

You can use this document throughout your time at Katz to refer to particular concentrations, certificates, and co-curricular activities that are suited for your academic and career goals.

## **Advising**

At Katz, we have a multi-faceted advising approach that is designed to provide every MBA student the best opportunity to achieve post-MBA success. The faculty, career advisors, and academic advisors work together to provide integrated advice.

You may have wondered why you heard from your career and academic advisor before you even started the program. Katz advisors are acutely aware that MBA students that have been successful in the past were singularly focused on post-MBA goals before they arrived on campus. With this knowledge in hand, we begin the process of focusing on your ultimate academic and career goals as early as possible.

As career goals come into focus, career advisors can then discuss the goals of each MBA student with their academic advising counterparts. Career advisors and academic advisors work together to understand the ultimate goal of each MBA student along with the skill sets the MBA student will require to meet his/her goals. Then, they work with each student to construct curricular and co-curricular courses and activities specifically tailored to the individual MBA student.

Faculty will also have frequent interaction with both career and academic advisors to further enhance this comprehensive effort. Career advisors provide recruiter feedback to faculty in regard to specific topics that give MBA students a competitive advantage. Academic advisors then work with the faculty to determine which courses provide the student with specific knowledge that is most important to recruiters for the success of that individual student.

This process continues throughout the Katz MBA experience and is designed to be completely transparent to the student, staff, and faculty thus creating an MBA advising process that is nimble and proactive. The MBA student enters the job market ready to achieve immediate success.

The Career Management Center is focused on providing students with the 3 pillars:

- **Career Advice:** Career advising resources to put students on the right path based on their strengths & realistic career objectives
- **Professional Development:** Ensuring that students develop appropriate interpersonal skills, sophistication and business savvy that are critical to their success.
- **Employer Engagement:** Guiding students to securing a position that FITS with their professional objective & employers' needs

## **MBA Curriculum**

In order to make the most of your Katz MBA experience, it befits each student to work closely with your academic advisor, career advisor, and Katz faculty to assist you with appropriate course selection and sequencing that aligns with professional aspirations. You may reference course offerings on [StudentNet](#) under the 'Class Schedule' tab.

### **Core courses**

Core courses are required of all MBA students and are intended to provide students with the breadth of knowledge to build a solid business foundation. All core classes are offered every semester in the evening, so part-time students should work with their academic advisors to schedule classes that best fit their goals in a given semester. Full-time students should take courses in the semester listed below:

<b>Required courses for all MBA students</b>	<b>Credits</b>	<b>Term likely to be offered</b>
BACC 2401-Financial Accounting	3.0	Fall
BECN 2401-Economic Analysis for Managerial Decisions	3.0	Fall
BQOM 2401-Statistical Analysis: Uncertainty, Prediction & Quality Improvement	3.0	Fall
BOAH 2409-Organizational Behavior Leadership and Group Effectiveness	1.5	Fall
BFIN 2409-Financial Management 1	1.5	Fall
BMKT 2409-Marketing Management	1.5	Fall
BMIS 2409-Information Systems	1.5	Spring
BQOM 2421-Decision Technologies in Manufacturing and Operations Management	1.5	Spring
BSPP 2409-Strategic Management	1.5	Spring
BSEO 2401-Business Ethics & Social Performance	1.5	Spring
BIND 2444-Competitive Management Simulation	3.0	Spring

### **Course exemptions**

Students have the opportunity to take exemption exams if they have a high proficiency in a given area of study. Students who successfully pass an exemption exam are exempt from the core course, but not the credits and will still be required to complete the requisite number of credits that have been prescribed for their MBA. Exemption exams may only be taken once in a given subject area.

Full-time students are only able to take exemption exams at the following times:

Fall semester (during Orientation)

BACC 2401-Financial Accounting
BECN 2401-Economic Analysis for Managerial Decisions
BQOM 2401-Statistical Analysis: Uncertainty, Prediction & Quality Improvement
BOAH 2409-Organizational Behavior Leadership and Group Effectiveness
BMKT 2409-Marketing Management
BFIN 2409-Financial Management 1

Spring semester (Tuesday, January 7, 2013)

BMIS 2409-Information Systems
BQOM 2421-Decision Technologies in Manufacturing and Operations Management
BSPP 2409-Strategic Management

Part-time students should contact their academic advisor to schedule time to take an exemption exam. Students who have received a U.S. CPA license may automatically be exempt from BACC 2401 Financial Accounting. Students must provide a copy of their CPA license to their academic advisor.

EBS students who would like to exempt from core classes should see their academic advisor.

## **Elective courses**

Elective courses are intended to provide depth in a particular concentration. Concentrations are defined as taking nine credits within a given area excluding core courses. Students typically choose one or two concentrations to focus on while at Katz. Concentrations are not official and will not show on your university transcript. However, concentrations allow you to clearly define your academic and career goals and should be listed on your resume to distinguish yourself from other career seekers. All full-time students and part-time student who are seeking employment are required to declare a concentration prior to the start of classes.

The Academic & Career Advising Guide allows you to read more about the areas students are able to concentrate in while at Katz including the co-curricular activities that are recommended for students in those areas. We have also specified particular career tracks that are the most pursued areas within a concentration and we have listed the recommended courses that students should take within those tracks.

You are able to concentrate in the following areas at Katz:

[Finance](#)

[Management of Information Systems](#)

[Marketing](#)

[Operations](#)

[Organizational Behavior/Human Resources](#)

[Strategy](#)

## **Finance**

Typically the amount of prior work experience plays an integral role in the level with which you are hired within an organization. Various marketing, procurement and operations hiring managers may seek to hire MBAs with strong analytical skills and a finance concentration. Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in finance are hired into the following functional areas:

[Corporate Financial Management](#)

[Financial Institutions](#)

[Investment Management](#)

[Financial Consulting](#)

### **FINANCIAL MANAGEMENT MODULE**

Please note: BFIN 2409 Financial Management 1 (core required course) and BFIN 2410 Financial Management 2 are required for all students concentrating in finance. Both courses are prerequisites for advanced finance elective coursework. Full-Time MBA students should complete both courses during the first term of study in the program.

Part-Time MBA students should aim to complete both courses during the first year of study, with both Financial Management 1 & 2 courses taken during the same academic term. Completion of BACC 2401 Financial Accounting or BQOM 2401 Statistical Analysis is a prerequisite to enroll into Financial Management 1. Ideally, a Part-Time MBA student will complete **both courses** prior to enrolling into Financial Management 1 & 2 – the Financial Management module is robust. Completion of Financial Accounting and Statistical Analysis should adequately prepare one for the strong quantitative nature of the Financial Management module.

### **CO-CURRICULAR ACTIVITIES**

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

#### **Professional organizations**

Outside of Katz, there are some local professional associations that can provide excellent networking opportunities and also look good on your resume.

[CFA Institute](#)

[CFA Society of Pittsburgh](#)

[Association for Corporate Growth Pittsburgh \(ACG Pittsburgh\) – Student rate available to attend monthly networking events!!!](#)

[Pittsburgh Association of Financial Professionals](#)

#### **External Certifications**

CFA Charter: Equips you with the practical and fundamental knowledge you need for a wide variety of career choices in the investment profession.

[Candidate Body of Knowledge](#): As a CFA partner school, the finance curriculum covers 70% of the topics on the CFA exam. If you have additional questions regarding the CFA exam, please contact Professor Manoharlal Sukhwani at 412-624-1575, office 213 Mervis Hall.

**Clubs**

Finance club, Real Estate club, and Consulting club are ideal for finance concentrations.

**Additional Professional Resources**

Many of the finance fields are difficult to break into, especially if you are anything but a career enhancer. Below are some additional resources to prove to potential employers that you are serious about your career and also will test your knowledge and ability to perform in the environment.

[Training The Street](#)

[Wall Street Prep](#)

[Breaking Into Wall Street](#)



# Corporate Financial Management

Corporate Financial Management (CFM) functions as arguably the most important role within a corporation, regardless of industry or the good/service provided. In order to remain operational, positions under CFM must ensure that the corporation maintains its liquidity and remains solvent (assets > liabilities). CFM also aims to increase incomes and earnings internally, thereby maximizing shareholder value, and making it possible to grow the business and make acquisitions. When these vital goals are achieved, CFM ensures the corporation remains profitable for both employee and stakeholder.

Positions under CFM include accounting, tax, treasury, financial planning & profitability analysis (corporate financial analysis), investor relations, strategic planning /M & A. Internal contacts typically include sales, marketing, IT, operations, and human resources. External contacts typically include investment banks, law firms, accounting firms and credit rating agencies.

**Treasury** – Manages capital, long and short term funding, credit facilities, liquidity, cash and investment portfolio of a corporation or a large insurance company. Also manages foreign currency exchange exposure for financing transactions as well as investments. Manage relationships with credit rating agencies, commercial banks, broker dealers and all credit providers & counterparties.

**Financial Planning & Profitability Analysis (Financial Analyst)** – Develops financial targets & budgets for individual business units and cost centers that reflect the overall financial goals of the board of directors & CEO of the organization. Analyze actual and forecasted results against these goals and present analysis of performance to CFO, CEO, and Business unit heads. Help develop business action plans to address performance issues.

**Investor Relations** – Manages relationships with sell side analysts, buy side analysts and large institutional investors. Clearly articulate company strategy to enhance shareholder value/share price. Formally review quarterly performance with these constituencies.

**Strategic Planning/Business Valuation** – Works closely with CEO, CFO, business heads and Investment banks to identify targets for M&A. Lead business case development, financial and business analytics and all valuation and negotiation activities. Externally facing with investment banks, law firms, independent public accounting firm, and target company management.

## Positions within Corporate Financial Management

MBA Entry level positions:

- Financial Analyst: 0-2 years of experience
- Business Valuation Analyst: 0-2 years of experience
- Treasury Analyst: 1-3 years of treasury experience desired
- Investor Relations/Corporate Communications Specialist: 1-2 years of experience

Mid/Upper-Level Management positions: Typically 5+ Years of Experience

- Credit and Treasury Manager
- Senior Financial Analyst/Financial Manager
- Investor Relations Director
- Valuation Managing Director

**Key Skills Needed:** Possess functional/technical skills (including quantitative, analytical, and mathematical modeling); collect and analyze data to determine costs of business activities; possess the

ability to work with large data sets; inform management of budget adjustment recommendations and cost improvement measures; possess comfort with moderate to complex statistical, cost, and financial analysis; develop forecasting reports and evaluate working capital; time management; computer literacy with spreadsheets, presentation software (e.g., Microsoft Office proficiency); strong written communication skills; ability to work with teams.

**Companies which consider Katz Corporate Financial Management students:**

Crane, Darden Restaurants, GlaxoSmithKline, IBM, Intel, Philips, RTI International Metals, Texas Instruments, Thermo Fisher Scientific, Westinghouse

**Suggested elective courses**

<b>Courses</b>	<b>Credits</b>	<b>Term likely to be offered</b>
<b>BFIN 2015-Short-term Finance</b>	<b>1.5</b>	<b>Spring</b>
<b>BFIN 2030-Valuation 1</b>	<b>1.5</b>	<b>Spring</b>
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
<b>BFIN 2036-Corporate Finance</b>	<b>3.0</b>	<b>Spring</b>
BFIN 2039-Investment Management/Capital Markets	3.0	Fall/Spring
BFIN 2043-International Financial Management	3.0	Fall/Spring
<b>BFIN 2048-Applied Corporate Finance</b>	<b>1.5</b>	<b>Spring</b>
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2056-Derivatives: Applications to Valuation and Value Creation	1.5	Spring
BFIN 2123-Commercial Banking	1.5	Fall
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BACC 2525-Financial Statement Analysis	3.0	Fall
BACC 2254-Advanced Financial Accounting	3.0	Spring
BSEO 2553-Strategic Management of Acquisition and Divestment	1.5	Spring
BACC 2258-Strategic Cost Management	3.0	Fall
BACC 2528-Manual Accounting	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

**Bolded course are strongly encouraged for this particular career path.**

**Suggested Katz certificates:**

Corporate Valuation  
Corporate Financial Management

## Financial Institutions (Client Facing Roles)

Many of the client facing roles within the finance field can be found in the Financial Institutions of the Commercial and Investment Banking industries. Commercial Banks provide loans, maintain checking and savings accounts, safeguard money and valuables, process credit and payment services, such as money orders and cashier's checks to individuals, small businesses and large organizations. Some commercial banks have investment banking divisions in addition to their other services.

Investment Banking institutions provide many different finance-related services which can include underwriting, advising and facilitating mergers and acquisitions or other corporate reorganizations, raising capital for companies by issuing equity or debt securities, intermediary between an issuer of securities and the investors, and managing assets. Investment banking clients include public and private corporations, nonprofit institutions, governments, and individual parties. Specific areas of investment banking include the following: Corporate Finance, Mergers & Acquisitions, Public Finance, Syndicate, Institutional Sales, Retail Sales, Trading, Over-the-Counter Trading, Research, and Operations.

Note that not all client facing roles within finance are found within these two entities. Other roles, such as Private Wealth Management (found in the Investment Management section of this guide), also have significant client interaction.

**Commercial Banking** – Builds profitable relationships with clients based on selling of broad range of financial products: Interest income generating credit and loan arrangements, fee-generating services, like cash management, transaction processing and securities servicing. MBA level roles would include analyzing credit data and financial statements of individuals or firms and preparing reports to determine the degree of risk involved in extending credit or lending money.

**Investment Banking** – Works to raise money for corporate clients and public institutions in the form of equity, debt, convertible, or other derivative securities. Generates proposals for and advises companies seeking to sell or purchase whole companies, divisions, or certain assets

### Positions within Banking and Financial Institutions

MBA Entry level positions:

- Analyst : 0-2 years of experience
- Associate: 3-5 years of experience

Mid/Upper-Level Management positions: Typically 5+ Years of Experience

- Account Manager
- Manager
- Vice President: 7+ years of experience

**Key Skills Needed:** Attention to detail, ability to network, ability to efficiently manage resources in a time constrained environment, analytical, business acumen, comfort around top management, collaborative, collect and process data, competitive, driven, flexible, functional and technical skills (including financial and accounting expertise), negotiating abilities, outgoing, political savvy, quantitative and analytical skills, results-driven and written communications.

### Companies which consider Katz Corporate Financial Management students:

Bank of America, BB&T, Fifth Third Bank, First National Bank, First Niagara, Huntington National Bank, M&T Bank, PNC Bank, RBS Citizens, TD Bank, TriState Capital Bank, Wells Fargo

### Suggested elective courses

Courses	Credits	Term likely to be offered
BFIN 2015-Short-term Finance	1.5	Spring
<b>BFIN 2030-Valuation 1</b>	<b>1.5</b>	<b>Spring</b>
<b>BFIN 2131-Valuation 2</b>	<b>1.5</b>	<b>Spring</b>
<b>BFIN 2031-Creating Value Through Restructuring</b>	<b>1.5</b>	<b>Fall</b>
<b>BFIN 2036-Corporate Finance</b>	<b>3.0</b>	<b>Spring</b>
BFIN 2039-Investment Management/Capital Markets	3.0	Fall/Spring
<b>BFIN 2042-Acquisition of Privately Held Companies</b>	<b>1.5</b>	<b>Spring</b>
BFIN 2048-Applied Corporate Finance	1.5	Spring
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2056-Derivatives: Applications to Valuation and Value Creation	1.5	Spring
BFIN 2068-Markets and Trading	1.5	Spring
BFIN 2069-Fixed Income Securities	1.5	Spring
BFIN 2123-Commercial Banking	1.5	Fall
BFIN 2124-Investment Banking and Venture Capital	1.5	Fall
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BACC 2525-Financial Statement Analysis	3.0	Fall
BACC 2258-Strategic Cost Management	3.0	Fall
<b>BOAH 2532-Negotiations, Teamwork, and Change</b>	<b>1.5</b>	<b>Fall/Spring/Summer</b>
BIND 2400-Consulting Field Project	3.0	Fall/Spring

**Bolded course are strongly encouraged for this particular career path.**

#### Suggested Katz certificates:

Corporate Valuation

Corporate Financial Management

## Investment Management

At its core, Investment Management refers to the buying and selling of investments within a portfolio, typically for high net worth investors and institutional investors. Under Investment Management, a lead investment manager, as well as a team of support managers, works with clientele in order to define investment objectives, to provide investment research and recommendations, and, often, to manage the portfolio on behalf of the client.

The amount and level of day-to-day services required of the investment manager often depends on the personal experience and financial sophistication of the client. Ultimately, an investment manager works closely with the client to initially define the parameters of investment objectives, and then to make appropriate investments and adjustments of the portfolio to achieve the desired investment objective. Investment management can also include banking and budgeting duties, as well as taxes.

Positions under Investment Management include portfolio research; investment sales and marketing; private wealth management; investment research; private equity/venture capital; and real estate investment management.

**Portfolio Research** –Proprietary investment research of equity and fixed income securities in support of portfolio trader and manager. CFA is typically preferred. This position can lead to a Portfolio Trader or Manager position.

**Investment Sales and Marketing** – Drives effort for investment management firms to attract new investors and increase assets under management and revenue by highlighting investment track records in various asset classes and promoting new funds.

**Private Wealth Management** – Assists high-net-worth individuals with meeting their individual and estate planning objectives. Private Wealth Management associates look to build a book of clients and serve as the primary point of contact with clients, pulling on the resources of the entire bank. May provide some asset allocation and investment management advice.

**Independent Investment Research** – Analyzes company and industry fundamentals, predict earnings and cash flows, determine valuations, and recommend investments to buy-side clients. (*from Vault Guide to Investment Management*). Research professionals can work on the sell side (Morningstar, etc).

**Private Equity/Venture Capital** – Private equity is a type of alternative investment that involves investing in privately held companies or the activity of buying a public company and transferring it to private ownership. Investments in private equity most often involve either an investment of capital into an operating company or the acquisition of an operating company, with an objective of selling the company at a significantly higher price in the future. Venture capital investments are typically early stage startups.

## Positions within Investment Management

MBA Entry level positions:

- Investment Portfolio Specialist
- Private Equity Associate
- Investment Research Analyst: 1-3 years of experience preferred
- Private Equity Analyst: 2+ years of financial services/investment banking experience desired

Mid/Upper-Level Management positions:

- Portfolio Manager: 10+ years of experience
- Private Wealth Manager
- Senior Joint Venture Accountant: industry specific familiarity and/or Big4 experience is preferred

**Key Skills Needed:** Creative thinking; ability to work well equally as an individual as well as part of a team; superb oral and written skills, with the ability to document and clearly articulate research results and recommendations to clientele; business acumen and interpersonal savvy – able to work with high net worth clients; time management and prioritization skills; computer literacy with spreadsheets, presentation software (e.g., Microsoft Office proficiency); strong written communication skills; ability to work within teams and, when appropriate, demonstrate leadership ability; and ability to manage multiple priority tasks simultaneously and consistently meet deadlines.

### Companies which consider Katz Investment Management students:

Hedgeye, Moodys, Morningstar, Standard & Poors, Symons Capital Management, WhiteSand Research

### Suggested elective courses

Courses	Credits	Term likely to be offered
<b>BFIN 2030-Valuation 1</b>	<b>1.5</b>	<b>Spring</b>
<b>BFIN 2131-Valuation 2</b>	<b>1.5</b>	<b>Spring</b>
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
<b>BFIN 2036-Corporate Finance</b>	<b>3.0</b>	<b>Spring</b>
BFIN 2039-Investment Management/Capital Markets	3.0	Fall/Spring
<b>BFIN 2042-Acquisitions of Privately Held Company</b>	<b>1.5</b>	<b>Spring</b>
BFIN 2043-International Financial Management	3.0	Fall/Spring
BFIN 2068-Markets and Trading	1.5	Spring
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2056-Derivatives: Applications to Valuation and Value Creation	1.5	Spring
BFIN 2069-Fixed Income Securities	1.5	Spring
<b>BFIN 2555-Practicum in Portfolio Management and Security Analysis</b>	<b>3.0</b>	<b>Fall/Spring</b>
BACC 2525-Financial Statement Analysis	3.0	Fall
<b>BFIN 2124-Investment Banking and Venture Capital</b>	<b>1.5</b>	<b>Fall</b>
BSEO 2553-Strategic Management of Acquisition and Divestment	1.5	Spring
BFIN 2140-Real Estate Finance	1.5	Fall
BFIN 2145-Financial Modeling	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

**Bolded course are strongly encouraged for this particular career path.**

### Suggested Katz certificates:

Corporate Valuation

Corporate Financial Management

## Financial Consulting

Financial consultants are hired by clients to advise and assist in optimizing their finance function and its underlying processes and systems. Additional tasks include developing and presenting financial strategies and plans; performance improvement projects within finance, cost and profitability management and solutions, systems selection and deployment, and finance outsourcing.

**Financial Advisory** – Advises clients on executing deals, business valuation, managing business controversy and disputes, and maintaining regulatory compliance. CFA is typically preferred.

**Risk Consulting** – Includes the identification, assessment, and prioritization of risks, and the impact mitigation of events that have the potential to adversely impact a company's capital and/or reputation. This area allows for improved risk intelligence and strengthened decision making and business strategy, thus driving corporate governance, business performance and increasing value through changing the business model to mitigate client's risk.

### Positions within Consulting:

MBA Entry level positions:

- 0-3 years of experience titles include:
  - Associate
  - Consultant
  - Analyst
- 3-6 years of experience titles include:
  - Senior Associate
  - Senior Consultant
  - Associate Principal

Mid/Upper-Level Management positions:

- Principal, Manager: 6-10 years of experience
- Director: 9+ years of experience
- Managing Director, Vice President, Partner: 15+ years of experience

### Key Skills Needed:

Analytical, ability to work both in a team as well as independently, advanced presentation skills, business development, client service, communication, critical thinking, financial modeling, financial software, flexibility to work additional hours and travel on a regular basis, interpersonal, problem solving, project management skills, written and verbal skills, financial licenses may be required (i.e. CFA, CFP)

### Companies which consider Katz Financial Consulting students:

BNY Mellon (internal risk management), Deloitte, Ernst & Young, KPMG, PricewaterhouseCoopers

### Suggested elective courses

Courses	Credits	Term likely to be offered
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2131-Valuation 2	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2048-Applied Corporate Finance	1.5	Spring
<b>BFIN 2056 Derivatives Applications</b>	<b>1.5</b>	<b>Spring</b>
<b>BFIN 2068 Markets and Trading</b>	<b>1.5</b>	<b>Spring</b>
<b>BFIN 2069-Fixed Income Statements</b>	<b>1.5</b>	<b>Spring</b>
BFIN 2124-Investment Banking and Venture Capital	1.5	Fall
<b>BFIN 2145-Financial Modeling</b>	3.0	Fall
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
<b>BFIN 2051-Introduction to Derivatives</b>	<b>1.5</b>	<b>Spring</b>
BACC 2525-Financial Statement Analysis	3.0	Fall
BSEO 2553-Strategic Management of Acquisition and Divestment	1.5	Spring
BACC 2258-Strategic Cost Management	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

**Bolded course are strongly encouraged for this particular career path.**

#### **Suggested Katz certificates:**

Investments and Trading



# **Management Information Systems**

Typically the amount of prior work experience plays an integral role in the level with which you are hired within an organization, especially in the big consulting firms. Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in MIS or those who decided to pursue the dual degree MBA/MS-MIS are hired into the following functional areas:

[Business Analysis](#)

[IT Consulting](#)

[Product Development Management \(MIS\)](#)

[IS Management](#)

## **Co-Curricular activities**

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

## **Professional organizations**

Outside of Katz, there are some local professional associations that can provide excellent networking opportunities and also look good on your resume.

[The Association of Information Technology Professionals](#)

[Information Systems Security Association](#)

[Information Systems Audit and Control Association](#)

[International Institute of Business Analysis](#)

[Pittsburgh Technology Council](#)

[Information Technology Infrastructure Library](#)

[Association for Information Systems](#)

[itSMF USA](#)

[Product Development and Management Association \(PDMA\)](#)

## **External Certifications**

[PMP Certification](#)

[SAP Certification](#)

[NPDP Certification](#)

## **Clubs**

Both the Business Technology club and Consulting club are ideal for MIS concentrations.

## **Additional Professional Resources**

[Case in Point](#) – Marc Cosentino, President, has over 23 years of case interview prep experience. His book is entitled, *“Case in Point: Complete Case Interviewing Preparation”* at is currently is \$25 plus shipping and handling.

[SAP student website](#)

Consulting interviews usually have a case interview component. Because of this, it is recommended that you practice and master your case interviewing skills. A helpful and quick review guide is the [Vault Guides on Case Interviewing and Case Interviewing Practice](#) – FREE through Vault link in Career Connection.

## Business Analysis

Within consulting firms, business analysts work with experienced consultants to develop models, perform complex analyses, and work on research assignments at both the office and client sites. Analysts often travel while on assignments, undertaking a broad range of activities, while gaining exposure to the business world. They may also participate in marketing activities and the preparation of proposals for new engagement opportunities.

Outside of consulting firms, analysts help their companies solve business challenges by collecting, reviewing and analyzing data that enables senior management to make informed decisions. They often work closely with both internal and external stakeholders to enable improved business planning and forecasting. In more technical business analysis, an analyst may be controlling and communicating changes to requirements documentation, developing test plans, test scripts and test conditions, and even provide end-user support in post-deployment phases.

**Positions:** Business Analyst, IT Analyst, Systems Analyst, Quality Analyst, Data Analyst

**Key skills needed:** Planning and prioritization, project management, analytical problem solving and quantitative analysis, budgeting, forecasting, excellent oral and written communication, trend analysis, process analysis and business intelligence.

Some companies that have typically hired Katz MBAs into the Business Analysis area include: Highmark, Federated Investors, Wipro, EQT, Thomson Reuters, University of Pittsburgh, Cognizant Technologies, UPMC, Tube City.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BMIS 2034-Information Systems Planning	3.0	Fall
BMIS 2551-Project Management Concepts and Processes	3.0	Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Spring
BMIS 2537-Business Systems Platforms	3.0	Spring
BMIS 2588-Database Management	3.0	Fall
BMIS 2678-E-Commerce	3.0	Fall
BMIS 2679-Technology Innovation, Adoption, and Diffusion	3.0	Spring
BMIS 2689-Technology Enabled Business Transformation	3.0	Spring
BMIS 2053- Human Computer Interaction	3.0	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

### Suggested Katz certificates:

Technology, Innovation, and Entrepreneurship  
Project Management  
Global Management

## Information Technology (IT) Consulting

IT consultants help clients find real and lasting solutions to problems by providing new information and advice. Through in-depth thought, brainstorming, and analysis, they help organizations become better by challenging and persuading them to adopt new ideas and practices. Consultants tend to work long hours and travel extensively.

**Positions:** Consultant, Senior Consultant, Associate, Senior Associate, IT Consultant, Business Technology Consultant

**Key skills needed:** Planning and prioritization skills, project management, business/technical savvy, analytical problem solving and critical thinking and possess strong verbal and written communication skills

Some companies that typically hire in Information Technology (IT) Consulting: Deloitte, PricewaterhouseCoopers (PwC), Ernst & Young (E&Y), KPMG, Cognizant, SDLC Partners, CapGemini, iGate.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BIND 2400-Consulting Field Project	3.0	Fall/Spring
BMIS 2034-Information Systems Planning	3.0	Fall
BMIS 2551-Project Management Concepts and Processes	3.0	Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Spring
BMIS 2537-Business Systems Platforms	3.0	Spring
BMIS 2588-Database Management	3.0	Fall
BMIS 2689-Technology Enabled Business Transformation	3.0	Spring

### Suggested Katz certificates:

Technology, Innovation, and Entrepreneurship  
Project Management  
Global Management  
Organizational Leadership

## Product Development Management (MIS)

Product Development Management involves multiple areas within the technology lifecycle of product or service. Combining expertise in MIS, marketing and strategy, these professionals are subject matter experts that work closely with both internal and external stakeholders to develop, grow, maintain and/or sell a product or service line.

**Positions:** Popular job titles include, but are not limited to, IT Product Manager, IT Product Developer, Technology Product Manager, and Marketing Product Manager.

**Key skills needed:** Ability to bridge both the technical and business sides of a product or service, excellence verbal and written communication, project management, analytical problem solving, the ability to work with multiple departments (sometimes in a matrix fashion), creative thinking, marketing and strategy.

Some companies that typically hire in Product Development Management: Microsoft, NetApp, Samsung, Infogroup, Bosch, Philips, Google, Adobe, VMWare, Expedia, EMC, AOL, Amazon.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BMKT 2526-Product Development and Management	3.0	Spring
BSPP 2111-Commercializing New Technologies	3.0	Fall/Spring
BMIS 2034-Information Systems Planning	3.0	Fall
BMIS 2537-Business Systems Platforms	3.0	Fall
BMIS 2679-Technology Innovation, Adoption, and Diffusion	3.0	Spring
BMKT 2531-Marketing Research	3.0	Fall
BMKT 2509-Marketing Planning and Strategy	1.5	Fall/Spring
BMKT 2530-Services Marketing: Strategies	1.5	Fall/Spring
BMIS 2551-Project Management Concepts and Processes	3.0	Spring
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer
BACC 2528-Managerial Accounting	1.5	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring

### Suggested Katz certificates:

Technology, Innovation, and Entrepreneurship  
Project Management  
Global Management  
Organizational Leadership

## Information Systems (IS) Management

Computer and information systems managers play a vital role in the technological direction of their organizations because they do everything from constructing the business plan to overseeing network and internet operations. IS professionals not only apply their broad knowledge of information technologies and business issues, but speak to their vision of where technology can take organizations. IS Managers do not tend to travel as much as IT Consultants, but they do tend to work longer hours and can sometimes be on call 24/7.

Positions: Project manager, senior project manager, program manager, IS manager, senior IS manager, IT manager and technology project manager.

Key skills needed: Leadership, planning and prioritization skills, project management, business/technical savvy, finance, human resources and possess strong verbal and written communication skills.

Some companies that typically hire in Information Systems (IS) Management: Microsoft, Samsung, Volkswagen, PNC, UPMC.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BMIS 2034-Information Systems Planning	3.0	Fall
BMIS 2551-Project Management Concepts and Processes	3.0	Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Spring
BMIS 2679-Technology Innovation, Adoption, and Diffusion	3.0	Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BMKT 2531-Marketing Research	3.0	Spring
BQOM 2549-Strategic Cost Analysis	1.5	Spring
BOAH 2522-Compensation	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	Fall
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Fall/Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BSEO 2315-Business Law	3.0	Spring/Summer
BOAH 2521-Staffing Organizations	1.5	Spring
BOAH 2423-Managing Human Capital	3.0	Spring
BOAH 2456-Managing Offshore Outsourcing	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

### Suggested Katz certificates:

Technology, Innovation, and Entrepreneurship  
 Project Management  
 Global Management  
 Organizational Leadership

## **Marketing**

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (American Marketing Association).

Whether you are a career starter, career switcher, or career enhancer, Katz alumni research shows that those who concentrated in marketing are hired in the following functional areas:

[Brand and Product Management](#)

[Consumer Insights](#)

[Digital and Social Media Marketing](#)

[Business Development/Sales](#)

### **Co-Curricular Activities**

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

### **Professional organizations**

Outside of Katz, there are some local professional associations that can provide excellent networking opportunities and also look good on your resume.

[American Marketing Association \(AMA\)](#)

[American Marketing Association – Pittsburgh Chapter](#)

[Category Management Association](#)

[Association of Product Management and Product Marketing](#)

### **Certificates**

[Katz-Digital Marketing Certificate](#)

[Nielsen Certification](#) is available through BMKT 2544-Shopper Marketing Certifications in Category Management. Inquire with Professor Jeff Inman with questions.

### **Clubs**

Marketing Club

### **Some companies who have previously interviewed and/or hired interns or full-time Katz graduates:**

Colgate-Palmolive, Nestle, Campbell's, Georgia Pacific, Crane, American Eagle, Heinz, Bimbo Bakeries, Unilever, IBM, Kraft, Giant Eagle, PNC, PPG, T-Mobile, Flyer City Media, Merck, Big Burrito, Honeywell, Abarta, CVS, StarKist, SDLC Partners, ThermoFisher, Hershey, Steeltown Entertainment, CSE Corporation, Phillips, GSK, Sam's Club, Colony Brands, Novartis, Westinghouse, Sunoco, Smith Micro Software, Henkel, POPAI, Goodyear Tire Company, IMPAQT, Matthews International, McKesson, Olympus, GNC, FedEx

## Brand and Product Management

Brand managers apply marketing techniques to a specific product, product line or brand and are often likened to small business owners because they assume responsibility for a brand or brand family. They are always focused on the big picture. It is their job to distill the brand's essence, map out their competitors in their brand's category, identify marketing opportunities, and be able to effectively communicate the unique benefits of that product or service.

Product management is a [retailing](#) and [supply management](#) concept in which the range of products purchased by a business organization or sold by a [retailer](#) is broken down into discrete groups of similar or related products. It is a systematic, disciplined approach to managing an array of products or product category as a strategic business unit.

**Positions:** Assistant Brand Manager, Brand Manager, Marketing Manager, Product Development Manager, Marketing Manager, Product Marketing Manager, Merchandise Manager

**Key skills needed:** Analytical, communication, ability to synthesize, understanding the technology behind the product, ability to talk with different audiences, project management, strategic thinking – short and long term, creativity, strong interpersonal communication, relationship building, cross-functional project management. Companies also look for candidates to demonstrate a passion for marketing and brand/product management in particular.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BMKT 2033-International Marketing	1.5	Spring
BMKT 2509-Marketing Planning and Strategy	1.5	Fall/Spring
BMKT 2513-Consumer Behavior 1	1.5	Fall/Spring
BMKT 2514-Consumer Behavior 2	1.5	Fall/Spring
BMKT 2515-Marketing and Social Media Strategy	3.0	Spring
BMKT 2522-Sales Management	1.5	Fall
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2528-Advertising	1.5	Summer
BMKT 2530-Services Marketing: Strategies and Tactics	1.5	Fall/Summer
BMKT 2531-Marketing Research	3.0	Fall
BMKT 2532-Pricing Strategies and Tactics	1.5	variable
BMKT 2533-Business-to-Business	1.5	Fall
BMKT 2544-Shopper Marketing	3.0	Spring
BMKT 2551-Digital and Social Media Analytics	1.5	Spring
BMKT 2569-Brand Management	1.5	Fall/Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

### Suggested Katz certificates:

Digital Marketing  
 Project Management  
 Technology, Innovation, and Entrepreneurship

## Consumer Insights

Consumer insights involve the analysis of market data and sharing the insights in a meaningful way across a company. Information that is collected and interpreted is used to retain current customers and develop new ones. The role can also include doing market research but what makes it different and more comprehensive is the focus on interpreting the results into an actionable strategy that reflects a deeper understanding of the consumer.

**Positions:** Consumer Insights Manager, Associate Manager-Customer & Consumer Insights, Consumer Insights Researcher, Consumer & Shopper Insights Specialist, Research Manager, Market Research Specialist, Market Analyst, Consumer Behavior Analyst

**Key skills needed:** Analytical, ability to synthesize, high attention to detail, written and oral communication, curious, active listening, creative problem solving, cross functional teamwork. Companies will also look for experience with industry-standard marketing research systems and tools (e.g., Nielsen, IRI).

### Suggested elective courses

Courses	Credits	Term likely to be offered
BMKT 2509-Marketing Planning and Strategy	1.5	Fall/Spring
BMKT 2513-Consumer Behavior 1	1.5	Fall/Spring
BMKT 2514-Consumer Behavior 2	1.5	Fall/Spring
BMKT 2515-Marketing and Social Media Strategy	3.0	Spring
BMKT 2522-Sales Management	1.5	Fall
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2528-Advertising	1.5	Summer
BMKT 2530-Services Marketing: Strategies and Tactics	1.5	Summer
BMKT 2531-Marketing Research	3.0	Fall
BMKT 2532-Pricing Strategies and Tactics	1.5	variable
BMKT 2533-Business-to-Business	1.5	Fall
BMKT 2544-Shopper Marketing	3.0	Spring
BMKT 2551-Digital and Social Media Analytics	1.5	Spring
BMKT 2569-Brand Management	1.5	Fall/Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring
BQOM 2578-Data Mining	3.0	Fall

### Suggested Katz certificates:

Digital Marketing  
Project Management



## Digital and Social Media Marketing

Digital and social media marketing is the area of marketing that refers to using digital and social channels and platforms (e.g., internet, mobile social networks) to reach and engage customers. This is a fast-growing area and marketers are beginning to recognize the potential of digital and social media marketing channels to help achieve a variety of marketing objectives across a large number of industries and contexts. The importance of analyzing data and generating valuable insights from it is a critical component of this area as well.

Positions: Digital Media Coordinator, Digital Marketing Manager, Associate Digital Analyst, Digital Media Strategist, Social Media Manager, Community Manager, Social Media Analyst

Key skills needed: Creativity, technical ability, excellent communication – specifically writing, analytical ability. Companies also look for candidates to demonstrate a passion for digital marketing and social media, and increasingly look for candidates with some analytics knowledge.

### Suggested elective courses

<b>Courses</b>	<b>Credits</b>	<b>Term likely to be offered</b>
BMKT 2544-Shopper Marketing	3.0	Spring
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2513-Consumer Behavior 1	1.5	Fall/Spring
BMKT 2514-Consumer Behavior 2	1.5	Fall/Spring
BMKT 2515-Marketing and Social Media Strategy	3.0	Spring
BMKT 2569-Brand Management	1.5	Fall/Spring
BMKT 2532-Pricing Strategies and Tactics	1.5	Variable
BMKT 2551-Digital and Social Media Analytics	1.5	Spring
BMIS 2679-Electronic Commerce	3.0	Fall
BQOM 2578-Data Mining	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

### Suggested Katz certificates:

Digital Marketing

## Business Development/Sales

Business development is a combination of strategic analysis, marketing, and sales. Business development is the process of strengthening ties with existing clients as well as cultivating customers in other sectors of the consumer market. To accomplish this goal, business developers normally cross the traditional barriers between sales, marketing, customer care, operations, and management in order to promote this process of expansion on more than one level. One of the foundational aspects of business development is to assess the current assets of the company as they relate to the maintenance and expansion of the business.

**Positions:** Sales Representative, District Sales Manager, Regional Sales Manager, Business Development Manager, New Business Development Manager, Customer Account Manager

**Key skills needed:** Excellent communication, passion for product/company, ability to quickly adapt, negotiation skills, ability to build long-term relationships, ability to quickly read people, analytical.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BSEO 2531-Entrepreneurship and New Venture Initiation	3.0	Fall/Spring
BSEO 2553-Strategic Management of Acquisitions and Divestment	1.5	Spring
BMKT 2522-Sales Management	1.5	Fall
BMKT 2509-Marketing Planning and Strategy	1.5	Fall/Spring
BMKT 2513-Consumer Behavior 1	1.5	Fall/Spring
BMKT 2533-Business-to-Business	1.5	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer

### Suggested Katz certificates:

Digital Marketing  
Technology, Innovation, and Entrepreneurship  
Global Management  
Organizational Leadership

# **Operations**

Operations management is the heart of an organization. This burgeoning field influences the design and management of products, processes, services, and supply chains. Those specializing in operation management roles consider the acquisition, development, and utilization of resources that firms need to deliver the goods and services their clients want. Career opportunities within the operations field are plentiful and diverse, but an individual's skills, experience, interests, and personal decisions will ultimately influence his/her career path. Additionally, the size, industry type, geographic scope, and organizational structure of a firm will help determine the best career path.

Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated operations are hired into the following functional areas:

[Supply Chain Management / Logistics Management](#)

[Project Management](#)

[Performance Improvement / Strategy Operations Consulting](#)

## **Co-Curricular activities**

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to opportunities to differentiate yourself from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but also to showcase your teamwork and leadership abilities.

## **Professional organizations**

[Association for Operations Management \(APICS\)](#)

[American Society for Quality](#)

[Council of Supply Chain Management Professionals \(CSCM\)](#)

[Energy Alliance of Greater Pittsburgh](#)

[Production and Operation Management Society \(POMS\)](#)

[Project Management Institute \(PMI\)](#)

[Supply Chain Council \(SCS\)](#)

[Sustainable Pittsburgh](#)

[Young Professionals in Energy \(YPE\)](#)

## **External Certifications**

[Certified Six Sigma Green Belt or Black Belt](#)

[Project Management Professional \(PMP\)](#)

[Certified Associate in Project Management \(CAPM\)](#)

[Certified in Production and Inventory Management \(CPIM\)](#)

[Certified Supply Chain Professional \(CSCP\)](#)

## **Clubs**

Operations club, Consulting club, and YPE Pitt Collegiate

## **Some companies who have previously hired Katz Operations Management graduates:**

Aerotech, Alcoa, Amazon, American Eagle Outfitters, AstraZeneca, A.T. Kearney, Bechtel Corporation, Bayer Healthcare, BASF, Becton Dickinson, BP, Chevron, CVS Caremark Corporation, Crane Co., CONSOL, Corning, Eaton Corporation, Direct Energy, Deloitte, Denali Group, Del Monte, Dick's Sporting Goods, Giant Eagle, Highmark, EQT, FedEx, GE, Heinz, Johnson Controls Inc., McKinsey & Company, Modcloth, PNC, Rivers Consulting, Pacific Gas & Electric, Philips, PPG, PwC, Raytheon, SDLC Partners, Sprint Nextel

Corporation, Starbucks, Target, Texas Instruments, UPMC, United Technologies, United Airlines, Wal-Mart, Wesco Distribution, Westinghouse

## **Supply Chain Management / Logistics Management**

Supply Chain Management (SCM) encompasses not only the design and planning of supply chain activities, but also the execution, monitoring, and control that help companies build a competitive infrastructure and create net value. Five core processes comprise SCM; plan, source, make, deliver, and return.

- Plan: determining requirements and corrective actions to achieve supply chain objectives.
- Source: ordering, delivery, receipt and transfer of raw materials, subassemblies, products and/or services.
- Make: adding value to products through mixing, separating, forming, machining, and chemical processes.
- Deliver: performing customer-facing order management and order fulfillment activities.
- Return: moving material from a customer back through the supply chain to address defects in products, ordering, or manufacturing.

The five core SCM processes are often evaluated against five metrics: reliability, responsiveness, agility, cost, and asset management.

- Reliability: the ability to perform tasks as expected. Reliability focuses on the predictability of the outcome of a process.
- Responsiveness: the speed at which tasks are performed. The speed at which a supply chain provides products or services to the customer.
- Agility: the ability to respond to external influences and/or the ability to respond to marketplace changes to gain or maintain competitive advantage.
- Cost: the cost of operating the supply chain processes. This includes labor cost, material cost, management cost, and transportation cost.
- Asset Management: the ability to efficiently utilize asset. Asset management strategies in supply chain include inventory reduction and in-sourcing versus out-sourcing.

Integral to SCM is Logistics Management (LM). LM is concerned with shipping, warehousing, and inventory activities. The purpose of LM is to obtain efficiency of operations through the integration of all material acquisition, movement, and storage activities. When transportation and inventory cost are substantial, an emphasis on LM may be appropriate. Many firms opt for outsourcing logistics functions, as third-party specialists can often bring expertise not available in-house.

SCM/LM managers collaborate with both internal and external functions. Examples of internal interaction include domains such as: finance and accounting; human resources; information technology; facilities management; product and portfolio management; product and process design; sales and marketing; and environmental, health, safety, and quality. Examples of external collaboration include: suppliers, intermediaries, third-party service providers, and customers.

The exciting field of SCM/LM holds great promise to those who are up to the challenge of balancing demand and supply management within the enterprise and across the extended supply chain network.

## Positions within Supply Chain Management/Logistics Management

First-Level Management: Typically 0-5 Years of Experience

- Allocation Analyst
- Buyer or Procurement Specialist
- Distribution Coordinator or Customer Service Manager
- Project Manager/Industrial Engineer
- Supply Chain Analyst/Operations Research Analyst

**Key Skills Needed:** action oriented, conflict management, functional/technical skills (including quantitative, analytical, and mathematical modeling), informing, managing and measuring, negotiating, planning, problem solving, process management, technical learning, time management, and written communications.

Mid-Level Management: Typically 5+ Years of Experience

- Demand Planner
- General and Operations Managers
- International Logistics Manager
- Quality Assurance Manager
- Master Scheduler
- Operational Excellence Manager
- Project Manager
- Purchasing or Procurement Manager
- Supervisors of Production Workers
- Supply Chain Manager
- Supply Chain Software Manager (also called Information Systems Manager)
- Transportation, Storage, and Distribution Manager

**Key Skills Needed:** action oriented, dealing with ambiguity, business acumen, comfort around top management, command skills, composure, conflict management, timely decision making, functional/technical skills (including quantitative, analytical, and mathematical modeling), informing, interpersonal savvy, managerial courage, managing and measuring, negotiating, organizational agility, planning, political savvy, priority setting, problem solving, process management, managing through systems, technical learning, time management, and written communications.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BACC 2528-Managerial Accounting	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring
BIND 2526-Business Process Redesign	1.5	Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Fall
BMIS 2591-E-Business Strategy	1.5	Spring
BMKT 2533-Business-to-Business Marketing	1.5	Fall
BOAH 2527-Cross-Cultural Management	1.5	Spring
BOAH 2532 Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer
BQOM 2139-Six Sigma Theory and Practice	3.0	Fall/Spring

BQOM 2421-Decision Technologies in Manufacturing and Operations Management	1.5	Fall/Spring/Summer
BQOM 2523-Process Engineering	1.5	Fall
BQOM 2524-Production Management and Process Improvement	1.5	Fall
BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BQOM 2537-Forecasting	1.5	Fall/Spring
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
BQOM 2549-Strategic Cost Analysis	1.5	Spring
BQOM 2700-Supply/Value Chain Management Project	1.5	Spring
BSEQ 2511-Management of Strategic Alliance	1.5	Spring

**Suggested Katz certificates:**

Global Supply Chain Management

Project Management

## Project Management

Project managers plan, organize, and manage resources to bring about the successful completion of specific project goals and objectives. This highly visible supply chain role drives and monitors progress and reports deviations when necessary. Collaboration with other members of the supply chain, sales, marketing, and customer support teams is paramount to achieve these sales and service objectives. The primary challenge of project management is to achieve all of the project goals and objectives while honoring the project constraints (i.e. scope, time, and budget). A successful Project Manager must simultaneously manage the four basic elements of a project: resources, time, money, and most importantly, scope. Not only must project managers master these four elements, but they must also deliver business value. All these elements are interrelated and each must be managed effectively in order for the project to be a success and add value to the organization.

Those pursuing a career in project management should possess: strong leadership skills; knowledge of and experience in project development; the skills to track, forecast, and report project metrics; and experience identifying risks and resolving conflicts.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BQOM 2039-Six Sigma	3.0	Fall/Spring
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring
BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BQOM 2537-Forecasting	1.5	Spring
BQOM 2549-Strategic Cost Analysis	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring
BACC 2528-Managerial Accounting	1.5	Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	Fall/Spring/Summer
BOAH 2519-Negotiations	1.5	Fall/Spring/Summer
BOAH 2411-Human Resources for Competitive Advantage	1.5	Variable

### Suggested Katz certificates:

Project Management

## Performance Improvement/Strategy Operations Consulting

Performance improvement or strategy and operations consultants typically work with client project teams and are responsible for supply chain/operations analysis, problem solving, financial modeling, general business analysis, research, and report or presentation generation for the client or project team. Operations Consultants also assist various types of businesses to assess the current status of internal procedures and strategies, and enhance the overall operation of the company. While operations consulting is often thought to focus on manufacturing plants or production facilities, the scope of operations consulting is actually broader. Even businesses that are service-based, rather than product-based, can benefit from operations consulting. An operations consultant will normally initiate the evaluation process by examining the workflow structure of the business. This begins with the structure and division of labor among the management of the company, and then moves on to the various divisions and departments, and how they relate to one another in order to ultimately supply customers with goods or services. The idea is to understand how each component of the business currently impacts processes, directly or indirectly.

It's important to note, performance improvement/strategy operations consultants may work for a singular organization as internal management consultants who support an organization's various business units, or for a third-part consulting organization. These opportunities are typically reserved for professionals with previous MBA consulting experience (minimum 5 years), or for individuals who have demonstrated a proven track record of success within the organization.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring
BQOM 2424-Production Management and Process Improvement	1.5	Fall
BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BQOM 2537-Forecasting	1.5	Spring
BQOM 2700-Supply/Value Chain Management Project	1.5	Spring
BQOM 2523-Process Engineering	1.5	Fall
BQOM 2578-Data Mining	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

### Suggested Katz certificates:

Project Management

Global Supply Chain Management



## **Position Appendix:**

**Buyer** (also called Procurement Specialist, Strategic Sourcing Specialist, and Purchasing Manager) Buyers ensure all materials or equipment are purchased and received when needed according to company guidelines. They consider quality, reliability of source and urgency of need when determining vendors and meeting manufacturing or operational requirements. Buyers are often responsible for resolving shipment and supplier issues in regards to quality and delivery. They also negotiate strategic agreements with vendors to drive cost, quality, and delivery improvements.

Depending on the level of the position, Buyers or Strategic Sourcing Specialists could be responsible for evaluating supplier performance and supplier quality, then make appropriate strategic recommendations to management. At the MBA level, professionals in this position are expected to drive procurement improvement strategies and develop short and long term goals for management consideration. Buyers or procurement specialists could ultimately report to the CFO or the COO.

Those interested in pursuing a career in procurement should possess strong analytical, verbal, and written communication skills. He/she should excel at working in cross functional teams, presenting to management, and negotiating contracts. Because this role requires a tremendous amount of vendor/supplier management, those interested in this career path, should also excel at relationship building. Experience with an ERP system will also be beneficial, but is not required. Depending on the industry, a background in engineering may be required or preferred.

**Demand Planners** are responsible for overseeing and coordinating sales / demand forecasts and developing a demand plan through trending and assumption based analytics. They are also responsible for key customer service and supply chain related performance metrics, while also contributing to the Sales & Operations Planning process. Demand Planners are responsible for the efficient development of a balanced operational plan that takes into account demand and supply constraints for a business segment.

Demand Planners should possess superior analytical and communication skills, as well as the ability to work cross functionally. He/she should also excel at working independently and proactively, with minimal guidance or supervision. Students interested in demand planning opportunities should possess some previous supply chain experience, or at the very least, have knowledge of or experience in operations.

**Distribution Coordinator** (also called Customer Order Managers, Post-sales Service Managers, and Customer Service Manager) plans and direct activities of customer service teams to meet the needs of customers and support company operations. They develop procedures, establish standards, and administer activities to assure accurate order entry, efficient shipment tracking, and timely delivery of products to customers. Also, Customer Service Managers are responsible for effectively responding to customer requests, problems, and special needs which can extend to a global client base. They work closely with marketing and sales, logistics, and transportation departments to reduce order cycle times and improve fill rates while controlling the cost of serving customers

Most customer service managers have experience in sales, logistics operations, and/or customer service supervision as well as a basic knowledge of the global supply chain and its functions. Successful Customer Service Managers may advance to Customer Service Director or Sales Manager roles. Advancement opportunities also include international management positions.

Those pursuing a career in Customer Service Management should possess excellent interpersonal, problem solving, and conflict resolution skills, have a sense of urgency, be creative, have strong attention to detail, and possess the ability to manage people with varied backgrounds.

**International Logistics Managers** (also called Import/Export Managers and International Transportation Managers) work closely with manufacturing, marketing, and purchasing to create timely, cost-effective import/export supply chains. They are responsible for handling the technical details of international transportation—multiple modes, complex documentation, and varying customs regulations, developing distribution strategies, and building relationships with logistics intermediaries. International Logistics Managers serve as troubleshooters, dealing with problems inherent to moving freight long distances and holding inventory in multiple global locations.

Individuals typically gain experience as import/export coordinators, international transportation planners, or domestic logistics managers, prior to being promoted to international logistics manager. Success in this position leads to Director of International Logistics, Director of International Transportation, or Vice President.

Those pursuing a career in international logistics management should have knowledge of international commerce, international banking issues, sales and payment terms, customs regulations, and international supply chain processes. International Logistics Managers must be detail-oriented, possess negotiating, diplomacy and communication skills, as well as the ability to multitask. Fluency in a foreign language is strongly recommended.

**Quality Assurance Managers** (also called Inspectors and Technicians) work on the prevention of product deficiencies through prevention, detection, and correction. They ensure that production goals and quality are met. They might sample, inspect, and test operations and set standards. With the advent of the Malcolm Baldrige Award many of these managers are part of a firm's total quality management strategic initiatives.

Those interested in pursuing a career in quality assurance management should have an understanding of Total Quality Management (TQM) practices and techniques. TQM defines a set of guidelines aimed at advancing management policies so that business can be more productive and efficient.

**Project Managers** plan, organize, and manage resources to bring about the successful completion of specific project goals and objectives. This highly visible supply chain role drives and monitors progress and report deviations when necessary. This is a hands-on position responsible for developing and executing Demand Plan and inventory plans that will enable the division to meet sales and service objectives. Collaboration with other members of the supply chain, sales, marketing, and customer support teams is paramount to achieve these sales and service objectives. The primary challenge of project management is to achieve all of the project goals and objectives while honoring the project constraints (i.e. scope, time, and budget).

Those pursuing a career in project management should possess strong leadership and communication skills, knowledge of and experience in project development, the skills to track, forecast, and report project metrics, and experience identifying risks and resolving conflicts.

**Supply Chain Analysts** (also called Planners, Project Specialists, and Coordinators) use analytical and quantitative methods to understand, predict, and enhance supply chain processes. *They analyze the movement of goods through the supply pipeline, monitor current processes, identify and analyze gaps, and develop process improvements. Supply Chain Analysts are expected to utilize skills in database management and spreadsheet analysis to help the organization increase cash flows, inventory turns, our*

*customers' satisfaction, and employee productivity.* Analysts also monitor contract compliance and coordinate delivery schedules, in addition to other supply chain activities.

Many individuals begin their careers in SCM as Analysts. The variety and complexity of an Analyst's responsibilities increase as experience is gained. Successful Analysts advance to the following positions: Logistics Engineer, Senior Analyst, Project Leader, Manager of Supply Chain Analysis, Logistics Manager, and Operations Manager.

Those pursuing analyst roles should possess strong quantitative and analytical skills, the ability to work independently, as well as cross-functionally, a familiarity with logistics and production planning concepts (e.g., just-in-time, materials requirement planning), a broad range of computer skills (database, spreadsheet, statistics applications, and logistics software packages), an understanding of contracts and tariffs, and the ability to communicate findings, make recommendations, and facilitate change.

**Supply Chain Managers** plan and manage all activities involved in sourcing and procurement, conversion, and all logistics management activities. They also coordinate and collaborate with channel partners (i.e. suppliers, intermediaries, third-party service providers, and customers). In other words, supply chain managers integrate supply and demand management within and across companies.

Some Supply Chain Management positions are action-oriented roles, involved in the day-to-day management of people and product flows. Those individuals will likely be working in a distribution facility, port, terminal, or operations center. Other Supply Chain Management positions are planning-oriented. These office-based opportunities focus on supply management, demand forecasting, inventory control, performance analysis, or troubleshooting customer problems.

**Supply Chain Software Managers** (also called Computer information Systems Managers and Systems Coordinators) manage components of distribution technology including warehouse operations systems, electronic communication and order taking systems, and support systems. They also design analytical tools to increase and measure productivity. Supply Chain Software Managers develop decision support systems to analyze and optimize logistics and transportation systems.

This job title has a variety of career paths. Many Information Systems graduates move directly into these positions after university. The remaining individuals move from mid-level logistics management positions to supply chain/logistics software manager positions.

Those pursuing a career in supply chain software management must possess extremely good technical/computer skills and knowledge, as well as an understanding of logistics and global supply chain operations and components, including warehousing functions, statistical process control and other Total Quality Management (TQM) techniques, problem solving skills, and the ability to manage people.

**Transportation Managers** direct the effectiveness of private, third party and contract carriage systems. Transportation Managers manage staff and operations to assure timely and cost efficient transportation of all incoming and outgoing shipments. They also plans and assure adequate equipment for storage, loading, and delivery of goods, and are responsible for scheduling, routing, budget administration, freight bill presentation, and contract negotiations. Transportation Managers works with international carriers and freight forwarders to streamline the flow of goods across international borders and through customs.

Transportation managers usually have experience as Fleet Supervisors, Distribution Center Supervisors, or Logistics Analysts. Success leads to the position of Corporate Transportation Manager, followed by Director of Transportation or Vice president of Logistics.

Those interested in pursuing a career in transportation management should have working knowledge of carrier operations, shipment routing, and distribution methods, experience in industrial transportation operation, consolidator systems and techniques, as well as an understanding of the complexities of state and federal Department of Transportation (DOT) regulations. Transportation Managers should also possess the ability to formulate and implement contracts, as well as an understanding of costing, performance measurement, and inventory control. Because this is a high pressure position, strong management and computer skills are necessary.

**Operational Excellence Managers** (also called Continuous Improvement, Performance Improvement and Project Managers) implement strategic transformation and operational improvement initiatives. They are responsible for managing, training, implementing, and sustaining improvement activities across all industries and organizations; these roles are not specific to manufacturing.

As an on-site leader of continuous improvement, this person will be responsible for working with various levels of staff to develop and implement performance improvement strategies. The person must be able to motivate others to action in order to accomplish multiple objectives with a sense of urgency without hampering morale. This person will be required to develop a deep understanding of the Lean System and Tools and be able to train others to standard in lean systems and tools.

Op/Ex or Performance Improvement managers typically work with the senior leadership team on project management and reporting, including analysis and communication of financial and operational data for decision-making and strategic planning. They also assess change readiness, creating and managing change management plans, developing and executing communication plans, defining roles and responsibilities and measuring departmental impact.

**Master Schedulers** are responsible for ensuring that all time lines related to the supply chain (i.e., all departments and processes involved in the manufacturing of goods such as procurement, sourcing and production) are adhered to and proceed in an efficient manner.

A master scheduler negotiates and enforces the timely delivery of goods used for manufacturing from external vendors. Throughout the course of the manufacturing process, a master scheduler interacts with customers, ensuring that they receive an exceptional level of service, managing their expectations as needed.

Those interested in pursuing Master Scheduler roles should possess good organizational, communication, supervisory and analytical skills. Proficiency in Excel, Word, and ERP Systems is mandatory, as well as a familiarity with planning software and programs. Relevant and current knowledge of the materials acquisition and production planning process is also necessary. Master Schedulers must be able to multi-task with a high level of accuracy and sound decision making.

## **Organizational Behavior/Human Resources (OB/HR)**

Typically the amount of prior work experience plays an integral role in the level with which you are hired within an organization. Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in OB/HR are hired into the following functional areas:

[HR Management](#)

[HR/Management Consulting](#)

### **Co-Curricular activities**

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

### **Professional organizations**

Outside of Katz, there are some local professional associations that can provide excellent networking opportunities and also look great on your resume.

[Society for Human Resource Management \(SHRM\)](#)

[American Society of Training and Development \(ASTD\)](#)

[Academy of Human Resource Development \(AHRD\)](#)

### **External Certifications**

[Professional Human Resources \(PHR\)](#)

[Senior Professional Human Resources \(SPHR\)](#)

[Global Professional Human Resources \(GPHR\)](#)

### **Clubs**

The Human Resources club and Consulting club are ideal for HR/OB concentrations.

### **Additional Professional Resources**

[Interview Prep](#)

## HR Generalist/Management

The Human Resources professional is responsible for guiding and managing the Human Resources services, policies, and programs for a company within a small to mid-sized company, or a portion of the Human Resources function within a large company. The major areas within Human Resources management include, recruiting and staffing; organizational departmental planning; performance management and improvement systems; organization development; employment and compliance to regulatory concerns regarding employees; employee onboarding, development, needs assessment, and training; policy development and documentation; employee relations; company-wide committee facilitation; company employee and community communication; compensation and benefits administration; employee safety, welfare, wellness and health; charitable giving; and employee services and counseling. (About.com)

Positions: HR generalist, staff recruiter/talent acquisition manager, employment practices manager, senior HRIS analyst/HRIS administrator, employee benefits manager, training and development manager, labor relations manager, human resources manager/HR director, senior corporate human resources manager.

Key skills needed: Planning and prioritization, project management, excellent oral and written communication, empathy and compassion for others, leadership, training and development, motivational/people development skills.

Some companies that typically hire in HR Management include: General Electric, PNC, BNY Mellon, Pepsi, Ariba, Philips, etc., but almost every company needs human resources professionals.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BHRM 2023-Human Resources Planning and Strategy 1	1.5	Fall
BHRM 2024-Human Resources Planning and Strategy 2	1.5	Fall
BOAH 2423-Managing Human Capital	3.0	Spring
BOAH 2522-Staffing Organizations	1.5	Spring
BOAH 2522-Compensation	1.5	Spring
BOAH 2527-Cross Cultural Dimensions of International Management	1.5	Spring
BOAH 2456-Managing Offshore Outsourcing	1.5	Spring
BOAH 2532-Negotiations, Teamwork, and Change 1	1.5	Fall/Spring/Summer
BOAH 2537-Conflict Resolution in the Workplace	1.5	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

### Suggested Katz certificates:

Organizational Leadership  
Global Management  
Project Management

## HR/Management Consulting

An HR consultant is responsible for helping their client with strategically integrating effective HR processes, programs and practices into daily operations. They can also help with matching suitable job applicants with positions. These types of positions usually lead to partner/senior partner in a professional services firm. Also, keep in mind that HR consultants tend to work long hours and travel extensively.

Positions: HR consultant, human capital consultant, associate, senior associate, senior compensation consultant, talent management consultant, business transformation/change management consultant.

Key skills needed: Planning and prioritization, project management, technical/business savvy, analytic problem solving and critical thinking, leadership and team skills, change management, talent management, negotiations.

Some companies that typically hire in HR/Management Consulting: Deloitte, Mercer, McKinsey, Towers Watson, PricewaterhouseCoopers, IBM Global Services, and Buck Consulting. However, there are numerous HR Consulting firms.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BHRM 2023-Human Resources Planning and Strategy 1	1.5	Fall
BHRM 2024-Human Resources Planning and Strategy 2	1.5	Fall
BOAH 2551-Project Course in Leadership 1	1.5	Spring
BOAH 2552-Project Course in Leadership 2	1.5	Spring
BOAH 2423-Managing Human Capital	3.0	Spring
BOAH 2522-Compensation	1.5	Spring
BOAH 2527-Cross Cultural Dimensions of International Management	1.5	Spring
BOAH 2532-Negotiations, Teamwork, and Change 1	1.5	Fall/Spring/Summer
BOAH 2537-Conflict Resolution in the Workplace	1.5	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

### Suggested Katz certificates:

Organizational Leadership  
Global Management  
Project Management

## **Strategy**

A career in strategic planning involves helping a corporation design a path to growth and profitability amidst competition and constant change. The strategic planner's role consists of helping the organization to gather, analyze, and organize information. They track industry and competitive trends, develop forecasting models and scenario analysis, examine strategic performance, spot emerging market opportunities, identify business threats, look for novel strategic solutions, and develop creative action plans. Strategic planning involves understanding what the organization's current strategy is, what has been tried in the past, and what it will be in the future. **Please note that the Katz Graduate School of Business requires students pursuing a concentration in strategy to select a second area of concentration. Strategy may not stand alone as a sole area of concentration.**

Jobs in strategic planning are best suited to mid to upper-career personnel or to persons who have had previous strategic consulting experience. Some companies however, do recruit less experienced candidates into strategic planning roles and will often target the best and brightest students from top MBA programs.

Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in strategy are pursue the following functional areas:

[Entrepreneurship & Start-up Companies](#)  
[Management Consulting](#)  
[Business Development](#)

### **Co-Curricular activities**

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

### **Professional organizations**

[The Association for Strategic Planning](#)  
[Institute of Management Consultant](#)  
[Strategic and Competitive Intelligence Business Professionals](#)  
[Association of Management Consulting Firms](#)  
[Association of Professional Consultants](#)

### **Clubs**

Both the Consulting club and Toastmasters club are ideal clubs for students interested in strategy.

### **Additional Resources**

[Katz Institute for Entrepreneurial Excellence](#)  
MBA case competitions at Katz and other schools



## Entrepreneurship & Start-up Companies

**Key skills needed:** Excellent understanding of the dynamics of the markets in which they compete, outstanding strategic vision, acute understanding of the creation of value in an enterprise, an exceptional ability to prioritize and separate what is important from what is not important, outstanding communication and listening skills, the ability to be flexible and adaptable, a high level of energy & initiative, exceptional leadership ability, and the understand the importance of cash & liquidity.

### Suggested elective courses

Courses	Credits	Term likely to be offered
BACC 2528-Managerial Accounting	1.5	Spring
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2130-Valuation 2	1.5	Spring
BFIN 2039-Investment Management	3.0	Fall
BFIN 2410-Financial Management 2	1.5	Fall/Spring
BIND 2526-Business Process Redesign	3.0	Spring
BMKT 2531-Marketing Research	3.0	Fall
BOAH 2532-Negotiations, Teamwork, & Change 1	1.5	Fall/Spring/Summer
BSEO 2315-Business Law	3.0	Spring/Summer
BSEO 2500-Commercializing University Technologies	3.0	Spring
BSEO 2531-Entrepreneurship and New Venture Initiation	3.0	Fall/Spring
BSPP 2111-Commercializing New Technologies	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring
BFIN 2042-Acquisition of Privately Held Companies	1.5	Spring

### Suggested Katz certificates:

Technology, Innovation, and Entrepreneurship  
Corporate Valuation

## Management Consulting

Management consultants are analysts and advisors of business. External consultants are independent analysts and advisors to businesses. They bridge gaps in expertise for companies and are brought in for independent expertise and options. Internal consultants are a separate operating group within a company who function similarly to an external consultant.

**Positions:** Business analyst, junior consultant, junior associate, senior consultant, consulting managers, junior partners, and senior partners

**Key skills needed:** Outstanding communication and listening skills, the ability to be flexible and adaptable, have a high level of energy, the ability to solve problems, possess the ability to synthesize and analyze information, display great initiative, possess sound business judgment, possess exceptional leadership ability, superior relationship & project management skills

### Suggested elective courses

Courses	Credits	Term likely to be offered
BMKT 2531-Marketing Research	3.0	Fall
BOAH 2532-Negotiations, Teamwork, & Change 1	1.5	Fall/Spring/Summer
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BSEO 2531-Entrepreneurship and New Venture Initiation	3.0	Fall/Spring
BSPP 2111-Commercializing New Technologies	3.0	Fall
BSEO 2553-Strategic Management of Acquisitions and Divestment	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

### Suggested Katz certificates:

Technology, Innovation, and Entrepreneurship  
Project Management  
Global Management  
Organizational Leadership

## Business Development

Business developers evaluate a [business](#) and then realize its full potential, using such tools as: [marketing](#), [information management \(knowledge management\)](#) and [customer service](#). Business development is the process of strengthening ties with existing clients, understanding new product needs, as well as cultivating customers in other sectors of the consumer market. To accomplish this goal, business developers normally crosses the traditional barriers between sales, marketing, customer care, operations and management in order to promote this process of expansion on more than one level. One of the foundational aspects of business development is to assess the current assets of the company as they relate to the maintenance and expansion of the business.

**Positions:** Business analyst, junior consultant, junior associate, senior consultant, consulting managers, junior partners, and senior partners

**Key skills needed:** Outstanding communication and listening skills, the ability to be flexible and adaptable, have a high level of energy, the ability to solve problems, possess the ability to synthesize and analyze information, display great initiative, possess sound business judgment, possess exceptional leadership ability, superior relationship & project management skills

### Suggested elective courses

Courses	Credits	Term likely to be offered
BIND 2400-Consulting Field Project	3.0	Fall/Spring
BIND 2035-Application of Game Theory	1.5	Spring
BMIS 2034-Information Systems Planning	3.0	Fall
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2531-Marketing Research	3.0	Fall
BOAH 2456-ManagementOffshore Outsourcing	1.5	Spring
BQOM 2524-Production Management and Process Improvement	1.5	Fall
BQOM 2537-Forecasting	1.5	Fall/Spring
BSEO 2506-Competing in Emerging Economies	3.0	Fall
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BSEO 2531-Entrepreneurship and New Venture Initiation	3.0	Fall/Spring
BSEO 2553-Strategic Management of Acquisitions and Divestment	1.5	Spring

### Suggested Katz certificates:

Technology, Innovation, and Entrepreneurship  
 Project Management  
 Global Management  
 Organizational Leadership

## Katz Certificates

All full-time students in the one-year and two-year programs are required to declare a certificate in expectation of completing it prior to graduation at Katz. Part-time students and joint/dual degree students are not required to declare a certificate, but may pursue one if interested. You can distinguish yourself with a Katz certificate that gives you additional hands-on experience in a core business area. Certificates provide experience-based learning opportunities and illustrate the importance of collaboration across business areas. Certificates will be awarded to Katz students when all of the following criteria have been satisfied:

- 10.5 credits, chosen from the approved list of courses
- Grades of 'B' or better for each certificate course
- A minimum 'B+' average (3.250 QPA) across all certificate courses

### Global Supply Chain Management

Faculty advisor: James Kimpel ([jfkimpel@katz.pitt.edu](mailto:jfkimpel@katz.pitt.edu))

Course	Credits	Term likely to be offered
*BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Fall
*BQOM 2700/BOAH 2700-Project Course in Supply Chain Management	1.5	Spring
*BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
*BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BACC/BQOM 2549-Strategic Cost Analysis	1.5	Fall/Spring
BIND 2526-Business Process Redesign	1.5	Spring
BMIS 2591-E-Business Strategy	1.5	variable
BOAH 2527-Cross Cultural Management	1.5	Spring
BMKT 2533-Business-to-Business Marketing	1.5	Fall/Spring
BQOM 2139-Six Sigma Theory and Practice	3.0	Fall/Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer

### Technology, Innovation, and Entrepreneurship

Faculty advisors: Rabi Chatterjee ([rabikar@katz.pitt.edu](mailto:rabikar@katz.pitt.edu)) and Sue Cohen ([suecohen@katz.pitt.edu](mailto:suecohen@katz.pitt.edu))

Course	Credits	Term likely to be offered
<b>Course</b>	<b>Credits</b>	<b>Term likely to be offered</b>
BSPP 2111-Commercializing New Technologies	3.0	Fall
BMKT 2526-Product Development and Management	3.0	Spring
BSEO 2531-Entrepreneurship & New Venture Initiation	3.0	Fall/Spring
BMIS 2679-Technology Innovation, Adoption, & Diffusion	3.0	Spring
BSEO 2500-Commercializing University Technologies	3.0	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BQOM 2904-Creativity and Problem Solving <u>or</u>	1.5	Spring
BQOM 2521-Decision Making in Complex Environment	1.5	Fall/Spring/Summer

## Global Management

Faculty advisor: Jo Olson ([jolson@katz.pitt.edu](mailto:jolson@katz.pitt.edu))

Course	Credits	Term likely to be offered
*Choice of (3.0 credits minimum unless you can demonstrate this material has been covered in prior courses): BECN 2509-Global Macroeconomics 1 BECN 2510-Global Macroeconomics 2 BECN 2019-Economics for International Business BOAH 2527-Cross-Cultural Management	1.5 1.5 3.0 1.5	Fall/Spring Fall/Spring Fall/Spring Spring
*Choice of (3.0 credits minimum): BIND 270X-Global Research Practicum BIND 2024-Consulting Field Project (international travel required) BIND 2031-Global Business Project BIND 2000-Business & Engineering Collaborations A short-term study abroad component with an experiential component will also be considered with faculty approval	3.0 3.0 3.0 3.0 3.0	Spring Fall/Spring Fall/Spring variable variable
BACC 2253-International Accounting	3.0	Fall
BACC 2466-Risk Management and Compliance Issues	1.5	Fall/Spring
BFIN 2043-International Financial Management	3.0	Fall/Spring
BMKT 2033-International Marketing	1.5	Spring
BOAH 2456-Managing Offshore Outsourcing	1.5	Spring
BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BIND 2554-Entering Foreign Markets	1.5	Summer
BSEO 2506-Competing in Emerging Economics	1.5	variable
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BIND 2XXX-India Today, Brazil Today, China Today, or Russia Today	1.0	Variable
BSPP 2328- The Business of Humanity: Strategic Management in the Era of Globalization, Innovation, and Shared Value	3.0	Variable

## Digital Marketing

Faculty advisor: Andrew Stephen ([astephen@katz.pitt.edu](mailto:astephen@katz.pitt.edu))

Course	Credits	Term likely to be offered
*BMKT 2515-Marketing and Social Media Strategy	3.0	Spring
*BMKT 2551-Digital and Social Media Analytics	1.5	Spring
*BMKT 2544-Shopper Marketing	3.0	Spring
BMIS 2678-Electronic Commerce	3.0	Fall
BQOM 2578-Data Mining	3.0	Fall

## Project Management

Faculty advisor: Bill Hefley ([wehefley@katz.pitt.edu](mailto:wehefley@katz.pitt.edu))

Course	Credits	Term likely to be offered
*BMIS 2551-Project Management Concepts and Processes	3.0	Spring
*BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
*Choice of (1.5 credits minimum and faculty approval to ensure a project management component is involved):		
BMIS 2056-Management Information Systems Practicum	3.0	Fall
BQOM 2139-Six Sigma Theory and Practice	3.0	Fall/Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring
BOAH 2551-Organizational Leadership Project Course	1.5	variable
BACC 2528-Managerial Accounting	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	Fall
BACC/BQOM 2549-Strategic Cost Analysis	1.5	Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring
BOAH 2421-Human Resources for Competitive Advantage	1.5	Spring
BQOM 2537-Forecasting	1.5	Fall/Spring
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer

## Corporate Valuation

Faculty advisor: Dave Denis ([djdenis@katz.pitt.edu](mailto:djdenis@katz.pitt.edu))

Course	Credits	Term likely to be offered
*BFIN 2030-Valuation 1	1.5	Spring
*BFIN 2130-Valuation 2	1.5	Spring
BFIN 2036-Corporate Finance	3.0	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2042-Acquisitions of Privately Held Companies	1.5	Spring
BFIN 2145-Financial Modeling	3.0	Fall

## Corporate Financial Management

Faculty advisor: Dave Denis ([djdenis@katz.pitt.edu](mailto:djdenis@katz.pitt.edu))

Course	Credits	Term likely to be offered
*BFIN 2036-Corporate Finance	3.0	Spring
*BFIN 2015-Short Term Financing	1.5	Spring/Summer
BFIN 2048-Applied Corporate Finance	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2042-Acquisitions of Privately Held Companies	1.5	Spring
BFIN 2145-Financial Modeling	3.0	Fall
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2043-International Financial Management	3.0	Fall/Spring

## Investments and Trading

Faculty advisor: Dave Denis ([djdenis@katz.pitt.edu](mailto:djdenis@katz.pitt.edu))

Course	Credits	Term likely to be offered
*BFIN 2039-Investment Management and Capital Markets	3.0	Fall/Spring
*BFIN 2068-Markets and Trading	1.5	Spring
*BFIN 2069-Fixed Income Securities	1.5	Spring
*BQOM 2537-Forecasting	1.5	Fall/Spring
BFIN 2555-Portfolio Practicum	3.0	Fall/Spring
BFIN 2043-International Financial Management	3.0	Fall/Spring
BFIN 2145-Financial Modeling	3.0	Fall
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2056-Derivatives: Applications to Valuation	1.5	Spring

## Organizational Leadership

Faculty advisor: Audrey Murrell ([amurrell@katz.pitt.edu](mailto:amurrell@katz.pitt.edu))

Course	Credits	Term likely to be offered
*Choice of (3.0 credits minimum):		
BOAH 2551-Project Course in Organizational Leadership 1	1.5	Spring
BOAH 2552-Project Course in Organizational Leadership 2	1.5	Spring
BIND 2024-Consulting Field Project (requires prior faculty approval with documentation of a significant leadership role in the project)	3.0	Fall/Spring
BSEO 2012-Social Entrepreneurship	1.5	Spring
BIND 2203-Organizational Transformation	1.5	variable
BSEO 2538-Strategic Leadership	1.5	variable
BOAH 2527-Cross-Cultural Management	1.5	Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BSEO 2401-Business Ethics and Social Performance	1.5	Fall/Spring
BSEO 2033-Managing the Natural Environment	1.5	Summer
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer
BSEO 2525-Competitive Intelligence	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	variable

## Business Analytics

Faculty advisor: Jerry May ([jerrymay@katz.pitt.edu](mailto:jerrymay@katz.pitt.edu))

Course	Credits	Term likely to be offered
*BQOM 2578-Data Mining	3	Fall
*BSEO 2525-Competitive Intelligence	1.5	Spring
*BQOM 2512- Advanced Decision Technologies	1.5	Spring
BMKT 2551-Digital and Social Media Analytics	1.5	Spring
BMKT 2544-Shopper Marketing	3	Spring
BQOM 2017-Simulation	1.5	variable
BQOM 2523-Process Engineering	1.5	Fall
BQOM 2537-Forecasting	1.5	Fall/Spring
BQOM 2511-Revenue Management & Pricing Analytics	1.5	Spring

## **Frequently Asked Questions about the Organizational Leadership certificate**

**Question:** *What is the purpose of the Organizational Leadership Certificate?*

**Answer:** This certificate is to provide you with understanding and experience into the complexity of leadership within dynamic and global organizations.

**Question:** *Who is eligible to receive the Organizational Leadership certificate?*

**Answer:** All full-time and evening MBA students currently enrolled at Katz are eligible.

**Question:** *Do you need to apply in order to pursue the certificate?*

**Answer:** There is no application process. Only completion of all requirements before graduation is necessary to receive the certificate.

**Question:** *What are the requirements?*

**Answer:** The certificate requires you to complete a total of 10.5 credits with 3.0 devoted to a project or experiential learning activity focused on leadership and the other 7.5 credits taken from a list of approved courses.

**Question:** *How I can get the experiential learning credits?*

**Answer:** There are three options. You can take with instructor's permission of one of the project courses offered throughout the year that are scheduled based on project availability. Another option is to apply for and be accepted into either the Woodcock Fellows program or the BNY Mellon Fellows program, both open to all full-time or evening MBA students. Third you may submit a request for a consulting field project to count towards this requirement given that either the project or your specific role within the project demonstrates a significant leadership component.

**Question:** *When are the courses offered for the certificate?*

**Answer:** The scheduling of courses may vary each term, so please consult your academic advisor or the MBA program office for the most recent schedule.

**Question:** *Who should I talk with if I am interested in the organizational leadership certificate?*

**Answer:** The first step would be to discuss with your academic advisor to insure there is a good fit with the leadership certificate and your overall career goals. After consulting with your advisor, contact the faculty certificate coordinator for more additional information.

**Question:** *Where can I learn more about the Woodcock and BNY Mellon CSR fellowship programs?*

**Answer:** Consult the Berg Center's website (under the "academic programs" tab) for more information, view deadlines and to submit an online application. <http://www.business.pitt.edu/berg/>

**Question:** *How can I find out more about the consulting field projects?*

**Answer:** Consult the MBA program website under "academics" for information on the consulting field projects. <http://www.business.pitt.edu/katz/mba/academics/courses/consulting-project.php>

**Question:** *How can I find out more information including a list of the approved certificate courses?*

**Answer:** Consult the MBA program website under "academics" for more information on the leadership certificate requirements and information about other certificate options that are available. <http://www.business.pitt.edu/katz/mba/academics/certificates/organizational-leadership.php>