

FULL-TIME MBA PROGRAM OVERVIEW AND COURSE ABSTRACTS

SPRING 2015 SEMESTER (UNIVERSITY TERM 2154)

For quick reference, click on any subject area to jump to a particular section within this document.
 Course schedules – including times, days, room locations, etc. – can be noted on the StudentNet
[‘Class Schedule’](#) section.

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FULL-TIME MBA PROGRAM OVERVIEW

Degree Requirements

Upon formal admission to the part-time MBA program, a student must fulfill the following requirements in order to receive the MBA degree:

- A minimum of number credits of approved graduate-level coursework according to program of study
 - 1-year MBA students are expected to complete 51 credits of coursework
 - 2-year MBA students are expected to complete 57 credits of coursework
 - Dual- and joint-degree programs will have other, program-specific minimum credit completion requirements (see [‘Full-Time Programs’](#) for more information regarding dual- and joint-degree programs)
- Completion of program-specific core required courses
- A minimum cumulative quality point average (QPA) of 3.0

Required Core MBA Courses

Additional core required courses may be required for dual- and joint-degree MBA programs. For more information, you can reference the [‘Academics’ section](#) on StudentNet.

- BACC 2401 Financial Accounting (3 credits)
- BECN 2401 Economic Analysis (3 credits)
- BQOM 2401 Statistical Analysis (3 credits)
- BOAH 2409 Organizational Behavior (1.5 credits)
- BFIN 2409 Financial Management 1 (1.5 credits)
- BMKT 2409 Marketing Management (1.5 credits)
- BMIS 2409 Information Systems (1.5 credits) – *Dual-degree MBA/MS-MIS students exempted*
- BQOM 2421 Decision Technologies (1.5 credits)
- BSPP 2409 Strategic Management (1.5 credits)
- BSEO 2401 Business Ethics & Social Performance (1.5 credits)
- BIND 2444 Competitive Management Simulation (3 credits) – Capstone course designed to be taken upon completion of all other core required courses

Total core course credits: 22.5

Elective credits available vary by program of study

- *1-year program: 28.5*
- *2-year program: 34.5*
- Joint- and dual-degree programs will likely have other requirements and elective credit availability

ENROLLMENT AND REGISTRATION

Q: “When can I register for classes?”

Enrollment Appointment Dates

Students will be assigned enrollment appointment dates and times by the university. The Enrollment Appointment is the day and time when a student can begin enrolling. Once a student’s enrollment appointment begins, adding, dropping, or editing classes can be done until the end of the add/drop period.

- Appointments are assigned according to credits completed. As you progress through the program, you will earn an earlier registration date and time. Ideally, you will have the opportunity to register for majority of courses you desire.
- Students can view their enrollment appointment date and time by logging into my.pitt.edu. Click on Student Services > Link to Student Center > Self Service > Student Center
- Students cannot enroll in classes prior to the date and time of their assigned enrollment appointment.
- Enrollment appointments are not assigned for the summer term; students can begin enrolling on the first day of the summer term open enrollment period.
- Students are advised to register for classes as soon after appointment dates occur so as to secure seating in desired courses. The sooner one registers, the greater the likelihood of enrollment.

For more detailed information, you can reference the [Self-Enrollment PDF](#) or [tutorial video](#). Please know that Katz follows its own [academic calendar](#) with a more accommodating add/drop period. Also, Katz students are not required to meet with advisor prior to registration.

Q: “How do I register for classes?”

Course Offerings and Registration

Course offerings and descriptions will be posted on [StudentNet](#) throughout the year in advance to the upcoming academic semester under the [‘Class Schedule’ section](#).

Students may reference online self-registration tutorial information via the following documents, also available within the [‘Academics’ section](#) of StudentNet, under ‘Reference Materials’. The university has furnished these documents to help students learn how to add and drop classes via the online self-registration system.

Self-enrollment tutorial information:

- [Prepare for self-enrollment](#)
- [Add a course](#)
- [Drop a course](#)

Q: “What do I do if a class is closed or full?”

Waitlisting and Course Swap Enrollment Features

The waitlist feature is now available in my.pitt.edu for Katz classes. This new feature allows students to place themselves on a waitlist for a class section that is full and be given a position number. As seats open up in the class, the waitlist process will run to auto-enroll students according to their position number. If a desired course is closed, or if the seats reserved for your specific MBA program (FT, PT, joint-degree, etc.) are exhausted, utilize the waitlist and course swap features:

- [Waitlisting a Class in my.pitt.edu Student Center](#)
- [Waitlisting information for Katz students](#)
- [Swap a class](#)

Students may reference a [waitlist FAQs website](#) and a [tutorial video](#) for more information.

Q: “Do I have to register for a particular section of a core course?”

First-Year Full-Time MBA students – Spring Semester Core Required Courses

All full-time MBA students should reference the [‘Academics’ section](#) of StudentNet for an overview of appropriate course sequencing by program.

➤ *1-year MBA Program*

- As 1-year MBA students enter their final term of study, they should prepare to complete any remaining core required courses for the program, along with elective coursework of interest. These students may enroll into any available daytime section of core required courses.

➤ *2-year MBA Program*

- 2-year MBA students entering their *final term of study* should prepare to complete any remaining core required courses for the program. These students may enroll into any available daytime section of core required courses.
- 2-year MBA students in their *first year of study* should prepare to enroll into any available daytime section of the following courses:
 - BQOM 2421 Decision Technology in Manufacturing & Operations Management (1.5 credits)
 - BSPP 2409 Strategic Management (1.5 credits)
 - BMIS 2409 Information Systems (1.5 credits)
 - BSEO 2401 Business Ethics & Social Performance (1.5 credits)

➤ *Dual- and Joint-degree Programs*

- Dual- and joint-degree students should refer to the program plan information cited on the ‘Academics’ section of StudentNet for a list of program-specific recommendations for spring registration. Please reach out to your advisor with your questions and concerns.

Q: “What elective courses should I take?”

Recommended Courses by Concentration/Area of Interest

Information about elective courses appropriate for each academic discipline/area of concentration, be sure to reference the [Katz Academic and Career Advising Guide](#) published on StudentNet.

KATZ SEMESTER SYSTEM AND ACADEMIC RECOMMENDATIONS

Full-semester and Half-semester Courses

Katz is unique in that it is one of the few schools across the university that offers multiple course offerings throughout a given semester. Specifically, we offer four types of classes: first-half courses, second-half courses, full-semester courses, and immersion-format courses. Half-semester courses are commonly offered as 1.5 credits each while full-semester courses are most commonly offered as 3 credits.

To use the spring semester as an example, we offer Spring 1 courses (first half of the semester, 1.5/class), Spring 2 courses (latter half of the semester, 1.5 credits/class), full-term courses (the traditional semester-long course as 3-credits), and immersion-style classes (courses typically offered over a weekend). To demonstrate scheduling flexibility with various types of offerings, a half-semester course permits one to schedule a Monday night class during the Spring 1 session, for example, and then enroll in a *different* Monday night course for the Spring 2 session.

Fall 2/Spring 2 Course Adds and Drops

After the add/drop period concludes at the beginning of each semester (noted in the [academic calendar](#) available on StudentNet), the Registrar deactivates the ability to add or drop courses online via my.pitt.edu for all university students. As a favor to Katz, the Registrar has kindly agreed to permit Katz students to add or drop Fall 2 or Spring 2 courses during the first week of late session classes. Students and their advisors must complete necessary paperwork in order for the Registrar to process the request.

Although you may contact your adviser in advance with late session add/drop requests, please keep in mind that the Registrar will only process these requests during the first week of late session classes. Processing may require a few days' time to have schedules officially updated online. If your advisor approves the add/drop request, consider the change(s) made and attend/do not attend the course(s) in question, respectively.

Essentially, if/when you decide to add or drop a Fall 2 or Spring 2 course, please contact your advisor for assistance. Students should be able to add or drop summer classes online during two distinct Summer 1 and Summer 2 add/drop periods without the aid of an advisor.

IMPORTANT DISCLAIMERS

Course Syllabi

Please be advised that course syllabi cited within this document have been provided to give students a realistic preview of *anticipated* learning objectives. Cited syllabi may come from previous course offerings and past semesters. Course format, content and deliverables, and instructor expectations are subject to change.

Projected 'Next term' offering

Please know that the 'Next term likely to be offered' information provided within a given course abstract is indeed a projection. Such information is provided to aid students with future enrollment planning and course sequencing. While a given course is *likely* to be offered during a given semester, we cannot definitely guarantee that said course will be offered at that time.

SPRING 2015 COURSE ABSTRACTS

Accounting

BACC 2252: CORPORATE TAX ACCOUNTING AND PLANNING (MS IN ACCOUNTING COURSE)

Credits: 3

Offering: Full Semester

Prerequisite(s): Must have completed [BACC 2259 Individual Tax Accounting and Planning](#) or [BACC 2537 Taxes and Management Decisions](#) with a grade of B or better.

Description:

- The objective of this course is to help students understand how important features of the Internal Revenue Code influence decisions regarding how to organize and structure business operations and select the most appropriate form of doing business. The course begins with a comparison of the issues surrounding the choice of taxable business entity, comparing the regular corporation (C Corporation), the small business corporation (S Corporation), the partnership, and the sole proprietorship. After this, the course focuses primarily on the C Corporation and the S Corporation and the underlying principles that determine their respective tax bases and resulting tax obligations. Tax planning is an integral part of the course. Income shifting, tax deductions, tax credits, and income exclusions are discussed in detail. The course uses case studies (including some reflecting an international tax perspective) and tax return preparation to help students to apply the theory and detail of the tax code. Course materials are updated as tax laws change.

[Access course syllabus](#)

Next term likely to be offered:

- Fall 2015

BACC 2258: STRATEGIC COST MANAGEMENT (MS in ACCOUNTING COURSE)

Credits: 3

Offering: Full Semester

Prerequisite(s): Must have completed [BACC 2401 Financial Accounting](#) with a grade of B+ or better. Due to content overlap, students cannot enroll into this course if they have previously taken [BACC 2528 Managerial Accounting](#), nor may they enroll into this course concurrently with [BACC 2528 Managerial Accounting](#).

Description:

- This course offers an in-depth study of using managerial accounting information for both operational and strategic decision-making purposes. Specifically, managerial accounting information serves two important roles in an organization: (1) a decision-facilitating role, in which information is used to help employees make “better” decisions, and (2) a decision-influencing role, in which information is used to motivate employees to make “desirable” decisions. Both of these roles will be examined in this course through several topics, including cost-volume-profit analysis, activity-based costing, transfer pricing, budgeting, variance analysis, performance measurement, and performance-based pay.

Special considerations:

- Due to content overlap, students cannot enroll into this course if they have previously taken [BACC 2528 Managerial Accounting](#), nor may they enroll into this course concurrently with [BACC 2528 Managerial Accounting](#).

Next term likely to be offered:

- Fall 2015

BACC 2528: MANAGERIAL ACCOUNTING

Credits: 1.5

Offering: Spring 1

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

Description:

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

[Access course syllabus](#)

Special considerations:

- Due to content overlap, students cannot have already completed *BACC 2258 Strategic Cost Management*, nor may they register for BACC 2258 course in subsequent terms, if they register and complete *BACC 2528 Managerial Accounting*.
- Prerequisite for BACC 2549 Strategic Cost Analysis

Next term likely to be offered:

- Spring 2016

BACC 2542: ACCOUNTING AND FINANCE LAW (MS in ACCOUNTING COURSE)

Credits: 3

Offering: Full Semester

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

Description:

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

Next term likely to be offered:

- Spring 2016

BACC 2543: TAX POLICY (MS in ACCOUNTING COURSE)

Credits: 1.5

Prerequisite(s): **BACC 2559 Individual Tax Accounting and Planning**.

Description:

- This course will explore the history of tax policy in the United States, the tax legislative process, how tax policies influence behavior, international tax considerations, and ideas for future tax reform. Students will discuss what factors are important in designing a good tax system and survey the social justices and injustices that arise from how the government raises its revenue. Upon completion of this course, students should be able to think critically about our tax system and form opinions grounded in facts and policy.

Special considerations:

- Due to the online nature of the course, students are strongly encouraged to bring a laptop computer to class.

Next term likely to be offered:

- Spring 2016

BACC 2549: STRATEGIC COST ANALYSIS

Credits: 1.5

Offering: Spring 2

Prerequisite(s): **BACC 2401 Financial Accounting** and **BACC 2528 Managerial Accounting**. Please note: Due to content overlap, students cannot have already completed **BACC 2258 Strategic Cost Management**, nor may they register for **BACC 2258 Strategic Cost Management** in subsequent terms if they elect to register for **BACC 2549 Strategic Cost Analysis**.

Description:

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

Special considerations:

- Due to content overlap, students cannot have already completed **BACC 2258 Strategic Cost Management**, nor may they register for **BACC 2258 Strategic Cost Management** in subsequent terms if they elect to register for **BACC 2549 Strategic Cost Analysis**.

Next term likely to be offered:

- Spring 2016

BACC 2558: NON-PROFIT AND GOVERNMENTAL ACCOUNTING (MS in ACCOUNTING COURSE)

Credits: 3

Offering: Full Semester

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** or comparable graduate course with a grade of B or better.

Description:

- This course focuses on financial reporting and disclosure for not-for-profit and governmental entities based on the standards and principles promulgated by the Financial Accounting Standards Board (FASB) and the Governmental Accounting Standards Board (GASB). Students will learn how such entities prepare their financial reports and how to interpret and use such information. The course covers financial reporting for not-for-profit entities, balancing the focus on internal operations with fiduciary responsibility. In addition, the course examines the objectives of financial reporting for governmental units and the preparation and use of the financial statements for such entities. A sample of specific entities will be reviewed to illustrate the preparation and use of their financial statements. In addition, accounting software for governmental transactions will be introduced.

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2016

BACC 2559: INDIVIDUAL TAX ACCOUNTING AND PLANNING (MS in ACCOUNTING COURSE)

Credits: 3

Offering: Full Semester

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** or comparable graduate course with a grade of B+ or better.

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.

[Access course syllabus](#)

Next term likely to be offered:

- Fall 2015

BECN 2019: ECONOMICS OF INTERNATIONAL BUSINESS

Credits: 3

Offering: Full Semester

Prerequisite(s): **BECN 2401 Economic Analysis for Managerial Decisions**

Description:

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

[Access course syllabus](#)

Next term likely to be offered:

- Fall 2015

BECN 2509: GLOBAL MACROECONOMICS 1

Credits: 1.5

Offering: Spring 1

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.

[Access course syllabus](#)

Special considerations:

- Prerequisite course for BECN 2510 Global Macroeconomics 2

Next term likely to be offered:

- Summer 2015; again in Fall 2015

Recommended follow up courses:

- BECN 2510 Global Macroeconomics 2

BECN 2510: GLOBAL MACROECONOMICS 2

Credits: 1.5

Offering: Spring 2

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.

Next term likely to be offered:

- Fall 2015

Considerations:

- Students should complete the Financial Management 1 & 2 module, including the mandatory workshop, in order to be eligible for enrollment into finance elective offerings.
- Students may reference the 'Finance' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.
- Students who completed the 3-credit *BFIN 2006 Financial Management* course under the previous curriculum meet the prerequisite requirement for those courses that require the completion of *BFIN 2409 and BFIN 2410 Financial Management 1 & 2*.

BFIN 2015: SHORT-TERM FINANCING

Credits: 1.5

Offering: Spring 1

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 is on the organizational tensions, including strategic compromises that arise in managing working capital and budgets.

Next term likely to be offered:

- Summer 2015; again in Fall 2015

BFIN 2030: VALUATION 1

Credits: 1.5

Offering: Spring 1

Prerequisite(s): Financial Management module *BFIN 2409 and BFIN 2410 Financial Management 1 & 2*, respectively. The 3-credit *BFIN 2006 Financial Management* course satisfies the prerequisite requirement for this course.

Description:

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

[Access course syllabus](#)

Special considerations:

- Prerequisite for BFIN 2130 Valuation 2
- Prerequisite for BFIN 2031 Creating Value through Restructuring
- Prerequisite for BFIN 2555 Practicum in Portfolio Management

Next term likely to be offered:

- Spring 2016

Recommended follow up courses:

- BFIN 2130 Valuation 2

BFIN 2036: CORPORATE FINANCE

Credits: 3

Offering: Full Semester

Prerequisite(s): Financial Management module **BFIN 2409 and BFIN 2410 Financial Management 1 & 2**, respectively. The 3-credit **BFIN 2006 Financial Management** course satisfies the prerequisite requirement for this course.

Description:

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

Next term likely to be offered:

- Spring 2016

BFIN 2042: ACQUISITION OF PRIVATELY HELD COMPANIES

Credits: 1.5

Offering: Spring 2

Prerequisite(s): Financial Management module **BFIN 2409 and BFIN 2410 Financial Management 1 & 2**, respectively; prior completion of **BFIN 2030 Valuation 1** is recommended. The 3-credit **BFIN 2006 Financial Management** course satisfies the prerequisite requirement for this course.

Description:

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

Next term likely to be offered:

- Spring 2016

BFIN 2051: INTRODUCTION TO DERIVATIVES

Credits: 1.5

Offering: Spring 1

Prerequisite(s): Financial Management module **BFIN 2409 and BFIN 2410 Financial Management 1 & 2**, respectively. The 3-credit **BFIN 2006 Financial Management** course satisfies the prerequisite requirement for this course.

Description:

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

Special considerations:

- Prerequisite for BFIN 2056 Derivatives: Applications to Valuation And Value Creation
- Prerequisite for BFIN 2069 Fixed Income Securities

Next term likely to be offered:

- Spring 2016

Recommended follow up courses:

- BFIN 2056 Derivatives: Applications to Valuation And Value Creation
- BFIN 2069 Fixed Income Securities

BFIN 2068: MARKETS AND TRADING

Credits: 1.5

Offering: Spring 2

Prerequisite(s): Financial Management module **BFIN 2409 and BFIN 2410 Financial Management 1 & 2**, respectively. The 3-credit **BFIN 2006 Financial Management** course satisfies the prerequisite requirement for this course.

Description:

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

Next term likely to be offered:

- Spring 2016

BFIN 2069: FIXED INCOME SECURITIES

Credits: 1.5

Offering: Spring 1

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

Description:

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

Next term likely to be offered:

- Spring 2016

BFIN 2129 ENERGY PROJECT FINANCE

Credits: 1.5

Offering: Spring 2

Prerequisite(s): Financial Management module **BFIN 2409 and BFIN 2410 Financial Management 1 & 2**, respectively. The 3-credit **BFIN 2006 Financial Management** course satisfies the prerequisite requirement for this course.

Description:

- Course topics to include:
 1. What is project financing?
 - What is the role of project finance?
 - The project finance markets
 - Who finances these projects and why?
 - The role of advisors in a project finance transaction
 2. Is the project viable?
 - Evaluating commercial, macroeconomic and political risks
 - Legal aspects of the transactions
 3. Structuring the project and preparing the project financing plan
 - Designing the security arrangements and working with lenders
 4. Understanding the project contracts: the project agreement and ancillary contracts
 5. Valuing the project, and project cash flow analysis; financial modeling and evaluating projects i
 6. Financial modeling and evaluating projects ii; using real options to evaluate a project
 7. Bringing it all together: case studies

Next term likely to be offered:

- Spring 2016

BFIN 2130: VALUATION 2

Credits: 1.5

Offering: Spring 2

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

Description:

- This course extends the foundation formed in Valuation I, examining a number of advanced topics in the area of business valuation, including alternatives to the discounted cash flow model (Real Option Theory, Adjusted Present Value, LBO valuation methodologies and Comparable Analysis), intricacies involved in estimation of the cost of capital and alternative methods to establish terminal values. The valuation of both private and public companies along with the value achieved from synergies will be considered. This course is taught utilizing the case method where the student is encouraged to be an active participant in the classroom discussion.

Next term likely to be offered:

- Spring 2016

BFIN 2410: FINANCIAL MANAGEMENT 2 – ELECTIVE, PART 2 OF FINANCIAL MANAGEMENT MODULE

Credits: 1.5

Offering: Spring 2

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

Description:

- This course builds on the material covered in Financial Management I. The main objective of this course is to gain understanding of the theory and practice of financial decision making, especially as it concerns the financing and capital structure decisions. In this course you will build a solid understanding of: i) the trade-off between risk and return and the role of capital markets in determining the cost of capital; and ii) firms' financing and capital structure choices and the effects of these choices on cost of capital, project value, and firm value. After taking this course you should understand the main financial decisions facing the firm, how these decisions are related, and the tools that financial management offers in order to help evaluate these decisions.

[Access course syllabus](#)

Special considerations:

- Not a core required course for the program. However, the completion of Financial Management 1 & 2 is required as a prerequisite courses for all finance elective course offerings.
- Ideally, Financial Management 1 and Financial Management 2 are taken within the same academic semester.

Next term likely to be offered:

- Summer 2015; again in Fall 2015

BFIN 2555: PRACTICUM IN PORTFOLIO MANAGEMENT & SECURITY ANALYSIS

Credits: 3

Prerequisite(s): Financial Management module **BFIN 2409 and BFIN 2410 Financial Management 1 & 2**, respectively; **BFIN 2039 Investment Management/Capital Markets** and **BFIN 2030 Valuation 1**. Note: Students should have begun participation with this course during the Fall 2015 semester. See the 'Special considerations' section.

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.

[Access course syllabus](#)

Special considerations:

- 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.
- Two-semester course taking place over the fall and spring semesters in a given academic year.
- Students interested in this course should complete BFIN 2030 Valuation 1 during the Spring 2015 semester in order to prepare for the next offering of this practicum course.

Next term likely to be offered:

- Fall 2015-Spring 2016 two-semester course

Interdisciplinary

BIND 2024: CONSULTING FIELD PROJECT

Credits: 3

Offering: Immersion – weekend meetings

Prerequisite(s): **BACC 2401 Financial Accounting**. Students must provide the course instructor with documentation in order to be assigned to a project. See ‘Special considerations’ section below.

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.

[Access course syllabus](#)

Special considerations:

- Immediately following enrollment in the course, students must email their resume and a brief statement of career interest to Clinical Professor G.M. (Bud) Smith, budsmith@katz.pitt.edu. Based on this information and client needs, student teams are assembled prior to the beginning of term. This way, students begin working with their team and their client immediately.
- Please note that attendance is required for all events listed below:
 - Jan 10, 9am-12pm – 1st consulting workshop
 - Jan 17, 9am-12pm – 2nd consulting workshop
 - March 7, 9am-12pm – 3rd consulting workshop
 - April 4, 9am-12pm – Final consulting workshop
- Students may participate in up to two (2) Consulting Field Project opportunities throughout their Katz career. If you have previously participated in a Consulting Field Project, please see the abstract for BIND 2123: Consulting Field Project 2.

Next term likely to be offered:

- Fall 2015

Recommended follow up courses:

- Students may register for multiple Consulting Field Projects throughout matriculation.

BIND 2123: CONSULTING FIELD PROJECT 2

Credits: 3

Offering: Immersion – weekend meetings

Prerequisite(s): See **BIND 2024 Consulting Field Project** abstract for guidelines and application information.

Description:

- Students who have previously enrolled into *BIND 2024 Consulting Field Project* should enroll into CFP2 to differentiate the projects on their academic records.

BIND 2035: APPLICATION OF GAME THEORY IN MANAGING DECISION MAKING

Credits: 1.5

Offering: Spring 1

Prerequisite(s): **BECN 2401 Economic Analysis**

Description:

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

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2016

BIND 2200: INTEGRATED PROJECT – MBA/MS IN ENGINEERING

Credits: 1.5

Offering: Independent project-based coursework

Prerequisite(s): Joint-degree MBA/Engineering students must submit a project proposal to Katz and Swanson faculty advisors. Contact your advisor for more information.

Description:

- This course is a requirement for the joint-degree MBA/MS in Engineering students. The project can be completed throughout the student's matriculation through the program. Students should work closely with Katz and Swanson faculty to discern the appropriate time to register for this project course.

BIND 2203: ORGANIZATIONAL TRANSFORMATION

Credits: 1.5

Offering: Spring 1

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

Description:

- Dynamic economic, political, environmental, technological, and social forces provide constant incentives for firms to transform their systems, processes and business models to achieve and sustain competitive advantage. The focus of this case-based course is how global firms today respond to these forces and to competing pressures across multi-stakeholder relationships so as to engage key partners to build (or rebuild) organizational efficiency and effectiveness. Also of importance are the personal skills managers need to perform effectively in these dynamic situations. These issues will be addressed through cases, class discussion and team work. Active participation is expected, encouraged, and rewarded.

[Access course syllabus](#)

Special considerations:

- Pure" case course. No textbook. Student evaluation based on class contribution (40%) and an open-book, case-focused, team-based exam (60%)

Next term likely to be offered:

- Spring 2016

BIND 2444: MANAGEMENT SIMULATION – CORE REQUIRED COURSE

Credits: 3

Offering: Full Semester

Prerequisite(s): As this course is designed as a capstone, students must have completed all other core required courses for the program. See 'Special considerations' section below for important information re: add/drop policy.

Description:

- The Management Game is an applied strategic management and general management exercise where teams of students operate a computer simulated company for 3 years acting as the executive management team 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, time constrained problems with talented people in creative ways.

The executive management teams report to an external boards of directors, who provide approvals, evaluations and feedback, during the simulation. Teams may be asked to engage in externally focused exercises. Some examples of these exercises include negotiating a labor agreement, addressing an unplanned crisis 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.

[Access course syllabus](#)

Special considerations:

- Capstone course designed to be taken upon completion of all other core required courses for the program
- Based on the unique structure of the MBA Management Simulation course, the process of establishing teams to manage the simulated companies must begin prior to the beginning of class. Having the teams and roles established prior to class allows the students to be in their role for the entire term and also enables Katz to be on the same timeline as other business schools competing in the simulation. Therefore, we need to develop a unique drop/add policy for the course. Typically, **no one will be allowed to drop or add the course after the week prior to the beginning of the term.** Only the instructor under special circumstances can approve an exception to this rule.

Next term likely to be offered:

- Fall 2015

BIND 2511: EXECUTIVE BOARDROOM SERIES 2

Credits: 1

Offering: Full Semester

Prerequisite(s): Instructor's permission is required.

Description:

- This interactive course brings in top pharmaceutical and health care executives and builds on the business and management concepts and principles learned in earlier courses including Part 1 of this course. Students are engaged in a structured understanding of the businesses of pharmacy in health care, and related fields that impact the profession in an executive boardroom format. This 1-credit course is the second part of an elective series (offered on alternating years) which focuses on "entrepreneurship in medicines and health care." This course analyzes the fundamentals of entrepreneurship amongst successful executive finders, binders, and minders.

Special considerations:

- Limited seating available
- This is a combined section class with the School of Pharmacy
- The selection process requires a one-page narrative on the potential contribution(s) of this course to the student's education and/or career goals. Email narrative to gvanscoy@pitt.edu.

Next term likely to be offered:

- Spring 2016

BIND 2526: BUSINESS PROCESS REDESIGN

Credits: 1.5

Offering: Spring 1

Prerequisite(s): None

Description:

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

Next term likely to be offered:

- Spring 2016

BIND 2600: MIB PRACTICUM COURSE

Credits: 3

Offering: Independent practicum-based coursework

Prerequisite(s): This course is reserved for dual-degree MBA/MIB students.

Description:

- This course is intended to give students in the MBA/MIB dual-degree program practical experience in their fields (finance, marketing, MIS, etc.). Students will work full-time for a period of approximately 4 months in an organization located in countries other than their own native countries. The internship location will be based on near-native competence in a second language.

Special considerations:

- This course is reserved for dual-degree MBA/MIB students.

Next term likely to be offered:

- Spring 2016

BIND 2700: MIB INTERNSHIP SEMINAR

Credits: 3

Offering: Independent research-based coursework

Prerequisite(s): This course is reserved for dual-degree MBA/MIB students.

Description:

- This course is exclusively designed for MBA/MIB students' post-internship experience.

Special considerations:

- This course is reserved for dual-degree MBA/MIB students.

Next term likely to be offered:

- Spring 2016

BIND 2717: GLOBAL RESEARCH PRACTICUM – GERMANY

Credits: 3

Offering: Study abroad opportunity. See 'Special considerations/Logistics' section.

Prerequisite(s): Special registration procedures apply. Contact Patricia Sabolsky, Director of Special International Programs, MBA Programs office, 412-383-8835, psabolsky@katz.pitt.edu. Prior to registering for the course, students are required to sign up with the Director of Special International Programs.

Description:

- This course is tied closely to field study abroad, providing a hands-on experience in a foreign culture. Main objectives are to challenge students to consider business issues from a global perspective and to expose them to actual business environments abroad. Requirements include a team research project and an individual cultural report. The course includes a 7-day trip to various businesses in Germany. Students develop a research question in areas of managerial specialization and draw evidence from the field study to support their project report. While abroad, students visit a number of selected organizations and/or companies, and explore current business practices/issues. The group meets for three, 3-hour class sessions prior to the trip. Portions of these classes will focus on developing the research project. Also, to help prepare for the trip, selected outside speakers will share their experiences and perspectives on German business and culture. At the final class session after the trip, projects are presented in both written and oral forms.

Special considerations/Logistics:

- Travel scheduled to take place March 7-15.
- Expenses related to all academic/group aspects of the course/trip are covered by Katz. Students are required to cover individual expenses such as tuition, airfare, ground transfers, hotel, and meals.
- A \$500 non-refundable deposit is required to reserve a space for this travel opportunity.

Next term likely to be offered:

- GRP trip locations vary by academic year.

BIND 2718: GLOBAL RESEARCH PRACTICUM – CHINA

Credits: 3

Offering: Study abroad opportunity. See 'Special considerations/Logistics' section.

Prerequisite(s): Special registration procedures apply. Contact Patricia Sabolsky, Director of Special International Programs, MBA Programs office, 412-383-8835, psabolsky@katz.pitt.edu. Prior to registering for the course, students are required to sign up with the Director of Special International Programs.

Description:

- This course is tied closely to field study abroad, providing a hands-on experience in a foreign culture. Main objectives are to challenge students to consider business issues from a global perspective and to expose them to actual business environments abroad. Requirements include a team research project and an individual cultural report. The course includes a 10-day trip to various businesses in china. Students develop a research question in areas of managerial specialization and draw evidence from the field study to support their project report. While abroad, students visit a number of selected organizations and/or companies, and explore current business practices/issues. The group meets for three, 3-hour class sessions prior to the trip. Portions of these classes will focus on developing the research project. Also, to help prepare for the trip, selected outside speakers will share their experiences and perspectives on Chinese business and culture. At the final class session, projects are presented in both written and oral forms.

Special considerations/Logistics:

- Travel scheduled to take place April 25-May 5.
- Expenses related to all academic/group aspects of the course/trip are covered by Katz. Students are required to cover individual expenses such as tuition, airfare, ground transfers, hotel, and meals.
- A \$500 non-refundable deposit is required to reserve a space for this travel opportunity.

Next term likely to be offered:

- GRP trip locations vary by academic year

BIND 2719: GLOBAL RESEARCH PRACTICUM – BRAZIL

Credits: 3

Offering: Study abroad opportunity. See 'Special considerations/Logistics' section.

Prerequisite(s): Special registration procedures apply. Contact Patricia Sabolsky, Director of Special International Programs, MBA Programs office, 412-383-8835, psabolsky@katz.pitt.edu. Prior to registering for the course, students are required to sign up with the Director of Special International Programs.

Description:

- This course is tied closely to field study abroad, providing a hands-on experience in a foreign culture. Main objectives are to challenge students to consider business issues from a global perspective and to expose them to actual business environments abroad. Requirements include a team research project and an individual cultural report. The course includes a 9-day trip to various businesses in Brazil. Students develop a research question in areas of managerial specialization and draw evidence from the field study to support their project report. While abroad, students visit a number of selected organizations and/or companies, and explore current business practices/issues. The group meets for three, 3-hour class sessions prior to the trip. Portions of these classes will focus on developing the research project. Also, to help prepare for the trip, selected outside speakers will share their experiences and perspectives on Latin American business and culture. At the final class session after the trip, projects are presented in both written and oral forms.

Special considerations/Logistics:

- Travel scheduled to take place March 7-15.
- Expenses related to all academic/group aspects of the course/trip are covered by Katz. Students are required to cover individual expenses such as tuition, airfare, ground transfers, hotel, and meals.
- A \$500 non-refundable deposit is required to reserve a space for this travel opportunity.

Next term likely to be offered:

- GRP trip locations vary by academic year.

Information Systems and Technology Management

Considerations:

- Students may reference the 'Management Information Systems' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.
- Students who completed the 3-credit *BMIS 2411 Information Systems* course under the previous curriculum meet the prerequisite requirement for those courses that require the completion of *BMIS 2409 Information Systems*.

BMIS 2409: INFORMATION SYSTEMS – CORE REQUIRED COURSE

Credits: 1.5

Offering: Spring 2

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.

[Access course syllabus](#)

Special considerations:

- Prerequisite for certain BMIS information systems elective courses

Next term likely to be offered:

- Summer 2015; again in Spring 2016

BMIS 2537: BUSINESS SYSTEMS PLATFORMS

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

- The options for deployment of business information systems have grown in number and greatly increased in complexity since the Internet and concomitant technologies have become the most important de-facto standards for business computing and networking. Relevant technologies break down into five basic categories:
 1. Computer Hardware-this primarily includes computers and storage
 2. Communications-this includes wired, wireless, local and wide-area networks
 3. System Software-this includes operating systems and databases as well as transaction and message-based middleware, and load balancing
 4. Software Development-this includes web services, service-oriented architectures, and all of the various technologies commonly grouped under the heading "Web 2.0".
 5. Horizontal Applications-this includes technologies like RFID, Business Intelligence, workflow and Content Management

Accordingly, the course will pursue three simultaneous paths:

1. Lectures and additional presentations by outside speakers will survey the most important software and hardware technologies that businesses use to deploy information systems. This will include

an examination of capabilities, strengths, weaknesses, and relevant standards. It will also address alternative implementations and costs.

2. Full-length case studies and class discussion will facilitate the examination of the business implications of and the context in which these system deployment technologies are utilized.
3. Individual and team student projects will give the students experience in researching, understanding, evaluating and explaining information technologies.

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2016

BMIS 2551: PROJECT MANAGEMENT CONCEPTS AND PROCESSES

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

- This course presents an overview of project management concepts and covers topics related to the planning, organizing, staffing, and controlling of projects. The course would help students understand the fundamental project management concepts and processes as laid out in the Project Management Institute's (PMI) A Guide to the Project Management Body of Knowledge (PMBOK). It also covers additional topics such as the politics of projects, project staffing, teamwork issues, and the implementation of projects in order to develop an appreciation of the business environment in which projects are embedded. Class sessions will include lectures, case discussions, group work, and industry guest speaker sessions. We will make use of several project management tools such as Microsoft Project at various points throughout the term.

[Access course syllabus](#)

Special considerations:

- Students interested in a career as project managers (in business verticals including, but not limited to, information systems, engineering management, and operations).
- Students who plan to obtain professional certifications such as [PMI's Project Management Professional](#)

Next term likely to be offered:

- Spring 2016

BMIS 2679: TECHNOLOGY INNOVATION, ADOPTION, AND DIFFUSION

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

- Exposes students to concepts in technology innovation, markets for information technology goods and services, and adoption dynamics within organizations for new products and processes, and therefore should prove useful in a variety of student careers. Assignments emphasize written and oral communication skills. There is an opportunity for a self-selected project to customize the course to particular student interests. Skill acquisition and improvement goals for the course include case analysis, short analytic writing, technology research, and long-form writing. Technological innovation is the origin of what the economist Joseph Schumpeter termed the 'creative destruction' of capitalism (1942). This is the dynamic process by which prior technologies, and their accompanying industrial structures and associated leading firms, are replaced by successive generations of technologies. This is a constantly ongoing process that provides both opportunities for new entrants and threats to existing firms in the market. Students are likely to need a thorough understanding of this process throughout their professional careers.

Topics typically covered include:

- Innovation sources and management
- S-curves and product life cycles
- Dominant design and paradigm shifts
- Disruptive and discontinuous innovation
- Innovation in design
- Network effects
- Standards,
- Complementary goods
- Intellectual property
- Partnerships, alliances, and value chain ownership
- Environment/government regulations
- Organizational assimilation of technology
- Lead-user design.

Next term likely to be offered:

- Spring 2016

BMIS 2689: TECHNOLOGY-ENABLED BUSINESS TRANSFORMATION

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

- Business Transformation has been defined as the alignment of process, people and technology such that it can both support and innovate business strategies. Given that technologies evolve and develop at a rather rapid pace, it is desirable for managers to develop skills that allow them to understand what technologies can do (both established and new) and how they might be leveraged to create real value. Using lecture and current case studies, this course will examine topics to help students develop those skills.

These topics include:

1. Transformation strategies
2. The relationship between information technology and business transformation
3. When to build and when to buy
4. Business analysis
5. Process modeling
6. Enterprise systems
7. Software development methodologies.

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2016

Considerations:

- Students may reference the 'Marketing' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.
- Students who completed the 3-credit *BMKT 2411 Marketing Management* course under the previous curriculum meet the prerequisite requirement for those courses that require the completion of *BMKT 2409 Marketing Management*.

BMKT 2035: CONSUMER BEHAVIOR – THEORY AND PRACTICE

Credits: 3

Offering: Full Semester

Prerequisite(s): **BMKT 2409 Marketing Management**. Note: This course and *BMKT 2409 Marketing Management* may be taken concurrently. The 3-credit *BMKT 2411 Marketing Management* course satisfies the prerequisite requirement for this course.

Description:

- A variety of social and psychological theories and concepts related to consumer behavior as well as their practical application to the field of marketing are examined and discussed. Students have the opportunity to further apply what they learn through case presentations.

Next term likely to be offered:

- Spring 2016

BMKT 2509: MARKETING PLANNING AND STRATEGY

Credits: 1.5

Offering: Immersion

Prerequisite(s): **BMKT 2409 Marketing Management**. Note: This course and *BMKT 2409 Marketing Management* may be taken concurrently. The 3-credit *BMKT 2411 Marketing Management* course satisfies the prerequisite requirement for this course.

Description:

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

Special considerations:

- Immersion format course to be offered over two separate weekends on the following dates:
 - Feb 6, 1-5pm
 - Feb 7, 9am-5pm
 - Feb 21, 9am-5pm
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped *after* the official add/drop period, but *before* the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
 - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.
- This course and BMKT 2409 Marketing Management may be taken concurrently.

Next term likely to be offered:

- Spring 2016

BMKT 2526: PRODUCT DEVELOPMENT AND MANAGEMENT

Credits: 3

Offering: Full Semester

Prerequisite(s): **BMKT 2409 Marketing Management**. Note: This course and BMKT 2409 Marketing Management may be taken concurrently. The 3-credit **BMKT 2411 Marketing Management** course satisfies the prerequisite requirement for this course.

Description:

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

Next term likely to be offered:

- Spring 2016

BMKT 2532 PRICING STRATEGIES AND TACTICS

Credits: 1.5

Offering: Spring 2

Prerequisite(s): **BMKT 2409 Marketing Management**. Note: This course and **BMKT 2409 Marketing Management** may be taken concurrently. The 3-credit **BMKT 2411 Marketing Management** course satisfies the prerequisite requirement for this course.

Description:

- The aim of this course is provide students with the fundamentals of pricing and pricing practices. The course develops a conceptual framework and a set of analytical tools that can be used to make better pricing decisions. We discuss theories and methods from marketing, microeconomics and psychology to shed light on good pricing practices. We first introduce fundamental techniques that can help managers to assess market information that is used for pricing decisions. We then discuss various pricing structures and techniques that are useful in segmenting consumers. In addition, the class will involve case studies to expose students to real life pricing decisions.

Next term likely to be offered:

- Spring 2016

BMKT 2544: SHOPPER MARKETING

Credits: 3

Offering: Full Semester

Prerequisite(s): **BMKT 2409 Marketing Management**. Note: This course and BMKT 2409 Marketing Management may be taken concurrently. The 3-credit **BMKT 2411 Marketing Management** course satisfies the prerequisite requirement for this course.

Description:

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

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2016

BMKT 2551: DIGITAL AND SOCIAL MEDIA ANALYTICS

Credits: 1.5

Offering: Immersion

Prerequisite(s): **BMKT 2409 Marketing Management**. Also, either **BMKT 2515 Marketing & Social Media Strategy** or **BMKT 2553 Social Media Strategy**. Note: This course may be taken concurrently with **BMKT 2409 Marketing Management**, **BMKT 2515 Marketing & Social Media Strategy**, and/or **BMKT 2553 Social Media Strategy**. The 3-credit **BMKT 2411 Marketing Management** course satisfies the prerequisite requirement for this course.

Description:

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

Special considerations:

- Immersion format course to be offered on the following dates:
 - April 10, 1-5pm
 - April 11, 9am-5pm
 - April 12, 9am-5pm
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped *after* the official add/drop period, but *before* the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
 - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.

Next term likely to be offered:

- Spring 2016

BMKT 2553 SOCIAL MEDIA STRATEGY

Credits: 1.5

Offering: Immersion

Prerequisite(s): **BMKT 2409 Marketing Management**. Note: This course and *BMKT 2409 Marketing Management* may be taken concurrently. The 3-credit *BMKT 2411 Marketing Management* course satisfies the prerequisite requirement for this course.

Description:

- Social media is changing how business is done around the world in almost every industry. How does social media effect your business? This course provides students with a detailed and up-to-date understanding of social media from a business strategy perspective. Through a series of lectures, case studies, and workshops, students learn how to identify opportunities for using social media in a variety of business areas, including marketing, operations, advertising, services, and human resources. The course takes a broad perspective and considers how social media it can be used successfully for business-to-consumer, business-to-business, and intra-company purposes. A central theme in this course is for students to apply what they learn to their own businesses and industries in order to identify opportunities for strategic, value creating uses of social media in their companies. After taking this course students will see how social media impacts business in many different ways and goes beyond simply using facebook, twitter, or other popular social platforms for basic marketing purposes.

Special considerations:

- Immersion format course to be offered on the following dates:
 - March 27, 1-5pm
 - March 28, 9am-5pm
 - March 29, 9am-5pm
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped *after* the official add/drop period, but *before* the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
 - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.

Next term likely to be offered:

- Summer 2015; again in Spring 2016

BMKT 2569 BRAND MANAGEMENT

Credits: 1.5

Offering: Spring 1

Prerequisite(s): **BMKT 2409 Marketing Management**. Note: This course and *BMKT 2409 Marketing Management* may be taken concurrently. The 3-credit *BMKT 2411 Marketing Management* course satisfies the prerequisite requirement for this course.

Description:

- This course explores the role played by brands in influencing consumers' choices, and investigates how to more effectively manage such brands. Course objectives include:
 - Understanding the relationship that exists between consumers brands.
 - Assessing the value of a brand.
 - Developing and practicing skills that relate to brand building, maintenance, repositioning, and retrenchment.
 - Determining an appropriate brand strategy critically depends on an objective assessment of the brand's strengths and weaknesses as well as a clear understanding of key competitors' offerings.
 - Examining the roles played by logos, packaging and websites as well as more traditional forms of marketing communication in influencing consumers' attitudes and choices.
 - Evaluating the appropriate roles to be played by individual brands in a company's portfolio of brands.

The course uses a variety of tools including lectures, cases, simulations, in-class exercises, hands-on, industry visitors and individual projects.

Next term likely to be offered:

- Fall 2015

Organizational Behavior and Human Resources Management

Considerations:

- Students may reference the 'Organizational Behavior/Human Resources' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.
- Students who completed the 3-credit *BOAH 2401 Organizational Behavior* course under the previous curriculum meet the prerequisite requirement for those courses that require the completion of *BOAH 2409 Organizational Behavior*.

BOAH 2423: MANAGING HUMAN CAPITAL

Credits: 3

Offering: Full Semester

Prerequisite(s): None. Note: Students who have taken *BOAH 2421 Human Resources for the Competitive Advantage* are unable to enroll into this course due to content overlap.

Description:

- Human capital (e.g., the knowledge, skills, competencies of the workforce) has become the key source of organizational value creation in the service based economy of the United States. This course focuses on the effective management of organizational human capital to create a competitive advantage in a dynamic market environment. Specific topics will include the role and contribution of human capital in business strategy and planning, the growing diversity of the workforce and the related public policy framework that affects management decisions, defining the organizational work processes and the procedures/methods for talent sourcing and selecting the necessary human capital to fill the required roles and positions, measuring performance and providing feedback for development, building human capital through learning and development programs in the firm, developing and managing career systems for employee growth and retention, the design and implementation of compensation and incentive systems to direct and motivate performance, and, finally, an examination of the labor and employee relations context in the United States.

Special considerations:

- Students who have taken *BOAH 2421 Human Resources for the Competitive Advantage* are unable to enroll into this course due to content overlap.

Next term likely to be offered:

- Spring 2016

BOAH 2456: MANAGING OFFSHORE OUTSOURCING

Credits: 1.5

Offering: Spring 2

Prerequisite(s): ***BOAH 2409 Organizational Behavior***. The 3-credit *BOAH 2401 Organizational Behavior* course satisfies the prerequisite requirement for this course.

Description:

- This course provides an in-depth assessment of the operational and legal challenges that must be addressed to effectively outsource a company's business processes to overseas locations. The fundamental learning objective is to enhance students' functional skills across the life cycle of these initiatives from process identification and internal restructuring through contract negotiations and ongoing vendor management. We begin with a review of existing frameworks and tools to identify processes that are viable candidates for external sourcing (e.g., business mapping notation, business process reengineering principles). The consolidation of business processes into domestic shared-service units or captive centers abroad will be treated as a transition stage to more

extensive co-sourcing and outsourcing relationships with third-party vendors. From there, students will examine the challenges of developing and executing an offshoring strategy and structuring effective relationships with foreign-based, outsourcing partners. Special attention will be focused on the performance management and corporate social responsibility aspects of these initiatives. A multi-functional perspective is maintained throughout, examining outsourcing trends and best practice in the areas of finance & accounting, HRM, procurement, call center management/customer support, and IT.

Next term likely to be offered:

- Spring 2016

BOAH 2521: STAFFING ORGANIZATIONS

Credits: 1.5

Offering: Spring 1

Prerequisite(s): **BOAH 2409 Organizational Behavior**. The 3-credit **BOAH 2401 Organizational Behavior** course satisfies the prerequisite requirement for this course.

Description:

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

[Access course syllabus](#)

Special considerations:

- Prerequisite for BOAH 2522 Compensation

Next term likely to be offered:

- Spring 2016

Recommended follow up courses:

- BOAH 2522 Compensation

BOAH 2522: COMPENSATION

Credits: 1.5

Offering: Spring 2

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

Description:

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

Next term likely to be offered:

- Spring 2016

BOAH 2527: CROSS-CULTURAL DIMENSIONS OF INTERNATIONAL MANAGEMENT

Credits: 1.5

Offering: Spring 1

Prerequisite(s): **BOAH 2409 Organizational Behavior**. The 3-credit *BOAH 2401 Organizational Behavior* course satisfies the prerequisite requirement for this course.

Description:

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

Next term likely to be offered:

- Spring 2016

BOAH 2532: NEGOTIATIONS, TEAMWORK, AND CHANGE 1

Credits: 1.5

Offering: Immersion

Prerequisite(s): **BOAH 2409 Organizational Behavior**. The 3-credit *BOAH 2401 Organizational Behavior* course satisfies the prerequisite requirement for this course. See 'Special considerations' section for enrollment information.

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.

Special considerations:

- Immersion format course. Two sections will be offered on the following dates:
 - Section 1, ID# 20686
 - Jan 16, 1-5pm
 - Jan 17, 9am-5pm
 - Jan 18, 9am-5pm
 - Section 2, ID# 21874
 - Jan 30, 1-5pm
 - Jan 31, 9am-5pm
 - Feb 1, 9am-5pm
- Enrollment is limited and based on degree progress in program.
- Those interested in enrollment should complete the following survey by **Dec 1, 2014**:
http://katz.az1.qualtrics.com/SE/?SID=SV_3raDP4EZQb89kYI. Course rosters will be determined and communicated to students on Dec 5, 2014 based on survey results.
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped *after* the official add/drop period, but *before* the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
 - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.
- Students must bring the following materials to the first class meeting:
 - A 3-ring binder for materials that will be distributed in class

- A nominal fee is associated with this course for copyright materials. Checks made payable to the University of Pittsburgh will be collected in class.

- Prerequisite for BOAH 2537 Conflict Resolution in the Workplace

Next term likely to be offered:

- Summer 2015; again in Fall 2015

Recommended follow up courses:

- BOAH 2537 Conflict Resolution in the Workplace

BOAH 2537: CONFLICT RESOLUTION IN THE WORKPLACE

Credits: 1.5

Offering: Immersion

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

Description:

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

Special considerations:

- Immersion format course to be offered on the following dates:
 - Feb 27, 1-5pm
 - Feb 28, 9am-5pm
 - March 1, 9am-5pm
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped *after* the official add/drop period, but *before* the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
 - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.

Next term likely to be offered:

- Spring 2016

BOAH 2551: PROJECT COURSE IN ORGANIZATIONAL LEADERSHIP 1

Credits: 1.5

Offering: Spring 1

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

Description:

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

Next term likely to be offered:

- Spring 2016

Recommended follow up courses:

- BOAH 2552 Project Course in Organizational Leadership 2

BOAH 2552: PROJECT COURSE IN ORGANIZATIONAL LEADERSHIP 2

Credits: 1.5

Offering: Spring 2

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

Description:

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

Next term likely to be offered:

- Spring 2016

Operations Management

Considerations:

- Students may reference the 'Operations' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.

BQOM 2139: SIX SIGMA THEORY AND PRACTICE

Credits: 3

Offering: Full Semester

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.

[Access course syllabus](#)

Next term likely to be offered:

- Fall 2015

BQOM 2421: DECISION TECHNOLOGIES IN MANUFACTURING AND OPERATIONS MANAGEMENT – CORE REQUIRED COURSE

Credits: 1.5

Offering: Spring 1

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.

[Access course syllabus](#)

Special considerations:

- Prerequisite for BQOM 2523 Process Engineering
- Prerequisite for BQOM 2533 Global Supply Chain Management
- Prerequisite for BQOM 2546 Project Management Fundamentals and Analytics

Next term likely to be offered:

- Summer 2015; again in Spring 2016

BQOM 2511: REVENUE MANAGEMENT AND PRICING ANALYTICS

Credits: 1.5

Offering: Spring 2

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

Description:

- Increasingly, due to shortening product life cycles and capital-intensive capacity decisions, companies are being forced to place greater emphasis on managing constrained, but perishable inventory and capacity. In this course, we study quantity and pricing strategies to improve profitability. The main goals of this course are to provide the insights and tools that will enable students to: (1) be able to identify pricing and revenue opportunities; (2) understand the critical differences among different types of opportunity and the approaches needed to address them; (3) understand key concepts including the impact of constrained capacity, opportunity costs, customer response, demand uncertainty, and market segmentation; and (4) be able to formulate and solve pricing and revenue optimization decisions as constrained optimization problems at the level necessary to estimate potential benefits. The focus of the course will be on imparting a broad understanding and grasp of basic techniques rather than the technical nuances of a particular algorithm.

Next term likely to be offered:

- Spring 2016

BQOM 2512: ADVANCED DECISION TECHNOLOGIES

Credits: 1.5

Offering: Spring 1

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

Description:

- While contemporary decision technologies are increasingly important in today's competitive environment for dealing with complex problems, they can also yield wrong or misleading solutions. The course will consider current applications of these technologies in these areas and students will analyze a variety of cases in these areas using commercial software packages. Emphasis in the course will be given to the potential and limitations in using decision technologies and to alternative approaches to dealing with complex problems.

Next term likely to be offered:

- Spring 2016

BQOM 2521: DECISION MAKING IN A COMPLEX ENVIRONMENT

Credits: 1.5

Offering: Spring 2

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.

[Access course syllabus](#)

Next term likely to be offered:

- Fall 2015

Recommended follow up courses:

- BQOM 2904 Problem Solving and Creativity

BQOM 2533: GLOBAL SUPPLY CHAIN MANAGEMENT

Credits: 3

Offering: Full Semester

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

Description:

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

Special considerations:

- A laptop is required for this course.
- Prerequisite for BQOM 2700 Supply/Value Chain Management Project

Next term likely to be offered:

- Spring 2016

Recommended follow up courses:

- BQOM 2700 Supply/Value Chain Management Project

BQOM 2534: STRATEGIC PROCUREMENT AND SOURCING MANAGEMENT

Credits: 1.5

Offering: Spring 1

Prerequisite(s): None. It is desirable to have completed **BQOM 2533 Global Supply Chain Management** prior to enrollment.

Description:

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

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2016

Recommended follow up courses:

- BSEO 2511-Management of Strategic Alliances 1
- BOAH 2532-Negotiations, Teamwork, and Change

BQOM 2537: FORECASTING

Credits: 1.5

Offering: Spring 1

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.

Next term likely to be offered:

- Summer 2015, again in Spring 2016

BQOM 2546 PROJECT MANAGEMENT FUNDAMENTALS AND ANALYTICS

Credits: 1.5

Offering: Spring 2

Prerequisite(s): **BQOM 2421 Decision Technologies**

Description:

- Effectively managing projects is one of the most common and important challenges in today's business environment. This course introduces the basic concepts and methodologies in project management, and considers how they help in understanding and in dealing with the complexities of managing projects. Special emphasis will be given to the application of decision technologies in scheduling, in managing resources, in speeding up a project, and in dealing with uncertainty. Please note that, since software can be important in

applying the concepts and methodologies in practice, we will illustrate the use of software in the lectures and utilize it in the exercises and case projects.

Next term likely to be offered:

- Fall 2015

BQOM 2700: SUPPLY/VALUE CHAIN MANAGEMENT PROJECT

Credits: 1.5

Offering: Spring 2

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

Description:

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

Next term likely to be offered:

- Spring 2016

BQOM 2904: PROBLEM SOLVING AND CREATIVITY

Credits: 1.5

Offering: Spring 1

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.

[Access course syllabus](#)

Next term likely to be offered:

- Summer 2015, again in Spring 2016

Strategy, Environment, and Organizations

Considerations:

- Students may reference the 'Strategy' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.
- Students who completed the 3-credit *BSEO 2407 Strategic Management* course under the previous curriculum meet the prerequisite requirement for those courses that require the completion of *BSPP 2409 Strategic Management*.

BSEO 2012: SOCIAL ENTREPRENEURSHIP

Credits: 1.5

Offering: Spring 2

Prerequisite(s): None

Description:

- There has been a worldwide explosion of entrepreneurial activities by organizations whose primary focus is on improving the health, education, and well-being of individuals and communities. Many businesses and some entrepreneurs working in the social sector have chosen to incorporate as for-profit organizations to help support and expand their commitment on social responsibility. This course focuses on the tools and skills required to launch or grow a successful enterprise in the social sector. Because of the nature of the funding in this sector, all but the largest organizations rely on an entrepreneurial style of management. During this course students will discuss some of these efforts, examine their successes and failures and interact with some outstanding social entrepreneurs who have succeeded in creating sustainable enterprises that combat important social problems

Next term likely to be offered:

- Spring 2016

BSEO 2316: BUSINESS LAW (MBA VERSION)

Credits: 3

Offering: Full Semester

Prerequisite(s): None. Please note: Students who have taken *BSEO 2528 Legal Environment of Business 1* are unable to enroll into this course due to content overlap.

Description:

- This course provides MBA candidates with legal information that is necessary for effectuating management level responsibilities in today's business environment. This course will enable you to proactively interface with attorneys; strategically implement your business agenda in relation to American law and regulation; and ideas for ways to limit costs and liability within the American court system. Substantive topics of law which are taught during the course include: corporate law, officer and director law, securities law, business forms, litigation, employment law, and oil and gas law.

[Access course syllabus](#)

Special considerations:

- This particular offering of Business Law is specifically designed for MBA students. Other offerings with a similar course title are reserved for other Katz programs, with the course content targeting a separate constituency of students.
- Students who have taken *BSEO 2528 Legal Environment of Business 1* are unable to enroll into this course due to content overlap.

Next term likely to be offered:

- Spring 2016

BSEO 2401: BUSINESS ETHICS AND SOCIAL PERFORMANCE – CORE REQUIRED COURSE

Credits: 1.5

Offering: Spring 2

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.

[Access course syllabus](#)

Next term likely to be offered:

- Summer 2015; again in Spring 2016

BSEO 2500: COMMERCIALIZING UNIVERSITY TECHNOLOGIES

Credits: 3

Offering: Full Semester

Prerequisite(s): Special permission is required. See 'Special considerations' section. Prior enrollment into *BSEO 2531: Entrepreneurship and New Venture Initiation* and *BSPP 2111 Commercializing New Technologies* is recommended.

NOTE: the Wed section of this course is **by invitation only** from the [Coulter Translational Research Partners II program](#) in Swanson School of Engineering.

Description:

- Commercializing University Technologies is a 12-week course offered by the Innovation Institute, which encourages and supports innovation and entrepreneurship across campus to all faculty, staff and students. The course is commonly known as "From Benchtop to Bedside (B2B)." More information on [B2B](#) can be found on the Innovation Institute website. B2B is designed to give research scientists, clinicians, graduate students, and other interested parties the basic information necessary to assess the business potential of basic science research discoveries. The B2B course will help scientists develop additional focused information, including proof of concept and validation experiments, that increase the value of the technology and reduce the investment risk. B2B will also provide insight into how intellectual property and other differentiators can create a barrier to entry for the competition.

The course will cover the fundamentals of investment from the private sector to help finance the climb over regulatory hurdles and meet critical developmental milestones. The course is designed to give graduate students, research scientists, faculty and clinicians the basic information necessary to assess the commercial potential of basic science discoveries. The course has expanded in recent years to include Katz and other graduate students who are interested in entrepreneurship and commercialization of new technologies. Business students will work with scientist to develop the business case and business presentation for technology innovations that stem from the University of Pittsburgh and that have been vetted by Pitt's technology transfer office – real case studies. Business students must have pre-requisite courses or experience that will enable them in this activity. Registration is limited and students must apply to be accepted.

[Access course syllabus](#)

Special considerations:

- Please contact your advisor with enrollment interest.
- CVs must be provided in advance by students as part of the application process.
- To enroll in this course, students must demonstrate that they know how to write a business plan, including developing financial projections.
- A life sciences/healthcare background is desirable.

Next term likely to be offered:

- Spring 2016

Recommended follow up courses:

- BSPP 2111 Commercializing New Technologies

BSEO 2511: MANAGEMENT OF STRATEGIC ALLIANCES 1

Credits: 1.5

Offering: Spring 2

Prerequisite(s): None. Prior completion of *BSPP 2409 Strategic Management* is recommended.

Description:

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

Next term likely to be offered:

- Spring 2016

BSEO 2531: ENTREPRENEURSHIP AND NEW VENTURE INITIATION

Credits: 3

Offering: Full Semester

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

Description:

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

There are multiple objectives for the Entrepreneurship elective, including:

1. Understanding the process of New Venture Formulation
2. Studying the characteristics of successful entrepreneurs
3. Process and structure of business plan development
4. Understanding sources and methods of financing new business ventures
5. Opportunities to apply functional skill (marketing, finance, accounting, etc.)
6. Networking in the Pittsburgh entrepreneurial community

The focus of the class will be the development of a business plan for a new venture; the final plan should be suitable for presentation to a venture capitalist or other initial funding source. The business plan will be a group project.

Next term likely to be offered:

- Fall 2015

BSEO 2538: STRATEGIC LEADERSHIP

Credits: 1.5

Offering: Spring 2

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

Description:

- This course deals with the particular challenges of leading the firm at the senior executive level. Such challenges include development and implementation of corporate vision, values, and goals; organizational design and change management; working with a board of directors, shareholders and the media; and crisis management. This course will provide students with the tools needed to help an organization cope with difficult economic times while also moving it forward in a dramatic fashion. In addition, students will learn important concepts that differentiate average organizations from those that are truly exceptional. These issues will be addressed through cases, class discussion and experiential group work. Active participation is encouraged, expected, and rewarded. To the degree possible, we will have live or Skype involvement with one or two C-level guests.

[Access course syllabus](#)

Special Considerations:

- “Pure” case course; no textbook requirement. Student evaluation based on class contribution (40%) and an open-book, case-focused, team-based exam (60%)

Next term likely to be offered:

- Spring 2016

BSEO 2553: STRATEGIC MANAGEMENT OF ACQUISITION & DIVESTMENT

Credits: 1.5

Offering: Spring 1

Prerequisite(s): None. Prior completion of *BSPP 2409 Strategic Management* is recommended.

Description:

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

Next term likely to be offered:

- Summer 2015; again in Spring 2016

BSPP 2060: MANAGING THE PROFESSIONAL SERVICES FIRM

Credits: 1.5

Offering: Spring 2; Monday evenings; course ID# 13982

Prerequisite(s): ***BIND 2024 Consulting Field Projects***

Description:

- This course introduces management issues to individuals intent upon building careers as business professionals. Participating students will understand the structures, professional approaches, practices; and issues involved in the management of firms performing professional services. Interested students are three-fold:
 - Those interested in pursuing a career in business, public accounting or IT consulting.
 - Those expecting during their careers to hire, assist and benefit from professional service providers..
 - Those wishing to better understand how professional consultants apply project-oriented and cross-functional approaches to solving complex problems in their area of specialty.

By the end of this course, students should be able to intelligently discuss the practice of consulting, and how it is approached by various types of professional firms. Additionally, he or she will gain an understanding for the highly fluid and evolving environment in which professional operate, and how consultants bring order to such chaos. Finally, students will understand and appreciate basic management tasks such as scoping out and sell a client engagement, organizing field work, handling client stakeholders and developing actionable recommendations.

Next term likely to be offered:

- Spring 2016

BSPP 2409: STRATEGIC MANAGEMENT – CORE REQUIRED COURSE

Credits: 1.5

Offering: Spring 1

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**. It is strongly recommended that students complete all of the aforementioned courses prior to enrollment into this course. It is also desirable to have completed **BOAH 2401/2409 Organizational Behavior** prior to enrollment.

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.

Special considerations:

- Recommended prerequisite for BSPP 2111 Commercializing New Technologies
- Prerequisite for BSPP 2328 The Business of Humanity

Next term likely to be offered:

- Spring 2016

BENV 2115: MARKET MANIPULATIONS

Credits: 3

Offering: Immersion

Prerequisite(s): None. Please see 'Special considerations' section for important enrollment information.

Description:

- A major objective of the course is student understanding both of the forms and management of several major kinds of market manipulations, and of the historical contexts and consequences of such actions.

After discussing what factors facilitated the Great Recession that began in 2008, we begin with an examination of the nature of a market, its limitations or "failures," the "market levers" that can be manipulated to influence market behaviors, and the types of market manipulations commonly observed, such as speculative events like bubbles or scams like Ponzi schemes. We then examine the evolution of the business firm and how the institutions of the firm and its environment evolved as mechanisms to manage risks, including a look at what I have termed the Landa problem. Next we examine what Mark Twain called the "Gilded Age," looking at the construction of the transcontinental railroad and the Credit Mobilier scandal, and then examining and comparing the business entrepreneurship of Andrew Carnegie, John D. Rockefeller, and George Westinghouse. We will look at the Homestead Steel Strike in detail (associated with Carnegie and Frick) and compare it to the Ludlow Massacre (associated with a company owned by John D. Rockefeller, Jr.). We then review and compare a succession of panics in American business history – those associated with 1837, 1857, 1869, 1873, 1893/5, and 1907.

We then shift to the Progressive Era, and the pushback that occurred. We look at Coxey's Army as an attempt at market manipulation via mass movement (the first such effort in American history), and Coxey's anticipation of the New Deal. We examine the activities of such muckrakers as Ida Tarbell, Lincoln Steffens, Ray Stannard Baker, Samuel Hopkins Adams, and Upton Sinclair. We look at the growth of government attempts to regulate industry so that it behaves more like the designers think markets should behave. We look at the Triangle Shirtwaist Company Fire of 1911 and examine the interplay of reformers and government, focusing on New York. We look at the career of Frances Perkins. We compare the Crash of 1929 to the panics previously considered in the course, and to what should be called the Panic of 2008.

[Access course syllabus](#)

Special considerations:

- Immersion format course to take place over two separate weekends on the following dates:
 - Jan 16, 1-5pm
 - Jan 17, 9am-5pm
 - Jan 18, 9am-5pm
 - Feb 13, 1-5pm
 - Feb 14, 9am-5pm
 - Feb 15, 9am-5pm
- Students should register for this course by **December 12** in order to receive communications and reading assignments from the course instructor.
- Students should check their Pitt email accounts (including the spam filter) beginning about five weeks prior to the first meeting weekend. All communications, including the syllabi and additional readings, will be sent via Pitt email; Courseweb will not be utilized.
- Course preparation expectations:
 - Students are expected to have read four (4) books and some articles in advance to the first class meeting.
 - In addition to reading assignments for the second meeting weekend, students who elect to pursue a research paper can expect to be working on the paper between the class meeting weekends.

Next term likely to be offered:

- Spring 2016

Business Language Courses

VARYING LANGUAGE COURSES

Credits: 1.5

Offering: Full Semester

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.

Special considerations:

- If you would like to study a language, find four (4) other classmates who would like to take the same language for credit at approximately the same level. Please then promptly contact the Associate Director of the IBC, Jacqueline Saslawski, at jsaslawski@katz.pitt.edu, 412-648-1559, 382 Mervis Hall.

Next term likely to be offered:

- Language course offerings vary by term due to accommodate student interest.

Independent Study Coursework

An independent study project may be arranged with a faculty member and a student advisor. Projects may range from 1 to 3 credits. Students should reference the [Independent Study section](#) of StudentNet for more information. Projects may be scheduled in the following areas/courses:

| | |
|-------------------|---|
| BACC 2060: | INDEPENDENT STUDY IN ACCOUNTING |
| BECN 2060: | INDEPENDENT STUDY IN MANAGERIAL ECONOMICS |
| BFIN 2060: | INDEPENDENT STUDY IN FINANCE |
| BIND 2060: | INDEPENDENT STUDY IN BUSINESS ADMINISTRATION |
| BIND 2061: | INDEPENDENT STUDY IN ENTREPRENEURSHIP/SMALL BUSINESS |
| BIND 2063 | INDEPENDENT STUDY IN INTERNATIONAL BUSINESS |
| BMIS 2060: | INDEPENDENT STUDY IN INFORMATION SYSTEMS |
| BMKT 2060: | INDEPENDENT STUDY IN MARKETING |
| BHRM 2060: | INDEPENDENT STUDY IN HUMAN RESOURCE MANAGEMENT |
| BORG 2060: | INDEPENDENT STUDY IN ORGANIZATIONAL BEHAVIOR |
| BQOM 2060: | INDEPENDENT STUDY IN QUANTITATIVE METHODS |
| BQOM 2061: | INDEPENDENT STUDY IN OPERATIONS MANAGEMENT |
| BSPP 2060: | INDEPENDENT STUDY IN STRATEGIC PLANNING |

Immersion Course Offerings

The following section summarizes immersion courses scheduled to be offered for Spring 2015. Please see the course descriptions previously cited within this document for information regarding registration and other considerations.

BIND 2024: CONSULTING FIELD PROJECT

Credits: 3

Meeting dates:

- Jan 10, 9am-12pm – 1st consulting workshop
- Jan 17, 9am-12pm – 2nd consulting workshop
- March 7, 9am-12pm – 3rd consulting workshop
- April 4, 9am-12pm – Final consulting workshop

BENV 2115: MARKET MANIPULATIONS

Credits: 3

Meeting dates:

- Jan 16, 1-5pm
- Jan 17, 9am-5pm
- Jan 18, 9am-5pm
- Feb 13, 1-5pm
- Feb 14, 9am-5pm
- Feb 15, 9am-5pm

BMKT 2553 SOCIAL MEDIA STRATEGY

Credits: 1.5

Meeting dates:

- March 27, 1-5pm
- March 28, 9am-5pm
- March 29, 9am-5pm

BMKT 2509: MARKETING PLANNING AND STRATEGY

Credits: 1.5

Meeting dates:

- Feb 6, 1-5pm
- Feb 7, 9am-5pm
- Feb 21, 9am-5pm

BMKT 2551: DIGITAL AND SOCIAL MEDIA ANALYTICS

Credits: 1.5

Meeting dates:

- April 10, 1-5pm
- April 11, 9am-5pm
- April 12, 9am-5pm

BOAH 2532: NEGOTIATIONS

Credits: 1.5

Meeting dates:

- Section 1, ID# 20686
 - Jan 16, 1-5pm
 - Jan 17, 9am-5pm
 - Jan 18, 9am-5pm
- Section 2, ID# 21874
 - Jan 30, 1-5pm
 - Jan 31, 9am-5pm
 - Feb 1, 9am-5pm

BOAH 2537: CONFLICT RESOLUTION IN THE WORKPLACE

Credits: 1.5

Meeting dates:

- Feb 27, 1-5pm
- Feb 28, 9am-5pm
- March 1, 9am-5pm