

## NIGHT COURSE ABSTRACTS – FALL 2014 (TERM 2151)

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# Accounting

## **BACC 2401: Financial Accounting (CORE CURRICULUM)**

Credits: 3.0

Prerequisite(s): None

Description: This course enables students to understand the basic financial accounting model, as well as the structure and substance of a firm's financial reports from a user's point of view. This includes what is (and what is not) included in financial statements, how and when events affect the statements, and what users can infer from these reports. When they finish the course, students should be able to examine a set of financial statements and effectively analyze the firm's financial position, profitability and cash generating ability.

## **BACC 2466: Risk Management**

Credits: 1.5

Prerequisite(s): None

Description: This course will be valuable to MBA and MAcc students interested in working for global businesses, regardless of their desired career paths. As business organizations continue to seek growth in markets outside the United States and Western Europe, they will face increasingly complex and difficult challenges, including compliance with U.S. and foreign criminal and civil laws in places that are corrupt. Compliance with the U.S. Foreign Corrupt Practices Act, which forbids businesses from providing certain benefits to government officials, is essential for global organizations, as penalties are severe. And to succeed in their careers, auditors will need to understand that businesses in certain geographic areas maintain multiple sets of books and hide bribery and tax fraud schemes. Strategic planners and supply-chain professionals will face cross-border risks, including demands by government customs and tax inspectors for bribe payments. Energy executives will confront violence, corruption and supply-chain problems in many oil and gas-producing areas. Sales professionals will confront demands for kickbacks. The course will cover these issues, and will provide students with the knowledge and compliance tools necessary to advance their professional careers in a global economy:

- why culture and geography matter in business;
- fraud and corruption issues in emerging economies;
- why the Foreign Corrupt Practices Act Matters;
- using Transparency International as a tool to assess risk;
- red flags for international organizations;
- fraud and corruption issues in mature economies;
- compliance strategies for global organizations – policies, procedures, training, due diligence, audit;
- why macro issues of politics and corruption matter to business executives;
- crisis management;
- security issues.

## **BACC 2060: Independent Study in Accounting**

Credits: Variable (1.0 credit minimum)

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

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

# Economics

## **BECN 2401: Economic Analysis for Managerial Decisions: Firms and Markets (CORE CURRICULUM)**

Credits: 3.0

Prerequisite(s): None

Description: This course develops an understanding of how a market-based economic system reconciles the separate needs of consumers and producers, and provides an economic framework for managerial decisions. Additionally, the course provides tools of analysis and concepts that are used in the MBA program's functional fields. Centering on the basic concept of the business firm, it integrates the analysis of market demand with that of production and costs in the context of a variety of domestic and global market structures. Topics include: pricing, output and quality decisions; the impact of productivity improvements on costs; quality-cost tradeoffs; transaction costs as a determinant of the boundaries of the firm; market imperfection and the role of regulation.

Note: We highly recommend attending the **Business Math workshop** prior to beginning the core Economics course. This workshop covers the advanced math necessary for Economics. In addition, the workshop refreshes students' memories of the mathematical concepts and tools that are fundamental to understanding the core courses in the MBA program. The workshop covers mathematical and quantitative notions; it does not cover the disciplinary or functional material in those core courses. Each concept in the workshop is illustrated by examples drawn from the materials used in Katz courses, so that the student can see the relationship of the workshop to the courses encountered in the program.

The fall session Business Math workshop is to be held on **Monday, August 18 and Tuesday, August 19, from 5:30-8:30pm (both sessions/nights)** in 104 Mervis Hall.

## **BECN 2509: Global Macroeconomics 1**

Credits: 1.5

Prerequisite(s): None

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

## **BECN 2510: Global Macroeconomics 2**

Credits: 1.5

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

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

## **BECN 2060: Independent Study in Economics**

Credits: Variable (1.0 credit minimum)

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

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

# Finance

## **BFIN 2031: Creating Value through Restructuring**

Credits: 1.5

Prerequisite(s): **BFIN 2006 Financial Management/BFIN 2410 Financial Management 2** and **BFIN 2030 Valuation 1**

Description: Building on capital markets and valuation principles, this course examines how and why different types of corporate restructurings affect firm value. The topics include mergers and acquisitions, leveraged buyouts, leveraged recapitalizations, the use of EVA, divestitures, and bankruptcy as an option to restructure the balance sheet. The readings cover both the academic literature and company-based cases. Students will evaluate the value-creating potential of different financial approaches to corporate transformation from the practitioner's perspective; and will complete a final team project that incorporates key analytical skills and course concepts.

## **BFIN 2039: Investment Management/Capital Markets**

Credits: 3.0

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

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

## **BFIN 2043: International Financial Management**

Credits: 3.0

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

Description: This course will examine decision-making in international finance via a broad study of the opportunities and problems encountered when investments and business operations across national boundaries. Emphasis will be placed on how conventional financial models require modification in a global context, and on the use of international financial markets to enhance portfolio performance, control risks and maximize firm value. Specific topics include foreign exchange markets, international parity conditions and exchange rate forecasting, exchange rate exposure and hedging, global capital sourcing, multinational capital budgeting, and international portfolio diversification.

Please note that this course is held in an immersion style format on the following days/times:

October 10 - 1:00pm-5:00pm
October 11 - 9:00am-5:00pm
October 12 - 9:00am-5:00pm
November 7 - 1:00pm-5:00pm
November 8 - 9:00am-5:00pm
November 9 - 9:00am-5:00pm

## **BFIN 2145: Financial Modeling**

Credits: 3.0

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

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

## **BFIN 2409: Financial Management 1 (CORE CURRICULUM)**

Credits: 1.5

Prerequisite(s): **BACC 2401 Financial Accounting** and/or **BQOM 2401 Statistical Analysis**. Ideally, students will complete both Financial Accounting and Statistical Analysis prior to enrollment into Financial Management 1, though said courses can be taken as corequisites. Participating in the **Financial Management I: Workshop on Time Value of Money** is required. The Time Value of Money workshop will be held on Saturday, August 23, 2014. The 6-hour workshop will be held between 9:00am-4:00pm (with a break for lunch). The workshop will be held in room 2400 Sennott Square.

Description: The main objective of this course is to gain understanding of the theory and practice of financial decision making. This course develops the tools and framework necessary to address the central question in corporate finance: What investment projects should be undertaken to maximize shareholder wealth? To examine this question, we will learn how to value an uncertain stream of cash flows and apply the concept of the time value of money in valuing bonds and equity. The course covers a number of market-based investment criteria and develops an entity valuation model, based on discounted cash flows (DCF) used for standard capital budgeting decisions. We will conclude with a short introduction to the concept of risk and return, resulting in the cost of capital. We will cover a case discussion on capital budgeting to put our framework in a more realistic environment. Financial Management 1 is a prerequisite for taking Financial Management 2.

## **BFIN 2410: Financial Management 2**

Credits: 1.5

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

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

## **BFIN 2555: Practicum in Portfolio Management & Security Analysis**

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

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

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

### **BFIN 2060: Independent Study in Finance**

Credits: Variable (1.0 course credit minimum)

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

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



# Interdisciplinary

## **BIND 2024: Consulting Field Project**

Credits: 3.0

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

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

Please note that attendance is required for all events listed below:

August 27 - 5:00pm-6:00pm
September 5 - 8:30am-10:00am
September 6 - 8:00am-12:00 noon
September 13 - 8:00am-12:00 noon
October 18 - 8:00am-12:00 noon
November 8 - 8:00am-12:00 noon

## **BIND 2444: Management Simulation (CORE CURRICULUM)**

Credits: 3.0

Prerequisite(s): **Students must have completed all core required classes. All students must see academic advisor for enrollment.**

Description: The Management Game is an applied strategic management and general management exercise where teams of students operate computer simulated companies for 3 years acting as the executive committee of a multi-national manufacturing company. Groups of students compete against each other as they try to add value to their companies. The class teaches competitive dynamics group management skills, cross-functional management, and presentation skills. **The class is intended to be taken during the student’s last term in the program** and is intended to provide an illustration of how to apply the tools acquired in other classes in a complex international business environment. A main focus of the learning is the unstructured nature of the problem. We want to train managers to solve open-ended problems with talented people in creative ways. External boards of directors may be utilized during the class for feedback and to assess student progress. Each team is asked to engage in externally focused exercises. Some examples of these exercises include negotiating a labor agreement with real union representatives and presenting their marketing plans to practicing marketing executives. The external feedback and evaluation structure of the course makes the exercise sharply realistic. The highly unstructured nature of the class makes it invaluable for students preparing to enter the job market as leaders instead of followers.

## **BIND 2300: Russia Today**

Credits: 1.0

Prerequisite(s): None

Description: This is a 1-credit mini-course, consisting of 14 hours of classes over a weekend, with a major paper assignment to be handed in for credit. The course will explore issues concerning Russia's history, people, and economy. Course details can be referenced at the following website: <http://www.ucis.pitt.edu/global/mini-course/727>.

## **BIND 2060: Independent Study in Business Administration**

Credits: Variable (1.0 credit minimum)

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

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

# Management of Information Systems

## **BMIS 2034: Information Systems Planning**

Credits: 3.0

Prerequisite(s): None

Description: In this course, we will examine issues associated with information systems planning activities (designing, assessing, budgeting, managing, and maintaining) that are often associated with a firm's ability to apply information systems and technologies in the creation of business value, customer satisfaction, supply chain management, and operational cost reductions; while supporting the continuous drive for product innovation & enterprise growth.

Through a combination of readings, class discussions, presentations, and hands-on projects, the students will learn about information systems planning practices and management efforts to better understand the organization's information systems strategic needs, define the systems requirements, acquire, build, and deliver the desired information system solution; plan the systems sustainment needs, and actively plan for future changes. Additional interrelated topics within the (ICT) Information and Communications Technology planning process will be discussed (*systems acquisition & sourcing, ICT supply chain risk management, vendor management, governance, capital project & portfolio management, decision making mechanisms, standard setting, and the ethical use of information*) with the purpose to provide greater insight into the 'why and how' business leaders continuously evaluate and manage their information systems & technology capital investments.

## **BMIS 2056: MIS Practicum 1**

Credits: 3.0

Prerequisite(s): **MBA/MS-MIS and MIS students only.**

**Note:** MBA/MS-MIS and MIS students should register for [BMIS 2999 MS-MIS Practicum Lab](#) during their **first** year of the program and register for [BMIS 2056 MIS Practicum 1](#) during their **second** year of the program.

Description: The purpose of the MIS practicum is to improve your understanding of what it takes to be an IS expert and facilitate your development as an expert in your area of specialization – and in doing so to accelerate your efforts to move toward your career goals. Through a variety of readings, assignments, and activities you will learn about the nature of expertise (in general and in IS). You will also develop the knowledge and abilities you need to be an IS expert within a given industry and specialization.

## **BMIS 2074: Strategic Information Technology in Global Supply Chains**

Credits: 1.5

Prerequisite(s): None

Description: In today's business world, enterprise resource planning (ERP) software plays a critical role in providing the necessary tools for agile business decisions, customer management, & operations management. ERP systems provide a competitive advantage by allowing the company to manage its many different functions and processes in one large integrated information system. Using SAP as our learning platform, this course examines the advantages and complexities of the enterprise software, showing how ERP can improve processes and streamline operations. Additionally, we will expand the ERP concept outward into the supply chain, advancing ERP adoption and best practices with a focus on Supply Chain Management (SCM) systems. We will be taking an in-depth view into SAP's SCM components, discussing the various processes and functions that make up SAP/SCM solution and how firms today depend upon the continuous exchange of data when sourcing, manufacturing demand planning, sales forecasting, logistics planning and managing service commitments, within the supply chain. We will discuss and explore the SAP/SCM solution using text, lecture, group case studies, and simulated project experiences within the SAP system to provide the student with a working environment to validate key concepts covered in the course.

## **BMIS 2409: Information Systems (CORE CURRICULUM)**

Credits: 1.5

Prerequisite(s): None

Description: How does information technology enable the business? How does it provide business value? This course provides an overview of information technology and its application in a business. By simultaneously examining business cases and the capabilities of relevant technologies, students will develop an understanding of how information technology supports and enables business strategies, innovation, and improved business capabilities and processes.

## **BMIS 2588: Database Management**

Credits: 3.0

Prerequisite(s): None

Description: As information systems have become essential to business operations, the data generated by those systems is a critical and valuable corporate asset. This course develops students' knowledge of the technologies and techniques for collecting, disseminating, and managing data. The objective of the course is to develop immediately useful skills, such as SQL query construction and data modeling, while providing exposure to a range of data management technologies, strategies, and issues. Hands-on exercises with database management systems are provided to develop students' SQL and database design skills. Discussions, assignments, and projects focus on the challenges of developing and using database systems in dynamic organizations.

## **BMIS 2678: Electronic Commerce**

Credits: 3.0

Prerequisite(s): None

Description: E-Commerce is totally mainstream, and there are now important aspects of this electronic 21<sup>st</sup> century business environment that differ markedly from the prior century. Business models are often quite different from the e-commerce models of the 20<sup>th</sup> century dot-com boom. The technologies that enable e-commerce have become enormously complex. The sophistication, complexity and diversity of business models that enable businesses to leverage e-commerce have advanced as much -- if not more -- than the technologies that support them.

Electronic commerce is at the forefront of modern operations, marketing and strategy while accounting for billions of dollars in transactions. Competition and cooperation between firms of all sizes have been changed forever. There are new media outlets like iTunes and YouTube, huge online communities like Facebook and LinkedIn, and collaboration capabilities like Wikis and Blogs. All of these are also going mobile. They are reshaping industries and creating new opportunities.

This course is designed to familiarize students with the most important aspects of electronic commerce and how the business world is changing as a result. Topics to be covered include: 21<sup>st</sup> century business models, strategic drivers of e-commerce success, sources of competitive advantage, and current and emerging technologies.

## **BMIS 2060: Independent Study in Information Systems**

Credits: Variable (1.0 credit minimum)

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

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

# Marketing

## **BMKT 2031: Marketing Research**

Credits: 3

Prerequisite(s): **BQOM 2401 Statistical Analysis** and **BMKT 2409/2411 Marketing Management** Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description: This course is designed to give you the ability to critically evaluate and use the results of a research study for the purpose of strategic and marketing decision making. Students will not only learn the different types of marketing research methods (focus group, survey research, experimentation) but also the analytical tools necessary to draw actionable conclusions. The use of statistical tools such as regression analysis and marketing research techniques such as conjoint analysis, sales estimation and attribute-importance elicitation will be emphasized through cases, projects and class discussions. Although this is not a course in statistics, it will build on the knowledge you acquire in the introductory statistics course. The course will develop your ability to gain actionable insights from the analysis and to present those insights as actionable recommendations orally as well as in writing.

## **BMKT 2409: Marketing Management (CORE CURRICULUM)**

Credits: 1.5

Prerequisite(s): None

Description: This course examines the role of marketing in creating value for the firm. It helps students answer the central question of marketing strategy—what value to provide and to whom—using the tools of segmentation, targeting, and positioning (STP) of brands. The course shows how central aspects of marketing mix programs—product, place, pricing, and promotion—all follow from an effective STP program, and how marketing support functions such as marketing research, advertising, and new product development can support effective marketing decisions. Emerging trends in digital marketing, competition and globalization are examined. The course emphasizes experience-based learning to develop the necessary marketing knowledge and skills among students.

## **BMKT 2522: Sales Management**

Credits: 1.5

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

Description: The management of today's sales force requires a unique application of management principles. Typical situations confronting the sales manager involving hiring, training, directing, motivating and analyzing the sales force will be reviewed through real-world case studies and classroom involvement. This course is somewhat unique in that it stresses hiring characteristics that should be sought by the sales manager and various recruiting techniques that have proven effective. The student can use this information to effectively search for positions in the future as well as be effective in their own hiring efforts in future management positions. The entire course will provide assistance to the student in sales positions following graduation and will form the basis for sales management decisions in future years.

## **BMKT 2528: Advertising**

Credits: 1.5

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

Description: Advertising is a critical tool for both consumer and business marketing programs. The approach to this course is pragmatic and participative with an emphasis on critical thinking in developing and evaluating advertising and promotion campaigns. This course emphasizes both theoretical underpinnings of advertising as well as real work application of theory. Topics covered include: managing outside resources (ad agencies), media planning and buying, advertising budgeting, role of research, impact of consumer behavior theories, measuring the effect of advertising, and advertising messages.

Please note that this course is held in an immersion style format on the following days/times:

October 24 - 1:00pm-5:00pm
October 25 - 9:00am-5:00pm
November 15 - 9:00am-5:00pm

## **BMKT 2530: Services Marketing: Strategies and Tactics**

Credits: 1.5

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

Description: The service sector has increased dramatically in importance over the last decade, where it now accounts for more than half of the economy by income and jobs. Deregulation of services, growing competition, fluctuations in demand and the application of new technologies are presenting considerable challenge to service companies. Banks, insurance companies, airlines, retailer telecommunication companies as well as professional service firms such as accountants and lawyers, need new approaches to address the challenge. The non-profit sector, government and newly privatized utilities are increasingly aware of the need to improve their performance. The intention of the course is to provide a managerial framework of services marketing for managers and students with an interest in the services sector. Its focus is primarily on service businesses but much of it is relevant to services in manufacturing businesses.

## **BMKT 2533: Business-to-Business Marketing**

Credits: 1.5

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

Description: Most MBA graduates will join organizations that market their products and/or services to other businesses, institutions or government agencies. Such marketing is referred to as business-to-business (B2B) marketing. In this class we will look at those management activities that enable a supplier firm to understand, create and deliver value to other businesses, governments and/or institutional customers. Marketing of products and services will be covered, with an emphasis on the value concept and business processes. Students should learn critical analytical and problem-solving abilities with respect to business market management. Classes will be conducted in an interactive format with heavy reliance on student interaction, management case analysis and group presentations with potential guest speakers.

## **BMKT 2569: Brand Management**

Credits: 1.5

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

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

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

## **BMKT 2060: Independent Study in Marketing**

Credits: Variable (1.0 credit minimum)

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

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

# Organizational Behavior and Human Resources Management

## **BHRM 2023: Human Resources Planning & Strategy 1**

Credits: 1.5

Prerequisite(s): None

Description: The organizational human resource system is examined as a key factor in the development and implementation of the organizational competitive strategy. The human resources function is viewed as a key business partner. The role of human resources in creating a sustainable competitive advantage is covered in detail. Topics often include: organizational factors (e.g., culture, values) that impact on HR planning and strategy, HR environmental analysis and competitor analysis, internal analysis of the HR system for competitive initiatives, HR contributions to business strategy formulation, and the nature and use of HR strategy.

## **BHRM 2024: Human Resources Planning & Strategy 2**

Credits: 1.5

Prerequisite(s): **BHRM 2023 Human Resources Planning & Strategy 1**

Description: As a continuation of BHRM 2023, this course focuses on implementation of HR strategy and managing key HR issues that affect the organizational business strategy. Typically, the topics include such subjects as : human resources forecasting and planning, HR strategy implementation, succession planning, facilitating organizational change, downsizing and restructuring the organization, and HR aspects of mergers and acquisitions.

## **BOAH 2409: Organizational Behavior: Leadership & Group Effectiveness (CORE CURRICULUM)**

Credits: 1.5

Prerequisite(s): None

Description: The effective management of people is a critical component of organizational competitiveness. This course addresses problems and issues concerning leadership, interpersonal effectiveness, and challenges for managers in the 21st century. The student is prepared to manage himself or herself and others in a rapidly-changing global environment. Topics covered include leadership, teamwork, power, politics, and influence.

## **BOAH 2424: Managing Human Resources in a Global Economy**

Credits: 1.5

Prerequisites: None

Description: This course will provide an overview of human resource management and development policies and practices in different continents, such as Asia, America, Africa, Europe, and the South Pacific. The course will focus on managing workforce in global setting, human resource management and development in international joint ventures and global corporations. Topics include: hiring and selecting, training and developing, compensating, motivating, performance appraising, retaining in an international setting, cross cultural management, and the development of global managers.

Please note that this course is held in an immersion style format on the following days/times:

October 3 -- 1:00pm-5:00pm
October 4 -- 9:00am-5:00pm
October 5 -- 9:00am-5:00pm



## **BOAH 2532: Negotiations, Teamwork, and Change 1**

Credits: 1.5

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

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

Please note that this course is held in an immersion style format on the following days/times:

### **September section:**

September 5 - 1:00pm-5:00pm
September 6 - 9:00am-5:00pm
September 7 - 9:00am-5:00pm

### **October section:**

October 3 - 1:00pm-5:00pm
October 4 - 9:00am-5:00pm
October 5 - 9:00am-5:00pm

## **BHRM 2060: Independent Study in Human Resource Management**

Credits: Variable (1.0 credit minimum)

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

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

## **BORG 2060: Independent Study in Organizational Behavior**

Credits: Variable (1.0 credit minimum)

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

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

# Operations Management

## **BQOM 2139: Six Sigma: Theory, Practice and Certification**

Credits: 3.0

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

Description: BQOM 2139 Six Sigma Theory and Practice has been designed to provide the student with:

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

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

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

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

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

## **BQOM 2401: Statistical Analysis: Uncertainty, Prediction, & Quality Improvement (CORE CURRICULUM)**

Credits: 3.0

Prerequisite(s): **Attendance of a mandatory statistics workshop is required. The required workshop will be held on Saturday, August 16, 2014. The 6-hour workshop will be held between 9:00am-4:00pm (with a break for lunch). The workshop will be held in room 2400 Sennott Square.**

Description: This course will provide students with a set of integrated statistical tools and methodologies useful in a managerial environment. The emphasis is on the use of real data for modeling and solving problems in the areas of marketing, finance, human resources and operations management. Topics covered include: data analysis and modeling, estimation, confidence intervals, hypothesis testing, simple and multiple regression, analysis and design of experiments and statistical quality control.

## **BQOM 2421: Decision Technologies in Manufacturing and Operations Management (CORE CURRICULUM)**

Credits: 1.5

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

Description: This course provides a foundation in the use of decision technologies for solving complex management problems in a variety of functional areas. Over the past decade, the use of computers and the availability of spread sheet-based software have changed the way businesses analyze and evaluate decision alternatives. This course is a combination of management-science/operations research (MS/OR) and operations management (OM) techniques.

The objective of this course is to introduce two major MS/OR methodologies, namely, Linear Programming and Simulation, with emphasis on applications. Other topics covered include: Network models including CPM/PERT, Inventory Models, Queueing Systems and Decision Analysis using decision trees.

## **BQOM 2521: Decision Making in a Complex Environment**

Credits: 1.5

Prerequisite(s): None

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

## **BQOM 2523: Process Engineering**

Credits: 1.5

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

Description: This course studies the design and engineering of the business processes - the way businesses organize "work" in service as well as manufacturing operations. The interrelationships among design parameters, market/demand variability, and performance measures will be studied. The principles learnt here are critical in engineering and/or reengineering of the business processes in supply chains.

## **BQOM 2524: Production Management and Process Improvement**

Credits: 1.5

Prerequisite(s): **BQOM 2523 Process Engineering**

Description: This course is concerned with the continuous improvement principles involved in the production of goods and services. We provide procedures for an efficient management of the flow of materials within an organization characterized by multiple products and uncertain demand conditions. The examples discussed relate to manufacturing as well as to service supply chains.

## **BQOM 2537: Forecasting**

Credits: 1.5

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

Description: This is a short course in forecasting methodologies and their applications in business. This course will cover traditional forecasting methodologies along with an overview of the state-of-the-art of forecasting with methodologies ranging from judgmental to statistical knowledge sources. Forecasting should not be confused with planning. The former

is about what the future will be, while the latter deals with what the future should be. Most statistical packages (e.g., Statgraphics, SPSS, SAS) have some modules to do forecasting, but the user needs to know the principles of the models to use them. Dedicated forecasting packages provide some advice to the user about the forecasting method they should use (e.g., ForecastX, Forecast Pro). This course will focus on forecasting methodologies using statistical knowledge. By the end of the course students should know how to collect data and analyze them with a suitable computer program, and ultimately generate forecasts by selecting and fitting an appropriate model. We will also discuss some of the managerial issues surrounding the use of forecasting models in business. The student will select an area of interest (e.g., finance, marketing, operations, accounting, and general planning) within which he/she would like to apply and some of the forecasting methodologies we study, and develop a forecasting model.

## **BQOM 2578: Data Mining**

Credits: 3.0

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

Description: Data mining is the process of extracting useful information and knowledge from a set of data. Mining is typically done on data sets too large to be analyzed by hand, but the same techniques are applicable to small, complex data. This course is an introduction to the most popular methods used in managerial data mining, and provides you with experience in using commercial software to explore real data sets. Models considered include those from statistics, machine learning, and artificial intelligence, such as discriminate analysis, logistic regression, clustering, neural nets, tree/rule induction, and association rule modeling. This course is methods oriented, as opposed to being methodology oriented, so you'll learn about when and how to use techniques and how to interpret their output rather than the details about how those techniques work. A laptop computer is required.

## **BQOM 2060: Independent Study in Quantitative Methods (Mgmt Sciences and Operations Mgmt)**

Credits: Variable (1.0 credit minimum)

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

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

# Strategy, Environment, and Organizations

## **BSEO 2401: Business Ethics and Social Performance (CORE CURRICULUM)**

Credits: 1.5

Prerequisite(s): None

Description: This course examines concepts, issues, and tools related to the management of ethics and social responsibility in business. Students learn how to recognize and respond to ethical problems, to understand their personal responsibilities as business managers, to evaluate various ethical frameworks, to apply a process of moral decision making to ethical problems, to grasp relationships between ethical behavior and organizational structure and processes, and to manage the ethical and social problems and opportunities arising from organizational, institutional, societal, and global dimensions of the business environment.

## **BSEO 2506: Competing in Emerging Economies**

Credits: 3.0

Prerequisite(s): None

Description: This course will introduce students to concepts and frameworks designed to help managers make decisions critical to formulating and implementing global strategies, such as Ghemawat's cage model and 3a global strategy framework, Porter's national diamond model, and Khanna's work on institutional voids. Through a combination of case studies and country overviews, students will analyze specific companies, industries, and countries in order to develop recommendations pertaining to whether, when, and how to enter a particular country, and how to prepare for management challenges associated with implementing a firm's competitive strategy in a new country. The course will specifically introduce students to the opportunities and challenges associated with transferring competitive strategies established in developed markets to emerging economies, such as Brazil, China, India and Russia. Hands-on homework assignments will assure that students become familiar with valuable sources of information on emerging markets.

## **BSEO 2509: Business and Politics**

Credits: 1.5

Prerequisite(s): None

Description: The financial crisis, international negotiations toward a climate change agreement, and crises in such industries as pharmaceuticals and even toy manufacturing have highlighted the increasing interdependence of business and government, as well as the means by which business gains strategic benefits from government regulation. This course will examine methods and patterns of business influence on government, policy-making on issues affecting business, the performance of regulatory agencies, and the behaviors of groups and trade associations in politics. The course begins with an extended case study that asks, what caused the current financial crisis that some call "the great recession"? The crisis had multiple, often interacting causes, and involved both public sector and private sector failures. Besides examining the bases of the crisis, we will ask what institutional reforms, and what critical decisions, might have ameliorated the crisis, and might prevent a future crisis.

The course will examine both regulatory failure patterns and the means by which firms gain strategic, competitive advantage through shaping government decisions and programs. In examining techniques of lobbying, the course will focus on the US setting and identify both effective and ineffective methods of lobbying. By the end of the course, students should have obtained a good working knowledge of the US regulatory system, the major instruments of regulation, and the typical interactive patterns of regulators and regulated parties.

You should expect to receive communication from the professor of this course via your Pitt student email address well before the course begins. It is extremely important for you to check your Pitt email weeks before the course starts since this is critical course information. CourseWeb will not be used for this course, so you will need to rely on your student email address.

Please note that this course is held in an immersion style format on the following days/times:

October 31 - 1:00pm-5:00pm
November 1 - 9:00am-5:00pm
November 2 - 9:00am-5:00pm

## **BSEO 2531: Entrepreneurship and New Venture Initiation**

Credits: 3.0

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

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

## **BSPP 2111: Commercializing New Technologies**

Credits: 3.0

Prerequisite(s): **BSEO 2407/BSPP 2409 Strategic Management** is recommended and preferred but not required.

Description: This course covers theory, conceptual frameworks, and tools used to formulate strategies for commercializing new technologies. The analytical frameworks cover elements of commercialization strategy (such as how to select an initial market and whether to take new technology to the market via licensing, partnership, or start-up, aligning IP strategy with business model, understanding barriers to adoption and diffusion). These issues are equally critical to start-ups and to corporate technology ventures, although the two kinds of companies face different resource constraints and organizational barriers, which we'll discuss. The primary deliverable in the course is a professional quality project which evaluates the commercialization alternatives for an emerging technology. Your project team will be paired with a local inventor, unless you prefer to evaluate a technology of special interest to your team. Specialists in the fields of financing new ventures, intellectual property protection, and several entrepreneurs will also address the class.

## **BSPP 2409: Strategic Management (CORE CURRICULUM)**

Credits: 1.5

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

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

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

various activities in a firm's value chain can contribute to competitive advantage; and why, although industries support many competitive strategies, each firm tends to employ only one at a time. This 1.5-credit course is designed to provide a solid foundation in Strategic Management for all Katz MBAs, while also serving as an introduction to the discipline for those who will take advanced Strategy courses as part of relevant Certificates.

### **BSPP 2060: Independent Study in Strategic Planning**

Credits: Variable (1.0 credit minimum)

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

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

### **BSPP 2060: Independent Study in Strategic Planning and Policy**

Credits: Variable (1.0 credit minimum)

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

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

# Business Language Courses

## LANG: Various Language Courses

Credits: 1.5

Prerequisite(s): None

Description: The International Business Center (IBC) offers foreign language instruction to any small group of at least five (5) MBA students. We can offer Chinese, German, Japanese, Spanish, Portuguese, or any other language of interest. The course is worth 1.5 credits, which can be applied to your total requirements for the MBA (maximum of three language credits total). Classes are offered for three hours per week over the entire semester. If you would like to study a language, find four (4) other classmates who would like to take the same language for credit at approximately the same level. Please then promptly contact the Associate Director of the IBC, Jacqueline Saslawski, at [jsaslawski@katz.pitt.edu](mailto:jsaslawski@katz.pitt.edu), 412-648-1559, 382 Mervis Hall by April 1, 2014.