[](https://biznet.katz.pitt.edu/Administration/communications/Image%20Archive/Katz%20New%20Brand%20Files/Katz%20Identity-Logos/KATZ_ID_horiz_print-highres_blue-gray.jpg)

2016-2017 Exemption Exams Study Guide

# COURSE EXEMPTION

Exemption from any MBA core required course involves either successfully passing an exemption exam or by consent of Katz faculty. Regarding the former, successfully passing an examination exam ***will not***reduce the number of total credits required for graduation but will grant the student the opportunity to take additional elective courses of his/her choice across any desired discipline. Regarding the latter, exemption via Katz faculty approval typically involves a graduate-level educational equivalent course from an accredited institution.

**Please note:** Exemption exams for the following discipline areas will be held during the new student Orientation Module in August during the established dates and times *only*. Details about exam times and locations will be provided to all students as part of a scheduled information session.

## BACC 2401—Financial Accounting

Review the textbook by Stickney and Weil, Schipper and Francis, *Financial Accounting: An Intro to Concepts, Methods and Uses*, 14th edition. Thompson South-Western/Cengage Learning

**PLEASE NOTE**: The use of a calculator is permitted for this exam.

## BECN 2401—Economic Analysis for Managerial Decisions: Firms and Markets

Michael Baye and Jeffrey T. Prince, Managerial *Economics and Business Strategy*. Review the materials covered in chapters 2, 3, 5 and 8-11. Topics included are: demand and supply analysis, elasticity and revenue concepts, production and cost functions, conduct of firms in different markets (perfect competition, monopoly, monopolistically competitive markets, oligopoly/basic game theory), and special issues in pricing (price discrimination, two part tariff pricing, bundling).

**PLEASE NOTE**: The use of notes and books are **not** permitted for this exam. The use of a calculator is permitted.

## BFIN 2409—Financial Management 1

To prepare for the exam read the following chapters in the 9th or 10th edition of Ross, Westerfield, and Jaffe, *Corporate Finance*: chapters 1, 4–6, and 8–9.

**PLEASE NOTE**:

1. Calculators are permitted – they may not be programmable.
2. A formula sheet will be provided with the exam.
3. Notes or books are not permitted for this exam.

## BMKT 2409—Marketing Management

We expect you to demonstrate an understanding and appreciation of marketing management beyond just describing a definition from an introductory textbook. Four key topic areas:

1. Concepts: Customer-related, such as value, preference, cognition, affect, loyalty and satisfaction; Firm-related, such as targeting, positioning, marketing planning; Competitor-related, such as offensive vs. defensive marketing strategy, best response, differentiation.
2. Methods: Primarily those for assessing customer value and preference, and market segmentation (e.g., perceptual mapping, conjoint analysis; discriminant analysis).
3. Measurement/Estimation: Competency in basic calculations such as switching costs, life time value, breakeven analysis, profitability analysis. Ability to translate satisfaction metrics into downstream behavioral and financial metrics such as re-purchase behavior and profitability.
4. Strategies and Frameworks: 4P’s, new product adoption, product life cycle, skimming vs. penetration pricing, product portfolio approaches, pull vs. push strategies, customer relationship management, channel length/breadth/intensity, durable vs. non-durable good marketing etc.

Some textbooks to help prepare are Kotler and Keller’s *Marketing Management* or Roger Best’s *Marketing Management*, and sources such as *Harvard Business Review*, *Journal of Marketing*, *Marketing Science*, or *Journal of Marketing Research.*

**PLEASE NOTE:** The use of cameras, smartphones, laptops, tablets, and any Internet-enabled device is *prohibited* during this exam.

## BOAH 2409 Organizational Behavior

Kreitner & Kinicki, *Organizational Behavior*, 10th edition.  It is recommended that the student be familiar with the core contents of this book.  The student should also be confident in his/her knowledge of the theories and practical application of:

* Motivation, leadership, and perception
* Group and social processes including group dynamics, decision-making and the role of influence tactics, empowerment and politics in the workplace
* Organizational culture and change

**PLEASE NOTE**:

1. The use of notes or books is not permitted for this exam.
2. This exam is designed specifically for those individuals who have previous graduate-level experience with OB, or have extensive coursework in the OB-space at the undergraduate level (e.g. social psychology majors).  It is strongly recommended that students without this requisite experience forgo the exam and enroll into the core BOAH 2409 Organizational Behavior course.

## BQOM 2401—Statistical Analysis: Uncertainty, Prediction, and Quality Improvement

Text Book: *Statistics for Business and Economics*, 12 the edition,, McClave, Benson and Sincich: Pearson Publishing.  Workshop Review: Binomial and Normal Distributions – chapter 4.3 and 4.6; Sampling Distributions – chapter 5; Estimation & Confidence Intervals: single sample – Chapter 6; Hypothesis Testing: single sample – chapter 7; I Inferences for two populations – chapter 8; Simple Linear Regression– chapter11; Multiple Linear Regression – chapter 12; Time Series and Forecasting – chapter 14; Process Control – chapter 13; Design of Experiments and ANOVA  – chapter 9; Categorical Data Analysis – chapter 10;

**PLEASE NOTE**: Each student may bring and use two (2) sheets of formulae (8.5x11) and a calculator during the examination.

## BSPP 2409—Strategic Management

Text book: Robert M. Grant, *Contemporary Strategic Analysis: Concepts, Techniques Applications*, the 3rd edition and onward will satisfactorily cover the topics listed below.

When preparing, you may find it useful to focus on the following topics/chapters:

* The Concept of Strategy
* Industry Analysis: The Fundamentals
* Analyzing and Developing Resources and Capabilities
* Organization Structure and Management Systems
* The Nature and Sources of Competitive Advantage
* Cost Advantage
* Differentiation Advantage
* Industry Evolution and Strategic Change
* Global Strategies and the Multinational Corporation
* Diversification Strategy
* Strategy implementation

Notes or books are not permitted for this exam.

*The use of electronic devices during the exam – including cell phones, laptops, and tablets – is prohibited.*

## BMIS 2409—Information Systems

This course provides an overview of new trends in IT and their application in business. By simultaneously examining business cases and the capabilities of relevant technologies, students will develop an understanding of how IT supports and enables business strategies, innovation, and improved business capabilities and processes. An outline of the different modules of the course is given below.

* Module 1: Introduction / IT Runs Your Business
  + Impact of IT on the Business
  + Business / IT Alignment
  + Leading Technology Trends
* Module 2: Collaboration: Technologies for fostering Customer Communities
  + Using IT for improving customer satisfaction
  + User-led Innovation
  + Social Media
* Module 3: Collaboration: Technologies for fostering Supplier Communities
  + IT in the era of Crowdsourcing and Global Sourcing
  + IT and innovation partnership
* Module 4: Servitization: Technologies and Business Models in the Service Economy
  + Service Innovation
  + Service Dominant Logic
  + IT and service management
  + Cloud computing
* Module 5: Internet of Things: Leveraging Ubiquitous IT
  + BYOD – Bring Your Own Devices
  + Privacy and Security
  + Changing Nature of Work
* Module 6: Technologies for Making Sense of Big Data
  + Business Analytics
  + Using Big Data to drive Value
* Module 7: Technology Plan / Business Case Group Presentations

**The exemption exam is based on modules 1-6 mentioned above.** There is no prescribed text book for the course. The journal articles and other references assigned to the course modules are listed in the references table. To prepare for the exemption exam, read the articles in the list and reflect on the associated questions and themes. The exemption exam format will feature short answer questions as well as longer, essay-type questions. A case analysis involving the themes covered by the course modules might also be involved.

## BQOM 2421—Decision Technologies in Manufacturing & Operation Management

Text book: *Spreadsheet Modeling and Decision Analysis*. Cliff T. Ragsdale, 7th Edition, 2011 South-Western/Cengage Learning

**Topics**  **Reading/Chapters**

Introduction to Linear Programming 2

Modeling and Solving Linear Programs 3

Linear Programming: 4 (skip 4.8)

Sensitivity analysis

Interpreting computer output (Excel Solver)

Network Modeling 5

Integer Optimization 6

Simulation 12

Project Management 15

**NOTES:**

The exemption exam will be a 3-hour “in class” exam.

Please show your work clearly in the exam to get credit. Your approach to the problem will be weighted more highly than the algebraic computations. To pass the exam, you will need to score at least 75%.

Consulting books or any other notes during the exam in not allowed.

The use of a calculator is permitted during the exam.

The use of other electronic devices during the exam – including cell phones, laptops, and tablets – is prohibited.