



MBA & Specialized Masters Programs

Course Abstracts

KATZ

UNIVERSITY OF PITTSBURGH
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OF BUSINESS

MBA & SPECIALIZED MASTERS COURSE ABSTRACTS

FALL 2016 SEMESTER (UNIVERSITY TERM 2171)

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

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ENROLLMENT AND REGISTRATION

Q: “When can I register for classes?”

Enrollment Appointment Dates

First year, first semester full-time (MBA and Specialized Masters) students will be registered for classes by their academic advisors. All other 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.
- Students are advised to register for classes 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 in my.pitt.edu 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: “Do I have to register for a particular section of a core course?”

First-Year Full-Time students – Fall Semester Core Required Courses

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

- 2-year MBA and Specialized Masters students entering their *first year of study* are not required to self-enroll. Academic advisors will enroll students into classes for the first semester of study. Students will be randomly assigned a schedule of courses for the semester and are expected to adhere to said schedule to progress through the program.

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. A survey will be communicated to new part-time students by the MBA office to aid in course selection. You will then be registered for courses by your academic advisor.

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 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](#).

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.

However, for the summer semester, students will be billed at the Part-Time per-credit rate regardless of how many credits one chooses to enroll into. That is, if you were to register for 9 credits, you will be charged for 9 credits of tuition at the per-credit rate instead of the above-mentioned flat-tuition rate.

Conversely, students must be enrolled at least “half-time” in a degree or certificate program at the University of Pittsburgh in order to be eligible for [financial aid consideration](#). 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: “What elective courses should I take?”

Recommended Courses by Concentration/Area of Interest

For information about elective courses appropriate for each academic discipline/area of concentration, be sure to contact your academic advisor.

Specialized Masters students should reference their individual [curriculum plans](#) for elective course options.

KATZ SEMESTER SYSTEM AND ACADEMIC RECOMMENDATIONS

Full-semester and Half-semester Courses

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

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

Fall 2/Spring 2 Course Adds and Drops

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

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

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

IMPORTANT DISCLAIMERS

Course Syllabi

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

Projected 'Next term' offering

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

FALL 2016 COURSE ABSTRACTS

Please be advised that certain sections are restricted to either full-time (MBA/Specialized Masters) or part-time students, respectively.

This information will be noted under the "*Special Considerations*" section of the course information.

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.
- 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

Description:

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

[Access course syllabus](#)

Special considerations:

- Prerequisite for core required course BSPP 2409 Strategic Management
- Class Sections **13860** and **13848** are restricted to first year, full-time students
- Class Section **23255** is restricted to part-time students
- The optional **part-time Math Workshop: Saturday, August 20. 9am-4pm, Room 104 Mervis**

Next term likely to be offered:

- Spring 2017; PT MBA core required courses offered every semester

BACC 2525: FINANCIAL STATEMENT ANALYSIS (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. 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:

Financial statement analysis focuses on the evaluation of publicly traded company financial statements and related note disclosures as well as the correlation of this historical financial data with the company's stock prices.

This course helps students develop a systematic approach to analyzing reported financial data and understanding the underlying risks and possible inconsistencies across companies. Requirements of the course include interim exams and written and oral presentations of analysis.

[Access course syllabus](#)

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 2559: INDIVIDUAL TAX ACCOUNTING AND PLANNING

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. **Please note: this course will follow the official University academic calendar.**

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.

Special considerations:

- Course is primarily reserved for MS in Accounting students and therefore has limited MBA seating.

BECN 2019: ECONOMICS OF INTERNATIONAL BUSINESS

Credits: 3

Offering: Full Semester

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

Description:

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

[Access course syllabus](#)

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](#)

Special considerations:

- Although the Business Math workshop is not required, it is highly recommended for students registered for this course.
 - **Full-time Math Workshop will be held during orientation**
 - **Part-time Math Workshop: Saturday, August 20. 9am-4pm, Room 104 Mervis**
- Prerequisite for certain BECN economics elective courses
- Prerequisite for core required course BSPP 2409 Strategic Management
- Class Sections **13850** and **13851** are restricted to first year, full-time students
- Class Section **13864** and **20904** are restricted to part-time students

Next term likely to be offered:

- Spring 2017; PT MBA core required courses offered every semester

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](#)

Special considerations:

- Prerequisite course for BECN 2510 Global Macroeconomics 2

BECN 2510: GLOBAL MACROECONOMICS 2

Credits: 1.5

Offering: Fall 2

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

Description:

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

Considerations:

- Students must complete the Financial Management 1 & 2 module, including the mandatory workshop, in order to be eligible for enrollment into finance elective offerings.

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](#)

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*
- Prerequisite for *BFIN 2555: Practicum In Portfolio Management & Security Analysis*

BFIN 2124: INVESTING BANKING AND VENTURE CAPITAL

Credits: 1.5

Offering: Fall 2

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

Description:

This course examines the impact on capital and capital structure strategies of investment bankers and venture capitalists. We will assess the impacts of recent rapid changes in the global capital markets and the roles of these specialized intermediaries and investors.

We will analyze the risk/reward paradigms of venture and private equity investors, and the power and influence of investment banks in shaping the size and direction of capital flows.

We look at how VCs value and execute deals; and at how investment banks bring value through a variety of transactions and services. The changing role of financial intermediaries is a theme that carries through the Financial Institutions module.

BFIN 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](#)

BFIN 2409: FINANCIAL MANAGEMENT 1 – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 1

Prerequisite(s): Students who register for this course are required to attend a mandatory workshop. This will be held during Full-Time Orientation for full-time students and the weekend before the start of Fall term for part-time students. Please see 'Special considerations' for details on the workshop

Description:

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

Special considerations:

- Attendance at the Financial Management I: Workshop on Time Value of Money is required as a part of this course. Registration for the workshop is not required as the course instructor will have a roster of registered students for the course.
 - **Full-time Time Value of Money Workshop will be held during orientation**
 - **Part-time Time Value of Money Workshop will be held:**
 - **Saturday, August 27th; 9am-4pm in 104 Mervis Hall**
- 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
- Class Sections **20764** and **20765** are restricted to first year, full-time students
- Class Section **24056** and **20751** are restricted to part-time students

Recommended follow up courses:

- BFIN 2410 Financial Management 2

Next term likely to be offered:

- Spring 2017; PT MBA core required courses offered every semester

BFIN 2410: FINANCIAL MANAGEMENT 2

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](#)

Special considerations:

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

Next term likely to be offered:

- Spring 2017

BFIN 2555: PRACTICUM IN PORTFOLIO MANAGEMENT & SECURITY ANALYSIS

Credits: 3

Offering: Full Semester

Prerequisite(s): **BFIN 2410 Financial Management 2; BFIN 2039 Investment Management/Capital Markets; and BFIN 2030 Valuation 1.** **Note:** Students are permitted to enroll into this practicum course and *BFIN 2039 Investment Management/Capital Markets* in the same semester. The other noted prerequisite courses are to be completed prior to enrollment into this practicum course. See the 'Special considerations' section.

Description:

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

[Access course syllabus](#)

Special considerations:

- An application process is required to gain enrollment permission; please see your academic advisor for obtaining permission to enroll.
- Two-semester course taking place over the fall and spring semesters in a given academic year.
- First-year students interested in this course should complete *BFIN 2030 Valuation 1* during the Spring 2017 semester in order to prepare for the next offering of this practicum course.

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](#)

Special considerations:

- Prior to enrollment in the course, students must email Clinical Professor G.M. (Bud) Smith with their resume and a brief statement of career interest. 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.
 - September 10 (Saturday), 1st Consulting Workshop, 9 a.m. to noon, Mervis 114
 - September 17th (Saturday): 2nd Consulting Workshop, 9 am to noon, Mervis 114
 - October 8th (Saturday): 3rd Consulting Workshop. 9 am to noon, Mervis 114
 - November 13th (Sunday): 4th Consulting Workshop, 1 to 4 pm, Mervis 114
 - December 3th (Sunday): 5th Consulting Workshop, 9 am to noon, Mervis 114

Next term likely to be offered:

- Spring 2017

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):

- Completion of 18 or more total credits
- Completion of BACC 2401 Financial Accounting, BQOM 2401 Statistical Analysis, BFIN 2409 Financial Management 1, and BMKT 2409 Marketing Management
- Completion of BSPP 2409 Strategic Management is **strongly encouraged** but not required
- 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](#)

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 should 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.
- Class Section **24030** is restricted to full-time students
- Class Section **23196** is restricted to part-time students

Next term likely to be offered:

- Spring 2017; offered every semester

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.

BIND 2602: CPT INTERNSHIP PRACTICUM

Credits: 1

Offering: Independent practicum-based coursework

Prerequisite(s): Must have completed two consecutive, full-time semesters

Description:

This course prepares you for your internship opportunity and helps you to leverage the internship experience by focusing on career management, organization and people skills in the context of global executive mobility. Students are provided with a unique opportunity to apply the skills taught at Katz in a practical manner. Each student completes a project during an internship or co-op experience for an employer, which may be a for-profit, non-profit or governmental agency. The employer will sign-off that the student has completed the project. A faculty advisor is assigned to the student. The student is required to attend a one-hour orientation session prior to the internship. The student will attend a full-day global executive skills workshop upon completion of the internship, where the student will provide an executive level presentation to the class. The emphasis is on practical skills to enhance professional success in today's globally mobile business environment for managers.

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.

Information Systems and Technology Management

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](#)

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

Next term likely to be offered:

- Spring 2017; PT MBA core required courses offered every term

BMIS 2551: PROJECT MANAGEMENT CONCEPTS AND PROCESSES

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

This course presents an overview of project management concepts and covers topics related to the planning, organizing, staffing, and controlling of projects. The course would help students understand the fundamental project management concepts and processes as laid out in the Project Management Institute's (PMI) A Guide to the Project Management Body of Knowledge (PMBOK). It also covers additional topics such as the politics of projects, project staffing, teamwork issues, and the implementation of projects in order to develop an appreciation of the business environment in which projects are embedded.

Class sessions will include lectures, case discussions, group work, and industry guest speaker sessions. We will make use of several project management tools such as Microsoft Project at various points throughout the term.

[Access course syllabus](#)

Special considerations:

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

BMIS 2679: TECHNOLOGY INNOVATION, ADOPTION, AND DIFFUSION

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

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

Topics typically covered include:

- Innovation sources and management
- S-curves and product life cycles
- Dominant design and paradigm shifts
- Disruptive and discontinuous innovation
- Innovation in design
- Network effects
- Standards,
- Complementary goods

- Intellectual property
- Partnerships, alliances, and value chain ownership
- Environment/government regulations
- Organizational assimilation of technology
- Lead-user design.

Next term likely to be offered:

- Spring 2017

BMIS 2999: MS-MIS PRACTICUM LAB

Credits: 0

Offering: Full Semester

Prerequisite(s): Intended for **Full-time 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, full-time MBA/MS-MIS students. See above-listed *BMIS 2056 Management of Information Systems Practicum* course description.

Marketing

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 concurrently.

Description:

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

[Access course syllabus](#)

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
- Class Sections **20766** and **20767** are restricted to first year, full-time students
- Class Section **20754** and **20755** are restricted to part-time students

Next term likely to be offered:

- Spring 2017; PT MBA core required courses offered every semester

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 concurrently.

Description:

The management of today's sales force requires a unique application of management principles. Typical situations confronting the sales manager involving hiring, training, directing, motivating and analyzing the sales force will be reviewed through real-world case studies and classroom involvement.

This course is somewhat unique in that it stresses hiring characteristics that should be sought by the sales manager and various recruiting techniques that have proven effective. The student can use this information to effectively search for positions in the future as well as be effective in their own hiring efforts in future management positions. The entire course will provide assistance to the student in sales positions following graduation and will form the basis for sales management decisions in future years.

BMKT 2528: ADVERTISING

Credits: 1.5

Offering: Immersion, dates listed below

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

Description:

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

Special considerations:

- Immersion format course to take place on the following dates:
 - Sept 16, 1-5pm
 - Sept 17, 9am-5pm
 - Sept 30, 1-5pm

Next term likely to be offered:

- Fall 2017

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, airplanes, 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 concurrently.

Description:

Most MBA graduates will join organizations that market their products and/or services to other businesses, institutions or government agencies. Such marketing is referred to as business-to-business (B2B) marketing.

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

Next term likely to be offered:

- Fall 2017

BMKT 2544: SHOPPER MARKETING

Credits: 3

Offering: Full Semester

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

Description:

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

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2017

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 concurrently.

Description:

Evaluate 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

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 him 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 in core required course BSPP 2409
- Class Sections **20760** and **20761** are restricted to first year, full-time students
- Class Section **20762** and **20763** are restricted to part-time students

Next term likely to be offered:

- Spring 2017; PT MBA core required courses offered every semester

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. This course will be offered on the following dates:
 - Section 1, ID# 18236
 - Sept 9, 1-5pm
 - Sept 10, 9am-5pm
 - Sept 11, 9am-5pm
 - Section 2, ID# 20888
 - Nov 4, 1-5pm
 - Nov 5, 9am-5pm
 - Nov 6, 9am-5pm
- Enrollment is limited and based on degree progress in program.
- Those interested in enrollment should complete the following survey by **Friday, April 1st**
https://pitt.co1.qualtrics.com/SE/?SID=SV_85FxQfFC6ji4e8t
 - Course rosters will be determined and communicated to students by **Friday, April 15th** based on survey results. This turnaround should afford those students not selected for the course an opportunity to enroll into an alternative course with ample time before the onset of the summer semester.
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped after the official add/drop period, but before the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
 - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.
- Students must bring the following materials to the first class meeting:
 - A 3-ring binder for materials that will be distributed in class
 - A nominal fee is associated with this course for copyright materials. Checks made payable to the University of Pittsburgh will be collected in class.
- Prerequisite for **BOAH 2537 Conflict Resolution in the Workplace**

Next term likely to be offered:

- Spring 2017

Recommended follow up courses:

- BOAH 2537 Conflict Resolution in the Workplace

Operations Management

BQOM 2139: SIX SIGMA THEORY AND PRACTICE

Credits: 3

Offering: Full Semester

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

Description:

This course has been designed to provide the student with:

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

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

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

To integrate theory and practice, students will be grouped in teams and work under the mentorship of a Six Sigma Black Belt on an industry client field project. The flow of the lecture topics and hands-on class labs will mirror the DMAIC methodology; providing just-in-time knowledge; balancing delivery, quality, and cost for our clients. In summary, BQOM 2139 Six Sigma Theory and Practice promises a dynamic and engaging experience based learning opportunity for MBA students who are equal to the challenge of applying the DMAIC methodology to a real-world project in partnership with an industry client.

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2017

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

Credits: 3

Offering: Full Semester

Prerequisite(s): None. 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 schedules for both the full-time and part-time workshops are forthcoming.** Registration for the workshop is not required as the course instructor will have a roster of registered students for the course.
- The optional **part-time Math Workshop: Saturday, August 20. 9am-4pm, Room 104 Mervis**

- Prerequisite for BQOM operations elective courses
- Prerequisite for BFIN Financial Management 1 core required course
- Prerequisite for BMKT 2031 Marketing Research
- Class Sections **13870** and **13858** are restricted to first year, full-time students
- Class Sections **13871** and **13859** are restricted to part-time students

Next term likely to be offered:

- Spring 2017; PT MBA core required courses offered every semester

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.

[Access course syllabus](#)

Special considerations:

- Prerequisite for BQOM 2523 Process Engineering
- Prerequisite for BQOM 2533 Global Supply Chain Management
- Prerequisite for BQOM 2546 Project Management Fundamentals and Analytics
- Prerequisite for BQOM 2511 Revenue Management and Pricing Analytics

Next term likely to be offered:

- Fall 2016; PT MBA core required courses offered every term

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.

Next term likely to be offered:

- Spring 2017

BQOM 2523: PROCESS ENGINEERING

Credits: 1.5

Offering: Fall 1

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

Description:

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

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2017

BQOM 2524: PRODUCTION MANAGEMENT AND PROCESS IMPROVEMENT

Credits: 1.5 credits

Offering: Immersion; dates listed below.

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

Description:

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

Special Considerations:

- Immersion-format course. This course will be offered on the following dates:
 - Nov 11, 1-5pm
 - Nov 12, 9am-5pm
 - Nov 13, 9am-5pm

Next term likely to be offered:

- Spring 2017

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.

Next term likely to be offered:

- Spring 2017

BQOM 2546 PROJECT MANAGEMENT FUNDAMENTALS AND ANALYTICS

Credits: 1.5

Offering: Fall 2

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

Description:

Effectively managing projects is one of the most common and important challenges in today's business environment. This course introduces the basic concepts and methodologies in project management, and considers how they help in understanding and in dealing with the complexities of managing projects.

Special emphasis will be given to the application of decision technologies in scheduling, in managing resources, in speeding up a project, and in dealing with uncertainty. Please note that, since software can be important in applying the concepts and methodologies in practice, we will illustrate the use of software in the lectures and utilize it in the exercises and case projects.

Special considerations:

- This course **will not** be offered during the Spring 2017 term

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

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

Credits: 1.5

Offering: Fall 1 & 2

Prerequisite(s): None

Description:

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

[Access course syllabus](#)

Next term likely to be offered:

- Spring 2017; PT MBA core required courses offered every semester

BSEO 2509: BUSINESS AND POLITICS

Credits: 1.5

Offering: Immersion; dates listed below

Prerequisite(s): None

Description:

The financial crisis, international negotiations toward a climate change agreement, and crises in such industries as pharmaceuticals and even toy manufacturing have highlighted the increasing interdependence of business and government, as well as the means by which business gains strategic benefits from government regulation.

This course will examine methods and patterns of business influence on government, policy-making on issues affecting business, the performance of regulatory agencies, and the behaviors of groups and trade associations in politics.

The course begins with an extended case study that asks, what caused the current financial crisis that some call "the great recession"? The crisis had multiple, often interacting causes, and involved both public sector and private sector failures. Besides examining the bases of the crisis, we will ask what institutional reforms, and what critical decisions, might have ameliorated the crisis, and might prevent a future crisis.

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

Special considerations:

- **Please note: Attendance at all sessions is mandatory in order to get course credit.**
- Immersion-format course. This course will be offered on the following dates:
 - Oct 21, 1-5pm
 - Oct 22, 9am-5pm
 - Oct 23, 9am-5pm

Next term likely to be offered:

- Fall 2017

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.

Next term likely to be offered:

- Spring 2017

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 2328: THE BUSINESS OF HUMANITY - STRATEGIC MANAGEMENT IN THE ERA OF GLOBALIZATION, INNOVATION AND SHARED VALUE

Credits: 3

Offering: Full Semester

Prerequisite(s): **BSPP 2409 Strategic Management**

Description:

This course focuses on strategic management in business contexts of high uncertainty and extreme complexity created by the interaction of (i) the inevitability of increasing globalization, (ii) the importance of innovation to ensure sustainable competitive advantage and (iii) the emerging social and economic imperative of building business models that focus on shared value. The Business of Humanity® project at the Katz Graduate School of Business has researched the responses of businesses across the world to these challenges.

The course will cover:

- The radically different strategic planning processes and analytical techniques
- The new rules of strategy
- The dynamic organizational structures
- The new leadership models that are responsive to the imperative and potential of meeting fundamental human and societal needs.

These processes, rules, techniques and models have been demonstrated to be effective in dealing with technological disruptions, extreme price-point pressures in growth sectors, rising societal expectations and wicked problems

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** or **BFIN 2409 Financial Management 1**. 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

Next term likely to be offered:

- Spring 2017; PT MBA core required courses offered every semester

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, 2016.**

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 110 Mervis Hall
- **Students should contact Ms. Saslawski by April 20, 2016 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**
- BFIN 2061: INDEPENDENT STUDY IN FINANCE 2**
- BFIN 2062: INDEPENDENT STUDY IN FINANCE 3**
- BHRM 2060: INDEPENDENT STUDY IN HUMAN RESOURCE MANAGEMENT**
- BIND 2777: INDEPENDENT STUDY IN FOREIGN LANGUAGE**
- BMIS 2060: INDEPENDENT STUDY IN INFORMATION SYSTEMS**
- BMKT 2060: INDEPENDENT STUDY IN MARKETING**
- BMKT 2061: INDEPENDENT STUDY IN MARKETING 2**
- BMKT 2062: INDEPENDENT STUDY IN MARKETING 3**
- 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**
- BSPP 2061: INDEPENDENT STUDY IN STRATEGIC PLANNING 2**

Immersion Course Dates Summary

The following section summarizes immersion courses scheduled to be offered for Summer 2016. Please see the course descriptions previously cited within this document for information regarding registration and other considerations.

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# 18236
 - Sept 9, 1-5pm
 - Sept 10, 9am-5pm
 - Sept 11, 9am-5pm
- Section 2, ID# 20888
 - Nov 4, 1-5pm
 - Nov 5, 9am-5pm
 - Nov 6, 9am-5pm

BQOM 2524: PRODUCT MANAGEMENT & PROCESS IMPROVEMENT

Credits: 1.5

Meeting dates:

- Nov 11, 1-5pm
- Nov 12, 9am-5pm
- Nov 13, 9am-5pm

BSEO 2509: BUSINESS AND POLITICS

Credits: 1.5

Meeting dates:

- Oct 21, 1-5pm, 117 Mervis
- Oct 22, 9am-5pm, 117 Mervis
- Oct 23, 9am-5pm, 117 Mervis