



Part-time MBA Program Course Abstracts

KATZ UNIVERSITY OF PITTSBURGH
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OF BUSINESS

PART-TIME MBA PROGRAM OVERVIEW AND COURSE ABSTRACTS

FALL 2015 SEMESTER (UNIVERSITY TERM 2161)

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.

Contents

| | |
|--|----------|
| PART-TIME MBA PROGRAM OVERVIEW | 4 |
| Degree Requirements..... | 4 |
| Required Core MBA Courses | 4 |
| ENROLLMENT AND REGISTRATION | 5 |
| Enrollment Appointment Dates..... | 5 |
| Course Offerings and Registration..... | 5 |
| Waitlisting and Course Swap Enrollment Features | 5 |
| Part-Time MBA students taking a full-time course load | 6 |
| Half-Time Status | 6 |
| New Part-Time MBA Students – First-Year of Study Recommendations | 6 |
| Recommended Courses by Concentration/Area of Interest | 7 |
| KATZ SEMESTER SYSTEM AND ACADEMIC RECOMMENDATIONS | 7 |
| Full-semester and Half-semester Courses..... | 7 |
| Fall 2/Spring 2 Course Adds and Drops | 7 |
| IMPORTANT DISCLAIMERS | 8 |
| Course Syllabi..... | 8 |
| FALL 2015 COURSE ABSTRACTS..... | 9 |
| <i>Accounting</i> | 9 |
| <i>Economics</i> | 11 |
| <i>Finance</i> | 12 |
| <i>Interdisciplinary</i> | 16 |
| <i>Information Systems and Technology Management</i> | 20 |
| <i>Marketing</i> | 23 |
| <i>Organizational Behavior and Human Resources Management</i> | 26 |

Operations Management 28
Strategy, Environment, and Organizations 31
Business Language Courses 34
Independent Study Coursework..... 35
Immersion Course Dates Summary..... 36

PART-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 51 credits of approved graduate-level coursework
 - Dual- and joint-degree programs will have other, program-specific minimum credit completion requirements (see [‘Part-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

All core courses are offered each semester of a given academic year, Fall-Spring-Summer. Balancing quantitatively-based courses with courses that are more conceptual and focus on case study assignments is a recommended course sequencing strategy.

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: 28.5**

*Conditional on participation in “pure” Part-Time MBA (non-dual-degree) program. 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

New students entering their first semester of study will receive enrollment support through the MBA office. Continuing 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 can be referenced on the [‘Enrollment’ section](#) of the University Registrar’s website. 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](#).

Self-enrollment information – including searching for classes, steps to enrolling, adding and dropping courses – can be referenced on the [‘Enrollment’ section](#) of the University Registrar’s website.

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](#)

Q: “What happens if I register for 9 or more credits?”

Part-Time MBA students taking a full-time course load

Per the University Registrar, if you are a Part-Time graduate student enrolled for 9+ units in the fall and spring terms, you are considered a full-time student and are assessed the [then-current graduate "flat" tuition rate and university fees](#).

- *Part-time students will not be charged the \$1,500 Full-Time Professional Development fee.* Rather, students can expect to pay the \$150 Professional Development fee standard for the Part-Time program.
- Under this flat tuition rate, students can register up to 18 credits of coursework for the term without the need to pay for additional tuition.
 - This option is worth considering if you have the flexibility and availability to take on a full-time course load, and wish to expedite your graduation date.

If you are a graduate student enrolled for 8.5 or fewer credits during the fall and spring semesters, you are considered part-time and are billed on a per-credit basis.

Students can expect to be billed on a per-credit basis in the summer term.

Q: “How will dropping courses from my schedule impact my financial aid?”

Half-Time Status

Among other requirements, in order to be eligible for [financial aid consideration](#) you must meet a critical academic requirement: The student must be enrolled at least “half-time” in a degree or certificate program at the University of Pittsburgh. Per the university, half-time enrollment is defined a minimum of 4.5 credits per term for graduate students.

If you receive financial aid, please be sure that you will be able to maintain half-time status if/when you drop a course or courses from your schedule.

Q: “I’m new to the program. What core required courses should I take to get started?”

New Part-Time MBA Students – First-Year of Study Recommendations

If you are new to the Part-Time MBA program, and have questions about what courses to take to get started, please reference the [Part-Time MBA Program Overview – First-Year Recommendations](#) document. This document will provide students with a list of courses that should be strongly considered in the first year of study, or the first three (3) academic terms in the program.

Please know that the elective courses cited within the document are recommendations to consider; it is not necessarily required to complete said courses within the first year of study. However, given the availability to do so, students may wish to enroll in those classes to explore that discipline/area of study.

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 fall semester as an example, we offer Fall 1 courses (first half of the semester, 1.5/class), Fall 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 Fall 1 session, for example, and then enroll in a *different* Monday night course for the Fall 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.

FALL 2015 COURSE ABSTRACTS

Accounting

Considerations:

- Certain courses listed as 'MS in Accounting courses' are primarily offered for students of that program, with limited seating available for MBA students. Students who register for these courses should pay special attention to the course schedule provided by the instructor via his/her syllabus as most MS in Accounting courses follow a different academic calendar, including a different fall term break schedule.
- Certain courses that are seemingly available through the my.pitt.edu 'Class Search' feature may be reserved for MS in Accounting students only. All courses available to MBA students are listed below.

BACC 2254: ADVANCED FINANCIAL ACCOUNTING (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. Also, must have completed **BACC 2510 and BACC 2511 MBA Intermediate Financial Reporting and Analysis 1 and 2** (1.5 credits each) with a grade of B or better in both courses. If prerequisites are met, contact academic advisor to request enrollment availability. **Please note: this course will follow the official University academic calendar for fall term breaks.**

Description:

- This course covers topics that are of particular interest to financial report preparers and auditors. Special emphasis is placed on accounting for business combinations and consolidated financial reporting. Other topics include international accounting, accounting for partnerships, and accounting by fiduciaries.

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

Special considerations:

- Course is primarily reserved for MS in Accounting students and therefore has limited MBA seating.
- This course will follow the official University academic calendar for fall term breaks. Please be sure to reference course syllabus for scheduled meeting times throughout the semester.

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. If prerequisite is met, contact academic advisor to request enrollment availability. 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**. **Please note: this course will follow the official University academic calendar for fall term breaks.**

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*.
- Course is primarily reserved for MS in Accounting students and therefore has limited MBA seating.
- This course will follow the official University academic calendar for fall term breaks. Please be sure to reference course syllabus for scheduled meeting times throughout the semester.

BACC 2401: FINANCIAL ACCOUNTING – MBA CORE REQUIRED COURSE

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

- This course is designed to enable you to understand and use information from a firm's financial accounting system. In the first part of the course, you will learn the basic structure and content of a firm's external financial reports and the accounting principles underlying these reports. This involves learning what items are included in the reports, how such items are measured, and how and when various economic events affect the reports. The course materials will cover both generally accepted accounting principles currently used in the United States (US GAAP) and International Financial Reporting Standards (IFRS) currently used in many other countries. In the second part of the course, you will acquire an understanding of what can be inferred from financial reports about the past operations, present condition, and future prospects of a firm. In particular, you will learn how accounting information can be used to evaluate company performance, to compare the performance of different companies, and to make a variety of important business decisions.

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

Special considerations:

- Prerequisite for BACC accounting elective courses
- Prerequisite for BFIN Financial Management 1 core required course
- Prerequisite for BSPP 2409 Strategic Management core required course
- Prerequisite for BIND 2024 Consulting Field Project
- Prerequisite for BMIS/BQOM 2501 Enterprise Systems and Integration of Business Processes
- Prerequisite for BSEO 2531 Entrepreneurship and New Venture Initiation
- Prerequisite for core required course BSPP 2409 Strategic Management

BACC 2466: RISK MANAGEMENT AND COMPLIANCE ISSUES FACING INTERNATIONAL ORGANIZATIONS

Credits: 1.5

Offering: Fall 1

Prerequisite(s): None

Description:

- This course will be valuable to MBA and MS in Accounting students interested in working for global businesses, regardless of their desired career paths. As business organizations continue to seek growth in markets outside the United States and Western Europe, they will face increasingly complex and difficult challenges, including compliance with U.S. and foreign criminal and civil laws in places that are corrupt. Compliance with the U.S. Foreign Corrupt Practices Act, which forbids businesses from providing certain benefits to government officials, is essential for global organizations, as penalties are severe. And to succeed in their careers, auditors will need to understand that businesses in certain geographic areas maintain multiple sets of books and hide bribery and tax fraud schemes.

Strategic planners and supply-chain professionals will face cross-border risks, including demands by government customs and tax inspectors for bribe payments. Energy executives will confront violence, corruption and supply-chain problems in many oil and gas-producing areas. Sales professionals will confront demands for kickbacks.

The course will cover these issues, and will provide students with the knowledge and compliance tools necessary to advance their professional careers in a global economy:

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

BACC 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. If prerequisite is met, contact academic advisor to request enrollment availability.

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](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

BECN 2401: ECONOMIC ANALYSIS FOR MANAGERIAL DECISIONS: FIRMS AND MARKETS – MBA CORE

REQUIRED COURSE

Credits: 3

Offering: Full Semester

Prerequisite(s): None. Students are strongly encouraged to attend the Business Math workshop in preparation for the class. Please see the 'Special considerations' section.

Description:

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

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

Special considerations:

- Although the Business Math workshop is not required, it is highly recommended for students registered for this course. The workshop is scheduled to be held on **August 24 & 25 (both nights), 5:30-8:30pm, 114 Mervis Hall.**
- Prerequisite for certain BECN economics elective courses
- Prerequisite for core required course BSPP 2409 Strategic Management
- Prerequisite for BIND 2035 Application Of Game Theory In Managing Decision Making

BECN 2509: GLOBAL MACROECONOMICS 1

Credits: 1.5

Offering: Fall 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](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

Special considerations:

- Prerequisite course for BECN 2510 Global Macroeconomics 2

Recommended follow up courses:

- BECN 2510 Global Macroeconomics 2

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 formerly required under the previous curriculum will meet the prerequisite requirement for those courses that require the completion of *BFIN 2410 Financial Management 2*.

BFIN 2031: CREATING VALUE THROUGH RESTRUCTURING

Credits: 1.5

Offering: Fall 2

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

Description:

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

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

BFIN 2039: INVESTMENT MANAGEMENT/CAPITAL MARKETS

Credits: 3

Offering: Full Semester

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

Description:

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

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

Special considerations:

- Prerequisite for *BFIN 2068 Markets And Trading*

BFIN 2145: FINANCIAL MODELING

Credits: 3

Offering: Full Semester

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

Description:

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

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

BFIN 2409: FINANCIAL MANAGEMENT 1 – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 1

Prerequisite(s): [BACC 2401 Financial Accounting](#) or [BQOM 2401 Statistical Analysis](#). Mandatory workshop session (details below). Completion of both Financial Accounting **and** Statistical Analysis is *strongly recommended* prior to enrolling into the Financial Management module. However, one may enroll into Financial Management 1 (and, thereafter, Financial Management 2) upon completion of either the core accounting or the core statistics courses. To best prepare for these courses, the above-mentioned strategy is encouraged.

Description:

- This course is an introductory level course in finance. Students will be introduced to the concepts of financial management as applied to a business entity. Specifically, the course will cover topics such as, corporate form of business organization and its financial environment, techniques to value various types of securities and assets, capital budgeting techniques for evaluating investment in long-term assets, and leasing versus buying decision.

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

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

Special considerations:

- Attendance at the [Financial Management I: Workshop on Time Value of Money](#) is required as a part of this course. The required workshop will be held on **Saturday, August 29, 9am – 4pm; 2400 Sennott Square**. [Access campus map](#).
- Registration for the workshop is not required as the course instructor will have a roster of registered students for the course.
- Prerequisite for BFIN finance elective courses
- Prerequisite for BFIN 2410 Financial Management 2
- Prerequisite for core required course BSPP 2409 Strategic Management
- Prerequisite for BSEO 2531 Entrepreneurship and New Venture Initiation

Recommended follow up courses:

- BFIN 2410 Financial Management 2

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

Credits: 1.5

Offering: Fall 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](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

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.

Interdisciplinary

BIND 2024: CONSULTING FIELD PROJECT

Credits: 3

Offering: Mandatory 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](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

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:
 - September 1 (Tuesday): Student orientation; 5-6pm, 114 Mervis
 - September 4 (Friday): client, faculty advisor, and consulting coach seminar; 9-10am, 114 Mervis
 - September 5 (Saturday): 1st Consulting Workshop; 9am-12pm, 114 Mervis
 - September 12 (Saturday): 2nd Consulting Workshop; 9am-12pm, 114 Mervis
 - October 10 (Saturday): 3rd Consulting Workshop; 9am-12pm, 114 Mervis
 - November 14 (Saturday): 4th Consulting Workshop; 9am-12pm, 114 Mervis
 - December 5 (Saturday): 5th and final Consulting Workshop; 9am-12pm, 114 Mervis
 - December 11 (Friday): The McKinsey Cup competition; Mervis rooms 114, 104, 115 & 117
- 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.

Recommended follow up courses:

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

BIND 2123: CONSULTING FIELD PROJECT 2

Credits: 3

Offering: Mandatory weekend meetings

Prerequisite(s): **BIND 2024 Consulting Field Project**. See *BIND 2024 Consulting Field Project* abstract (above) 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 2131: GLOBAL BUSINESS PROJECT 1 – Part 1 of 2 permission-based project course

Credits: 1.5 credits during Fall 2 session.

- This course totals 3 credits total over Fall 2 and Spring 1 sessions of the academic year. Selected students will participate in Project 1 course during Fall 2 and Project 2 course during Spring 1. Students must enroll into both courses for this permission-based project assignment.

Offering: Project-based course with varying meeting times. Please see the course abstract below for more information.

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

Description:

- The intent of the course is, through experiential learning, to guide students in addressing global business problems. This is accomplished by providing students with a real corporate problem or issue whose roots are cross-functional, and whose solution requires global research and a global perspective. Students should expect global travel. The course is conducted across Fall 2 and Spring 1 sessions of the 2015-2016 academic year, providing the student with travel time during the various school breaks, during Thanksgiving, the winter holiday break (potentially including over the Christmas holiday), and at other times as agreed.

Special considerations:

- Interested students should apply to Professor Bud Smith (budsmith@pitt.edu). As prerequisite, students should have completed the *BIND 2024 Consulting Field Project* course.
- Students will be asked to commit to remaining in the course once accepted and registered.
- For the 2015-2016 academic school year, a maximum of five (5) students will be accepted.
- Selected students will participate in Project 1 course during Fall 2 and Project 2 course during Spring 1. Students must enroll into both courses for this permission-based project assignment.

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 [integrated project 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 2444: MANAGEMENT SIMULATION – MBA 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 Simulation is an applied strategic management and general management course where instructor assigned teams of students manage a computer simulated company for 3 fiscal years acting as the executive management team of a multi-national manufacturing company. Katz students compete against students from other schools as they try to add value to their companies. The executive management teams report to an external boards of directors, who provide approvals and feedback during the simulation. There will be four board meetings during the term. The board will approve bonuses and provide evaluations as part of the grading. The external feedback and evaluation structure of the course makes the exercise sharply realistic.

The class teaches business agility (competitive dynamics group management skills, cross-functional management, presentation skills, etc.) as well as business acumen. 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 from dealing with time pressure,

unpredictable competitors, ambiguity and challenging boards in a complex environment.. We want to train managers to solve open-ended, time constrained problems with talented people in creative, effective ways as students prepare to face these situations after graduation.

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

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 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 by the instructor 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.

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.

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.

BIND 2889: BRAZIL TODAY

Credits: 1

Offering: Weekend immersion course

Prerequisite(s): None

Description:

BRAZIL TODAY is a one credit (Pitt)/three unit (Carnegie Mellon University) mini course, consisting of 14 hours of classes over the course of the weekend, with a final paper assignment to be handed in for credit. The course will explore themes of (in) equality, economics and society. Issues to address will include: who are the Brazilians, and what are the social, economic, and political factors that make Brazil a major player on the world stage today? In this short course, we will seek to understand Brazil's present, and speculate about Brazil's future, and try to better understand Brazil's place in our increasingly globalized world.

This course is an excellent opportunity to examine current issues of a dynamic Latin American country with students from many different courses of study. Faculty include 10 experts from the University of Pittsburgh and Carnegie Mellon University, and special guests from the Consulate of Brazil. There will be ample opportunity for discussion with faculty and colleagues with similar interests from two different institutions. The course is open to all undergraduate and graduate students. Brazil Today is part of the BRICS series of mini courses and is offered infrequently.

Special considerations:

- Instructors: Veronica Dristas and Jo Olson
- Room: 2400 Sennott Square
- Days and Times:
 - Friday, September 11 – 5:00pm – 8:00pm
 - Saturday, September 12 – 9:00am – 6:45pm
 - Sunday, September 13 – 9:00am – 12:00 noon

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 formerly required under the previous curriculum will meet the prerequisite requirement for those courses that require the completion of *BMIS 2409 Information Systems*.

BMIS 2034: INFORMATION SYSTEMS PLANNING

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

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

Through a combination of readings, class discussions, presentations, and hands-on projects, the students will learn about information systems planning practices and management efforts to better understand the organization's information systems strategic needs, define the systems requirements, acquire, build, and deliver the desired information system solution; plan the systems sustainment needs, and actively plan for future changes.

Additional interrelated topics within the (ICT) Information and Communications Technology planning process will be discussed (*systems acquisition & sourcing, ICT supply chain risk management, vendor management, governance, capital project & portfolio management, decision making mechanisms, standard setting, and the ethical use of information*) with the purpose to provide greater insight into the 'why and how' business leaders continuously evaluate and manage their information systems & technology capital investments.

BMIS 2056: MANAGEMENT OF INFORMATION SYSTEMS PRACTICUM

Credits: 3

Offering: Full Semester

Prerequisite(s): **BMIS 2999 MS-MIS Practicum Lab.** Intended for **MBA/MS-MIS students only.** **Note:** MBA/MS-MIS students should register for *BMIS 2999 MS-MIS Practicum Lab* during their first year of the program and register for *BMIS 2056 Management of Information Systems Practicum* during their second year of the program.

Description:

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

BMIS 2074: STRATEGIC INFORMATION TECHNOLOGY IN GLOBAL SUPPLY CHAINS

Credits: 1.5

Offering: Fall 2

Prerequisite(s): None

Description:

- In today's business world, enterprise resource planning (ERP) software plays a critical role in providing the necessary tools for agile business decisions, customer management, & operations management. ERP systems provide a competitive advantage by allowing the company to manage its many different functions and processes in one large integrated information system. Using SAP as our learning platform, this course examines the advantages and complexities of the enterprise software, showing how ERP can improve processes and streamline operations. Additionally, we will expand the ERP concept outward into the supply chain, advancing ERP adoption and best practices with a focus on Supply Chain Management (SCM) systems.

We will be taking an in-depth view into SAP's SCM components, discussing the various processes and functions that make up SAP/SCM solution and how firms today depend upon the continuous exchange of data when sourcing, manufacturing demand planning, sales forecasting, logistics planning and managing service commitments, within the supply chain. We will discuss and explore the SAP/SCM solution using text, lecture, group case studies, and simulated project experiences within the SAP system to provide the student with a working environment to validate key concepts covered in the course.

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

BMIS 2409: INFORMATION SYSTEMS – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 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.

Special considerations:

- Prerequisite for certain BMIS information systems elective courses

BMIS 2588: DATABASE MANAGEMENT

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

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

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

BMIS 2999: MS-MIS PRACTICUM LAB

Credits: 0

Offering: Full Semester

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

Description:

- This lab is required for first-year MBA/MS-MIS students. See above-listed *BMIS 2056 Management of Information Systems Practicum* course description.

Marketing

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 formerly required under the previous curriculum will meet the prerequisite requirement for those courses that require the completion of *BMKT 2409 Marketing Management*.

BMKT 2031: MARKETING RESEARCH

Credits: 3

Offering: Full Semester

Prerequisite(s): **BQOM 2401 Statistical Analysis** and **BMKT 2409 Marketing Management**. **Note:** This course and *BMKT 2409 Marketing Management* may be taken in the same semester.

Description:

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

[Access course syllabus](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

BMKT 2409: MARKETING MANAGEMENT – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 2

Prerequisite(s): None

Description:

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

Special considerations:

- Prerequisite for BMKT marketing elective courses
- Prerequisite for core required course BSPP 2409 Strategic Management
- Prerequisite for BSEO 2531 Entrepreneurship and New Venture Initiation

BMKT 2522: SALES MANAGEMENT

Credits: 1.5

Offering: Fall 2

Prerequisite(s): **BMKT 2409 Marketing Management.** **Note:** This course and *BMKT 2409 Marketing Management* may be taken in the same semester.

Description:

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

BMKT 2528: ADVERTISING

Credits: 1.5

Offering: Immersion, dates listed below

Prerequisite(s): **BMKT 2409 Marketing Management.** **Note:** This course and *BMKT 2409 Marketing Management* may be taken in the same semester.

Description:

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

Special considerations:

- Immersion format course to take place on the following dates:
 - Sept 18, 1-5pm
 - Sept 19, 9am-5pm
 - Oct 3, 9am-5pm

BMKT 2530: SERVICES MARKETING: STRATEGIES AND TACTICS

Credits: 1.5

Offering: Fall 2

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

Description:

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

BMKT 2533: BUSINESS TO BUSINESS

Credits: 1.5

Offering: Fall 1

Prerequisite(s): **BMKT 2409 Marketing Management.** **Note:** This course and *BMKT 2409 Marketing Management* may be taken in the same semester.

Description:

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

BMKT 2569: BRAND MANAGEMENT

Credits: 1.5

Offering: Fall 1

Prerequisite(s): **BMKT 2409 Marketing Management.** **Note:** This course and *BMKT 2409 Marketing Management* may be taken in the same semester.

Description:

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

Course objectives:

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

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 formerly required under the previous curriculum meet the prerequisite requirement for those courses that require the completion of *BOAH 2409 Organizational Behavior*.

BHRM 2023: HUMAN RESOURCES PLANNING & STRATEGY 1

Credits: 1.5

Offering: Fall 1

Prerequisite(s): None

Description:

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

BHRM 2024: HUMAN RESOURCES PLANNING & STRATEGY 2

Credits: 1.5

Offering: Fall 2

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

Description:

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

BOAH 2409: ORGANIZATIONAL BEHAVIOR: LEADERSHIP & GROUP EFFECTIVENESS – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 1

Prerequisite(s): None

Description:

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

Special considerations:

- Prerequisite for certain BOAH organizational behavior elective courses
- Recommended to complete prior to enrollment into core required course BSPP 2409 Strategic Management
- Prerequisite for BSEO 2538 Strategic Leadership

BOAH 2532: NEGOTIATIONS, TEAMWORK, AND CHANGE 1

Credits: 1.5

Offering: Immersion, dates listed below

Prerequisite(s): **BOAH 2409 Organizational Behavior**. 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# 18575
 - Sept 11, 1-5pm
 - Sept 12, 9am-5pm
 - Sept 13, 9am-5pm
 - Section 2, ID# 21453
 - Oct 23, 1-5pm
 - Oct 24, 9am-5pm
 - Oct 25, 9am-5pm
- Enrollment is limited and based on degree progress in program.
- Those interested in enrollment should complete the following survey by **April 6, 2015**:
https://pitt.co1.qualtrics.com/SE/?SID=SV_0v8WptO8B9rhDqB. Course rosters will be determined and communicated to students on April 10, 2015 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

Recommended follow up courses:

- BOAH 2537 Conflict Resolution in the Workplace

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](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

BQOM 2401: STATISTICAL ANALYSIS: UNCERTAINTY, PREDICTION, & QUALITY IMPROVEMENT – MBA CORE REQUIRED COURSE

Credits: 3

Offering: Full Semester

Prerequisite(s): Attendance of a mandatory statistics workshop is required as a part of this course. See 'Special considerations' section.

Description:

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

Special considerations:

- Attendance of the statistics workshop is required as a part of this course. The required workshop is scheduled to be held on **August 22, 9am-4pm, 2400 Sennott Square**. [Access campus map](#). Students who enroll will receive advance notice of the workshop date, time, and location. Registration for the workshop is not required as the course instructor will have a roster of registered students for the course.
- Prerequisite for BQOM operations elective courses
- Prerequisite for BFIN Financial Management 1 core required course
- Prerequisite for BMKT 2031 Marketing Research

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

Credits: 1.5

Offering: Fall 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.

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
- Prerequisite for BQOM 2511 Revenue Management and Pricing Analytics

BQOM 2521: DECISION MAKING IN A COMPLEX ENVIRONMENT

Credits: 1.5

Offering: Fall 1

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](#) – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change

Recommended follow up courses:

- BQOM 2904 Problem Solving and Creativity

BQOM 2537: FORECASTING

Credits: 1.5

Offering: Fall 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.

BQOM 2578: DATA MINING

Credits: 3

Offering: Full Semester

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

Description:

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

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 formerly required under the previous curriculum meet the prerequisite requirement for those courses that require the completion of *BSPP 2409 Strategic Management*.

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

Credits: 1.5

Offering: Fall 1 & 2, multiple sections

Prerequisite(s): None

Description:

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

BSEO 2506: COMPETING IN EMERGING ECONOMIES

Credits: 3

Offering: Fall 1

Prerequisite(s): None

Description:

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

BSEO 2509: BUSINESS AND POLITICS

Credits: 1.5

Offering: Immersion, dates listed below

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

Description:

- The financial crisis, international negotiations toward a climate change agreement, and crises in such industries as pharmaceuticals and even toy manufacturing have highlighted the increasing interdependence of business and government, as well as the means by which business gains strategic benefits from government regulation. This course will examine methods and patterns of business influence on government, policy-making on issues affecting business, the performance of regulatory agencies, and the behaviors of groups and trade associations in politics. The course begins with an extended case study that asks, what caused the current financial crisis that

some call "the great recession"? The crisis had multiple, often interacting causes, and involved both public sector and private sector failures. Besides examining the bases of the crisis, we will ask what institutional reforms, and what critical decisions, might have ameliorated the crisis, and might prevent a future crisis.

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

Special considerations:

- Immersion format course to take place on the following dates:
 - Oct 30, 1-5pm
 - Oct 31, 9am-5pm
 - Nov 1, 9am-5pm
- Students should check their Pitt email accounts (including the spam filter) 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 completed reading assignments in advance to the first class meeting.

BSEO 2531: ENTREPRENEURSHIP AND NEW VENTURE INITIATION

Credits: 3

Offering: Full Semester

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

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.

BSPP 2111: COMMERCIALIZING NEW TECHNOLOGIES

Credits: 3

Offering: Full Semester

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

Description:

- This course covers theory, conceptual frameworks, and tools used to formulate strategies for commercializing new technologies. The analytical frameworks cover elements of commercialization strategy (such as how to select an initial market and whether to take new technology to the market via licensing, partnership, or start-up,

aligning IP strategy with business model, understanding barriers to adoption and diffusion). These issues are equally critical to start-ups and to corporate technology ventures, although the two kinds of companies face different resource constraints and organizational barriers, which we'll discuss. The primary deliverable in the course is a professional quality project which evaluates the commercialization alternatives for an emerging technology. Your project team will be paired with a local inventor, unless you prefer to evaluate a technology of special interest to your team. Specialists in the fields of financing new ventures, intellectual property protection, and several entrepreneurs will also address the class.

BSPP 2409: STRATEGIC MANAGEMENT – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 2

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 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

Business Language Courses

VARYING LANGUAGE COURSES

Credits: 1.5

Offering: Full Semester

Prerequisite(s): **Students must contact Jacqueline Saslawski with language interest by April 20, 2015.** See read on for more details.

Description:

- The International Business Center (IBC) offers foreign language instruction to any small group of at least five (5) MBA students. 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.

Languages that can be offered:

- Professional Communication in Mandarin 1
- Brazilian Portuguese
- German 1
- Spanish 1

Class times:

- Classes are offered for three hours per week over the entire semester and are worth 1.5 elective credits. The day section will meet three times per week on Monday, Wednesday, and Thursday from 11:00am-11:50am. The Saturday section will meet once per week on Saturday from 9:00am-12:00pm.

Special considerations:

- If you would like to study a language, there must be a commitment of at least five MBA students per course. If you are interested in studying a foreign language, please contact Jacqueline Saslawski, Managing Director, International Business Center at jsaslawski@katz.pitt.edu, 412-648-1559, or stop by at 224 Mervis Hall.
- **Students should contact Ms. Saslawski by April 20, 2015 with their interest.**

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 Dates Summary

The following section summarizes immersion courses scheduled to be offered for Fall 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:

- September 1 (Tuesday): Student orientation; 5-6pm, 114 Mervis
- September 4 (Friday): client, faculty advisor, and consulting coach seminar; 9-10am, 114 Mervis
- September 5 (Saturday): 1st Consulting Workshop; 9am-12pm, 114 Mervis
- September 12 (Saturday): 2nd Consulting Workshop; 9am-12pm, 114 Mervis
- October 10 (Saturday): 3rd Consulting Workshop; 9am-12pm, 114 Mervis
- November 14 (Saturday): 4th Consulting Workshop; 9am-12pm, 114 Mervis
- December 5 (Saturday): 5th and final Consulting Workshop; 9am-12pm, 114 Mervis
- December 11 (Friday): The McKinsey Cup competition; Mervis rooms 114, 104, 115 & 117

BMKT 2528: ADVERTISING

Credits: 1.5

Meeting dates:

- Sept 18, 1-5pm
- Sept 19, 9am-5pm
- Oct 3, 9am-5pm

BOAH 2532: NEGOTIATIONS

Credits: 1.5

Meeting dates:

- Section 1, ID# 18575
 - Sept 11, 1-5pm
 - Sept 12, 9am-5pm
 - Sept 13, 9am-5pm
- Section 2, ID# 21453
 - Oct 23, 1-5pm
 - Oct 24, 9am-5pm
 - Oct 25, 9am-5pm

BSEO 2509: BUSINESS AND POLITICS

Credits: 1.5

Meeting dates:

- Oct 30, 1-5pm, 117 Mervis
- Oct 31, 9am-5pm, 117 Mervis
- Nov 1, 9am-5pm, 117 Mervis