

COURSE ABSTRACTS – SUMMER 2014 SEMESTER (TERM 2147)

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Accounting

BACC 2401: Financial Accounting (CORE CURRICULUM)

Credits: 3

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 2537: Taxes and Management Decisions

Credits: 1.5

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

Description: This course is designed as an introduction to business taxation for majors in areas such as finance or financial planning. Focuses on how managers and analysts can recognize tax problems, consequences and opportunities associated with common business events.

BACC 2559: Individual Tax Accounting and Planning

Credits: 3

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

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

BACC 2060: Independent Study in Accounting

Credits: Variable (1 credit minimum)

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

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

Economics

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

Credits: 3

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 summer session Business Math workshop is to be held on **Monday, April 28 and Tuesday, April 29, 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 2060: Independent Study in Managerial Economics

Credits: Variable (1 credit minimum)

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

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

Finance

BFIN 2015: Short-Term Finance

Credits: 1.5

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

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

BFIN 2123: Commercial Banking

Credits: 1.5

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

Description: This course examines the role commercial banks play in facilitating the flow of capital between providers of capital (depositors) and users of capital (borrowers). The course will explore why banks may offer benefits as intermediaries in capital flow transactions; and how the emergence of capital adequacy is altering the loan market. The key focus of inquiry is the identification and effective management of risk in commercial bank-facilitated capital flows. Transactions are examined from the perspectives both of the banker and of the customer. Special attention is paid to the radical restructuring of the banking industry now underway.

BFIN 2124: Investment Banking and Venture Capital

Credits: 1.5

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

Description: This course examines the impact on capital and capital structure strategies of investment bankers and venture capitalists. The course will assess the impacts of recent rapid changes in the global capital markets and the roles of these specialized intermediaries and investors. We will analyze the risk/reward paradigms of venture and private equity investors, and the power and influence of investment banks in shaping the size and direction of capital flows. We look at how VCs value and execute deals; and at how investment banks bring value through a variety of transactions and services. The changing role of financial intermediaries is a theme that carries through the Financial Institutions module.

BFIN 2409: Financial Management 1 (CORE CURRICULUM)

Credits: 1.5

Prerequisite(s): **BACC 2401 Financial Accounting** and/or **BQOM 2401 Statistical Analysis**. Although students may take these course as corequisites, it is desired that they take both Financial Accounting and Statistical Analysis as prerequisites. Attendance at the **Financial Management I: Workshop on Time Value of Money** is required prior to enrollment. The required workshop will be held on **Saturday, May 3, 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 2060: Independent Study in Finance

Credits: Variable (1 credit minimum)

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

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

Interdisciplinary

BIND 2444: Management Simulation (CORE CURRICULUM)

Credits: 3

Prerequisite(s): **Students must have completed all other core required classes. 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 placed near the end of the curriculum 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 2554: Entering Foreign Markets 1

Credits: 1.5

Prerequisite(s): None

Description: This course is designed to enhance students' awareness of the legal and business challenges associated with three types of market-entry strategies: exporting, licensing, and foreign direct investment. Choosing the most suitable approach necessitates an understanding of the politics of 'free trade,' as well as the general regulatory environment for international business transactions. Accordingly, the first half of the course will focus on the potential barriers that national trade policies can create for business dealings in developed economies and emerging markets, and the countervailing global and regional efforts to liberalize trade flows. From there, we will examine the core managerial and legal issues that arise when firms seek to capitalize on overseas business opportunities via exporting, international licensing and FDI. Special emphasis will be placed on developing strategies to neutralize the potential trade barriers that firms are likely to encounter whenever they seek to globalize their value chains.

BIND 2060: Independent Study in Business Administration

Credits: Variable (1 credit minimum)

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

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

Management of Information Systems

BMIS 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 2501: Enterprise Systems and Integration of Business Processes

Credits: 3

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

Offering: The course is a two week (10 days) immersion style class: April 28 – May 9, 2014, Monday-Friday 8:30 AM - 5:30 PM, in the Mervis Hall Finance Lab.

Description: This course introduces concepts in ERP and integrated nature of business processes. Students are introduced to all the major components of SAP ERP. The course participants in *Enterprise Systems and Integration of Business Processes* will gain extensive theoretical foundations of the Enterprise Resource Planning (ERP) using the SAP ERP software. The theoretical knowledge is practically implemented and deepened during the course by the use of case studies and hands-on exercises using the SAP ERP system.

After completion of the course, students have a comprehensive, theoretical and practical knowledge of the central SAP ERP modules. This includes the organizational and data structure and the integration of a variety of business processes and functional areas.

This course is designed to prepare the student for the SAP TERP10 certification exam. The certification - as completion of the course - will be held at the University of Pittsburgh and is a three-hour, 80 multiple-choice questions based knowledge test. Passing the exam leads to a SAP certification widely acknowledged in business: the *SAP Certified Business Associate with SAP ERP 6.0*

The course addresses the following functional areas of the SAP ERP Systems: Logistics, Finance, Controlling and Human Capital Management. Furthermore, the integration with the SAP systems SAP Business Intelligence (BI) and SAP Strategic Enterprise Management (SEM) is presented.

The University of Pittsburgh as an active member of SAP's University Alliances program is able to offer the TERP10 course to its students in early Summer 2014. The TERP10 course, and its associated certification, is a direct response to the global forecast of needed SAP skills in the market, estimated between 30,000 and 40,000, in the next several years.

BMIS 2590: Current Topics in MIS: Open Source Technologies

Credits: 1.5

Prerequisite(s): None

Description: In this course, we will examine issues associated with Open Source technologies. Through a combination of readings, discussion, presentations, and hands-on projects we will examine (i) characteristics of key Open Source technologies (including, but not limited to, Linux, MySQL, and Apache), (ii) the nature of Open Source communities and development processes, and (iii) the evolving structure of the Open Source industry. In each case, the focus will be on understanding the implications for businesses interested in making use of Open Source technologies.

BMIS 2060: Independent Study in Information Systems

Credits: Variable (1 credit minimum)

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

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

Marketing

BMKT 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 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.

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 2409/2411 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 2060: Independent Study in Marketing

Credits: Variable (1 credit minimum)

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

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

Organizational Behavior and Human Resources Management

BOAH 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 2517: Interpersonal Skills 1

Credits: 1.5

Prerequisite(s): None

Description: This course offers explicit training in interpersonal skills, presenting oneself to others, effective verbal and nonverbal communication, persuasion, and the use of interpersonal resources to become an effective manager and leader.

BOAH 2532: Negotiations, Teamwork, and Change 1

Credits: 1.5

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

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

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

May 16 – 1:00pm-5:00pm
May 17 – 9:00am-5:00pm
May 18 – 9:00am-5:00pm

BHRM 2060: Independent Study in Human Resource Management

Credits: Variable (1 credit minimum)

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

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

BORG 2060: Independent Study in Organizational Behavior

Credits: Variable (1 credit minimum)

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

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

Operations Management

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

Credits: 3

Prerequisite(s): Attendance of a mandatory statistics workshop is required prior to enrollment. The required workshop will be held on **Saturday, April 26**. The 6-hour workshop will be held between **9:00am-4:00pm** (with a break for lunch). The workshop will be held in 104 Mervis.

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 2501: Enterprise Systems and Integration of Business Processes

Credits: 3.0

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

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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 2904: Problem Solving & Creativity

Credits: 1.5

Prerequisite(s): None

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

BQOM 2060: Independent Study in Quantitative Methods

Credits: Variable (1 credit minimum)

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

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

BQOM 2061: Independent Study in Operations Management

Credits: Variable (1 credit minimum)

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

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

Strategy, Environment, and Organizations

BSEO 2034: Sustainability and Corporate Responsibility

Credits: 1.5

Prerequisite(s): None

Description: This course is for managers who will be faced with the challenges and opportunities provided by environmental, sustainability and governance (ESG) issues. This course will address such topics as managerial approaches to the ESG issues and opportunities that occur across business processes, sustainability and social responsibility as business opportunities, environmental management systems (the 14001 standards), social responsibility guidance (ISO 26000) and reporting, and methods of dealing with stakeholders concerned about the firm's ESG performance. It introduces students to sustainable business management practices and to the role of the private sector in global sustainability development and environmental initiatives. Throughout the course, the emphasis will be on real-world managerial experience and guidance, based on numerous current cases.

BSEO 2315: Business Law

Credits: 3

Prerequisite(s): None

Description: The primary objectives of this course are: (1) to identify the many types of business actions which require decision-makers to analyze legal issues; and (2) to teach students when, why, and how legal issues should be made a part of the decision-making process. **Note: If you have taken BSEO 2528 – Legal Environment of Business 1, you will not be permitted to take this course.**

BSEO 2401: Business Ethics and Social Performance (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: 1.5

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. **Please note: Attendance at all sessions is mandatory in order to get course credit.**

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

July 11 – 1:00pm-5:00pm
July 12 – 9:00am-5:00pm
July 13 – 9:00am-5:00pm

BSPP 2112: Leading Organizations to Innovate Smarter

Credits: 1.5

Prerequisite(s): None

Description: This course addresses the critical role of a firm's top management in guiding a firm toward more positive innovation outcomes. We specifically focus on the role of executive leadership in developing a firm's capability for breakthrough innovation – a primary source of sustained competitive advantage and economic growth. We distinguish between what leaders need to do during invention and innovation, and emphasize barriers that hinder established firms' capabilities to produce breakthrough innovations. We examine how strategic leaders can augment a firm's ability to "innovate smarter" by better utilizing the diversity of expertise that resides within the organization and within the firm's partnerships. The concepts we'll discuss are grounded in decades of research on creativity and technological innovation, as well as strategic management, leadership, and teams. We'll discuss how strategic leaders apply these concepts today.

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 2409 Financial Management 1/BFIN 2006 Financial Management** before they register for BSPP 2409, and it is strongly recommended that students take the other course (i.e., BMKT 2409/2411 or BFIN 2006/2409, whichever they have not completed earlier) concurrently with BSPP 2409. It is also desirable that **BOAH 2401/2409 Organizational Behavior** be completed prior to BSPP 2409.

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

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

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

BSPP 2060: Partnerships for Global Venturing

Credits: 3

Prerequisite(s): Faculty permission required.

Description: Global markets offer opportunities for growth that may not exist in a company's home country, as well as access to partnerships, technologies, and experiences that can accelerate innovation. However, new ventures are often unprepared to recognize and to vet these opportunities. It can be particularly difficult to distinguish advantageous institutional differences from those which present insurmountable barriers, and to anticipate how to prepare an organization to operate across national borders. This course will introduce students to frameworks, concepts, and research tools, which help companies to address these issues and engage them in a consulting project to apply them. Specifically, students will work in teams of four with Pittsburgh-area start-ups and new business ventures to help them vet their global expansion opportunities and to identify the critical preparatory steps for an expansion to another country.

Students will gain hands-on experience vetting global market opportunities for a new business venture and developing a commercialization strategy for a country market outside the US. In the process, they will learn about important country differences which affect the opportunities and challenges of global expansion. Their new venture clients will gain insights into which country markets offer them accessible commercial opportunities and recommendations on how to enter the market and establish their business in one of those markets.

We will meet three times. In our final class, teams will present their recommendations to a panel of investors with global experience and the winning team will be awarded a \$10k prize to further develop the idea. Note: teams will be created and introduced to their client during the first week of April.

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

May 10 – 9:00am-5:00pm
June 14 – 1:00pm-5:00pm
July 26 – 1:00pm-5:00pm

BSPP 2060: Independent Study in Strategic Planning

Credits: Variable (1 credit minimum)

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

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