

# Part-time MBA Program Course Abstracts

**KATZ**

UNIVERSITY OF PITTSBURGH  
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GRADUATE SCHOOL  
OF BUSINESS

# PART-TIME MBA PROGRAM OVERVIEW AND COURSE ABSTRACTS

## SPRING 2016 SEMESTER (UNIVERSITY TERM 2164)

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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## PART-TIME MBA PROGRAM OVERVIEW

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### 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 according to program of study
  - 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

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*Q: “When can I register for classes?”*

## **Enrollment Appointment Dates**

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

- Appointments are assigned according to credits completed. As you progress through the program, you will earn an earlier registration date and time. Ideally, you will have the opportunity to register for majority of courses you desire.
- Students can view their enrollment appointment date and time by logging into [my.pitt.edu](http://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 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

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## 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](http://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

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## **Course Syllabi**

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

## **Projected 'Next term' offering**

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



# SPRING 2016 COURSE ABSTRACTS

## Accounting

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### **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.

*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.

### **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](#).

*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.

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

*Special considerations:*

- Prerequisite for core required course BSPP 2409 Strategic Management

**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.

*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](#) – 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.

**BACC 2528: MANAGERIAL ACCOUNTING**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

This course introduces students to managerial uses of cost information. Students will use cost information in decision making and understand how cost systems generate product cost information and the strategic impact of weaknesses in cost system design.

They will also be introduced to basic planning and budgetary control. Finally, students will explore how cost feedback affects value chain efficiency and the applications of product costing and decision making in other functional areas such as marketing and operations. These applications will include topics such as pricing, customer profitability and customer relationship management and the use of cost feedback in process improvement and value creation.

*Access course syllabus* – Most recent syllabus posted for providing context. Course structure, scope, and requirements are subject to change.

*Special considerations:*

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

*Next term likely to be offered:*

- Spring 2017

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

*Credits:* 3

*Offering:* Full Semester

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

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

## **BACC 2549: STRATEGIC COST ANALYSIS**

*Credits:* 1.5

*Offering:* Spring 2

*Prerequisite(s):* *BACC 2528 Managerial Accounting*

*Description:*

This course is a follow-up course to Managerial Accounting. While the emphasis on managerial accounting was on the design of cost accounting systems and use of cost information for decision making, the emphasis in this course is on management control systems and performance measurement. The topics covered include in-depth study of planning and budgetary control systems, transfer pricing, Balanced Score Card and Economic Value Added (EVA) and the economics of incentives in intra- and inter-organizational settings and executive compensation. The course material will consist of cases, readings and text book material.

# Economics

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## **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 **January 4 and 5; 5:30-8:30pm; Room 104 Mervis Hall**

## **BECN 2509: GLOBAL MACROECONOMICS 1**

*Credits:* 1.5

*Offering:* Spring 1

*Prerequisite(s):* None

*Description:*

This course focuses on the forces which drive or determine overall national economic activity. A study of macroeconomics is crucial for an appreciation of the set of factors at the national and global level which impact upon the business firms' demand cost patterns--- factors which are beyond the firm's ability to control, but which must be taken into account as part of the decision making and strategic planning process. Movements in major macroeconomic variables, especially interest rates and exchange rates, also exert significant influence on the performance of national and global financial markets. The course is organized around the progressive development of an "open economy" macroeconomic model that is capable of handling a number of key policy and other variables. The model integrates the interactive roles of consumer, investment and public sector spending; net exports; international capital movements; and the money supply in determining overall nation 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

## **BECN 2510: GLOBAL MACROECONOMICS 2**

*Credits: 1.5*

*Offering: Spring 2*

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

*Description:*

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



# Finance

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## 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.

## **BFIN 2030: VALUATION 1**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

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

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

*Special considerations:*

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

*Next term likely to be offered:*

- Spring 2017

*Recommended follow up courses:*

- BFIN 2130 Valuation 2

## **BFIN 2036: CORPORATE FINANCE**

*Credits:* 3

*Offering:* Full Semester

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

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

## **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 2042: ACQUISITION OF PRIVATELY HELD COMPANIES**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

## **BFIN 2043: INTERNATIONAL FINANCIAL MANAGEMENT**

*Credits:* 3

*Offering:* Immersion

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

*Description:*

This course will examine decision-making in international finance via a broad study of the opportunities and problems encountered when investments and business operations across national boundaries. Emphasis will be placed on how conventional financial models require modification in a global context, and on the use of international financial markets to enhance portfolio performance, control risks and maximize firm value. Specific topics include foreign exchange markets, international parity conditions and exchange rate forecasting, exchange rate exposure and hedging, global capital sourcing, multinational capital budgeting, and international portfolio diversification.

*Special considerations:*

- Immersion-format course. This course will be offered on the following dates:
  - March 18, 1-5pm
  - March 19, 9am-5pm
  - March 20, 9am-5pm
  - April 1, 1-5pm
  - April 2, 9am-5pm
  - April 3, 9am-5pm

*Next term likely to be offered:*

- Fall 2016

## **BFIN 2051: INTRODUCTION TO DERIVATIVES**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

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

*Special considerations:*

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

*Next term likely to be offered:*

- Spring 2016

*Recommended follow up courses:*

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

## **BFIN 2068: MARKETS AND TRADING**

*Credits:* 1.5

*Offering:* Spring 2

*Prerequisite(s):* **BFIN 2039 Investment Mgt/Capital Markets**

*Description:*

This course is designed to give participants a broad understanding of the operations of various financial markets with special focus on liquidity, market structure and trading. With this objective in mind, the course will concentrate on the operations of exchanges, trading systems and broker-dealer intermediaries.

Participants will be exposed to a range of issues regarding the formulation of trading decisions and market structure design and regulation. Simulation software will be used to provide hands-on experience with making tactical trading decisions in different market structure environments.

*Next term likely to be offered:*

- Spring 2017

## **BFIN 2069: FIXED INCOME SECURITIES**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

## **BFIN 2129: ENERGY PROJECT FINANCE**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

This course will cover all aspects of Energy Project Finance, including why project finance exists and who the players are, how deals are structured and investors evaluate opportunities, the special contractual issues and risks in the transactions and financial modeling and analysis. This course is designed to provide students who are interested in the natural gas industry with a practical understanding of how large-scale energy infrastructure projects are financed in today’s marketplace.

### **Course topics to include:**

1. What is project financing?
  - What is the role of project finance?
  - The project finance markets
  - Who finances these projects and why?
  - The role of advisors in a project finance transaction
2. Is the project viable?
  - Evaluating commercial, macroeconomic and political risks
  - Legal aspects of the transactions

3. Structuring the project and preparing the project financing plan
  - Designing the security arrangements and working with lenders
4. Understanding the project contracts: the project agreement and ancillary contracts
5. Valuing the project, and project cash flow analysis; financial modeling and evaluating projects
6. Financial modeling and evaluating projects; using real options to evaluate a project
7. Bringing it all together: case studies

*Next term likely to be offered:*

- Spring 2017

## **BFIN 2130: VALUATION 2**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

## **BFIN 2409: FINANCIAL MANAGEMENT 1 – MBA CORE REQUIRED COURSE**

*Credits:* 1.5

*Offering:* Spring 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:*

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, January 9; 9am-4pm; Room 104 Mervis Hall**. 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:* Spring 2

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

*Description:*

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

[Access course syllabus](#) – 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

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## **BIND 2024: CONSULTING FIELD PROJECT**

*Credits:* 3

*Offering:* Immersion - 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](mailto:budsmith@katz.pitt.edu). Based on this information and client needs, student teams are assembled prior to the beginning of term. This way, students begin working with their team and their client immediately.
- Please note that attendance is required for all events listed below:
  - Jan 11, 5-5:45pm — Orientation
  - Jan 15, 9-10am — Client, Faculty Advisor, and Coach Seminar
  - Jan 17, 3-6pm — 1<sup>st</sup> Consulting Workshop
  - Jan 23, 9am-12pm — 2<sup>nd</sup> Consulting Workshop
  - Feb 20, 9am-12pm — 3<sup>rd</sup> Consulting Workshop
  - April 9, 9am-12pm — 4<sup>th</sup> Consulting Workshop
  - April 22, 8am-2pm — McKinsey Cup
- 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.

*Next term likely to be offered:*

- Fall 2016

## **BIND 2200: INTEGRATED PROJECT – MBA/MS IN ENGINEERING**

*Credits:* 1.5

*Offering:* Independent project-based coursework

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

*Description:*

This [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 2203: ORGANIZATIONAL TRANSFORMATION**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

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

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

*Special considerations:*

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

*Next term likely to be offered:*

- Spring 2017

## **BIND 2204 – Managing the Professional Services Firm**

*Credits:* 1.5

*Offering:* Spring 1

*Prerequisite(s):* None

*Description:*

This course is intended for MBA and Masters of Accounting (MAcc) students interested in pursuing a career in consulting. By the end of this course, students should be able to intelligently discuss the management of professional consultants, be they business, IT or accounting professionals. Additionally, the student will gain an understanding for the highly fluid and evolving environment in which consultants operate, and how consultants add value to their clients. Finally, students become aware of key issues in managing the professional services firm, including scoping out client engagements, organizing and directing professional staff, handling clients and developing practical recommendations.

## **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; 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](#) – 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.

*Next term likely to be offered:*

- Spring 2017

## **BIND 2526: BUSINESS PROCESS REDESIGN**

*Credits:* 1.5

*Offering:* Spring 1

*Prerequisite(s):* None

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

## **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 2732: GLOBAL RESEARCH PRACTICUM – ASIA**

*Credits:* 3

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

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

*Description:*

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

*Special considerations/Logistics:*

- Travel scheduled to take place April 30-May 10.
- Expenses related to all academic/group aspects of the course/trip are covered by Katz. Students are required to cover individual expenses such as tuition, airfare, ground transfers, hotel, and meals.
- A \$500 non-refundable deposit is required to reserve a space for this travel opportunity.

*Next term likely to be offered:*

- GRP trip locations vary by academic year

**BIND 2734: GLOBAL RESEARCH PRACTICUM – SOUTH AMERICA**

*Credits:* 3

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

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

*Description:*

This course is tied closely to field study abroad, providing a hands-on experience in a foreign culture. Main objectives are to challenge students to consider business issues from a global perspective and to expose them to



actual business environments abroad. Requirements include a team research project and an individual cultural report. The course includes a 9-day trip to various businesses in Argentina. Students develop a research question in areas of managerial specialization and draw evidence from the field study to support their project report. While abroad, students visit a number of selected organizations and/or companies, and explore current business practices/issues.

The group meets for three, 3-hour class sessions prior to the trip. Portions of these classes will focus on developing the research project. Also, to help prepare for the trip, selected outside speakers will share their experiences and perspectives on South American business and culture. At the final class session after the trip, projects are presented in both written and oral forms.

*Special considerations/Logistics:*

- Travel scheduled to take place March 4-13.
- Expenses related to all academic/group aspects of the course/trip are covered by Katz. Students are required to cover individual expenses such as tuition, airfare, ground transfers, hotel, and meals.
- A \$500 non-refundable deposit is required to reserve a space for this travel opportunity.

*Next term likely to be offered:*

- GRP trip locations vary by academic year.

### **BIND 2736: GLOBAL RESEARCH PRACTICUM – EUROPE**

*Credits:* 3

*Offering:* Study abroad opportunity. See ‘Special considerations/Logistics’ section.

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

*Description:*

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

*Special considerations/Logistics:*

- Travel scheduled to take place March 5-13.
- Expenses related to all academic/group aspects of the course/trip are covered by Katz. Students are required to cover individual expenses such as tuition, airfare, ground transfers, hotel, and meals.
- A \$500 non-refundable deposit is required to reserve a space for this travel opportunity.

*Next term likely to be offered:*

- GRP trip locations vary by academic year.

# Information Systems and Technology Management

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## 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.

## BMIS 2409: INFORMATION SYSTEMS – CORE REQUIRED COURSE

*Credits:* 1.5

*Offering:* Spring 2

*Prerequisite(s):* None

*Description:*

How does information technology enable the business? How does it provide business value? This course provides an overview of information technology and its application in a business. By simultaneously examining business cases and the capabilities of relevant technologies, students will develop an understanding of how information technology supports and enables business strategies, innovation, and improved business capabilities and processes.

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

*Special considerations:*

- Prerequisite for certain BMIS information systems elective courses

*Next term likely to be offered:*

- Summer 2016; again in Fall 2016

## BMIS 2537: BUSINESS SYSTEMS PLATFORMS

*Credits:* 3

*Offering:* Full Semester

*Prerequisite(s):* None

*Description:*

The options for deployment of business information systems have grown in number and greatly increased in complexity since the Internet and concomitant technologies have become the most important de-facto standards for business computing and networking. Relevant technologies break down into five basic categories:

1. Computer Hardware-this primarily includes computers and storage
2. Communications-this includes wired, wireless, local and wide-area networks
3. System Software-this includes operating systems and databases as well as transaction and message-based middleware, and load balancing
4. Software Development-this includes web services, service-oriented architectures, and all of the various technologies commonly grouped under the heading "Web 2.0".
5. Horizontal Applications-this includes technologies like RFID, Business Intelligence, workflow and Content Management

Accordingly, the course will pursue three simultaneous paths:

1. Lectures and additional presentations by outside speakers will survey the most important software and hardware technologies that businesses use to deploy information systems. This will include an examination of capabilities, strengths, weaknesses, and relevant standards. It will also address alternative implementations and costs.

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

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

Next term likely to be offered:

- Spring 2017

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

## **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 2689: TECHNOLOGY-ENABLED BUSINESS TRANSFORMATION**

*Credits:* 3

*Offering:* Full Semester

*Prerequisite(s):* None

*Description:*

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

These topics include:

- Transformation strategies
- The relationship between information technology and business transformation
- When to build and when to buy
- Business analysis
- Process modeling
- Enterprise systems
- Software development methodologies.

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

*Next term likely to be offered:*

- Spring 2017

# Marketing

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## **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.

## **BMKT 2035: CONSUMER BEHAVIOR – THEORY AND PRACTICE**

*Credits:* 3

*Offering:* Full Semester

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

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

## **BMKT 2409: MARKETING MANAGEMENT – MBA CORE REQUIRED COURSE**

*Credits:* 1.5

*Offering:* Spring 1

*Prerequisite(s):* None

*Description:*

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

## **BMKT 2526: PRODUCT DEVELOPMENT AND MANAGEMENT**

*Credits:* 3

*Offering:* Full Semester

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

*Description:*

This course aims to develop marketing decision making skills related to the development and management of products and services by providing relevant tools and methods of analysis for product/service related marketing decisions and applying these tools and methods to make strategic and tactical marketing decisions in real and simulated business situations.

The course takes a decision-oriented perspective in presenting relevant concepts and tools, demonstrating their application to managerial analysis and decision-making and providing participants “hands-on” experience in applying these skills in business situations.

*Next term likely to be offered:*

- Spring 2017

## **BMKT 2532 PRICING STRATEGIES AND TACTICS**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

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

*Next term likely to be offered:*

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

*Next term likely to be offered:*

- Spring 2017

## **BMKT 2551: DIGITAL AND SOCIAL MEDIA ANALYTICS**

*Credits:* 1.5

*Offering:* Immersion

*Prerequisite(s):* **BMKT 2409 Marketing Management**. Also, either **BMKT 2515 Marketing & Social Media Strategy** or **BMKT 2553 Social Media Strategy**. Note: This course may be taken concurrently with *BMKT 2409 Marketing Management*, *BMKT 2515 Marketing & Social Media Strategy*, and/or *BMKT 2553 Social Media Strategy*.

*Description:*

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

The course will involve a combination of lectures, guest speakers, and hands-on workshops. This course is part of the Digital Marketing Certificate and complements the "Marketing and Social Media Strategy" course.

*Special considerations:*

- Immersion format course to be offered on the following dates:
  - April 8, 1-5pm
  - April 9, 9am-5pm
  - April 10, 9am-5pm
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped *after* the official add/drop period, but *before* the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
  - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.

*Next term likely to be offered:*

- Spring 2017

## **BMKT 2553 SOCIAL MEDIA STRATEGY**

*Credits:* 1.5

*Offering:* Immersion

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

*Description:*

Social media is changing how business is done around the world in almost every industry. How does social media effect your business? This course provides students with a detailed and up-to-date understanding of social media from a business strategy perspective. Through a series of lectures, case studies, and workshops, students learn how to identify opportunities for using social media in a variety of business areas, including marketing, operations, advertising, services, and human resources.

The course takes a broad perspective and considers how social media it can be used successfully for business-to-consumer, business-to-business, and intra-company purposes. A central theme in this course is for students to apply what they learn to their own businesses and industries in order to identify opportunities for strategic, value creating uses of social media in their companies. After taking this course students will see how social media impacts business in many different ways and goes beyond simply using Facebook, Twitter, or other popular social platforms for basic marketing purposes.

*Special considerations:*

- Immersion format course to be offered on the following dates:
  - April 1, 1-5pm
  - April 2, 9am-5pm
  - April 3, 9am-5pm
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped *after* the official add/drop period, but *before* the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
  - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.

*Next term likely to be offered:*

- Spring 2017



## **BMKT 2569: BRAND MANAGEMENT**

*Credits:* 1.5

*Offering:* Spring 1

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

*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

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## 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*.

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

*Credits:* 1.5

*Offering:* Spring 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.

## **BOAH 2423: MANAGING HUMAN CAPITAL**

*Credits:* 3

*Offering:* Full Semester

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

*Description:*

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

*Special considerations:*

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

*Next term likely to be offered:*

- Spring 2017

## **BOAH 2521: STAFFING ORGANIZATIONS**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

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

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

*Special considerations:*

- Prerequisite for BOAH 2522 Compensation

*Next term likely to be offered:*

- Spring 2017

*Recommended follow up courses:*

- BOAH 2522 Compensation

## **BOAH 2522: COMPENSATION**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

## **BOAH 2527: CROSS-CULTURAL DIMENSIONS OF INTERNATIONAL MANAGEMENT**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

How can a leader effectively drive performance within global teams? Clearly the answer to this question draws our attention to a critical issue for organizations. While global teams are a powerful management tool, research suggests that many falter and most experience a great deal of conflict and miscommunication. Global teams also remind us that there is no such thing as one universal leadership style or approach. This course focuses on understanding what it takes for leaders to be effective when managing global teams.

You will gain valuable insight into the challenges and opportunities presented by designing and managing cross-cultural teams. You will also assess your own leadership competence across critical cross-cultural management situations. This course will involve lecture, case analyses and student-led case discussions.

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

Next term likely to be offered:

- Spring 2017

## **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# 21116
    - Feb 12, 1-5pm
    - Feb 13, 9am-5pm
    - Feb 14, 9am-5pm
  - Section 2, ID# 20148
    - April 15, 1-5pm
    - April 16, 9am-5pm
    - April 17, 9am-5pm
- Enrollment is limited and based on degree progress in program.
- Those interested in enrollment should complete the following survey by **Friday, November 13**:  
[https://pitt.co1.qualtrics.com/SE/?SID=SV\\_87YeTiHXIT4Bsp](https://pitt.co1.qualtrics.com/SE/?SID=SV_87YeTiHXIT4Bsp)
  - Course rosters will be determined and communicated to students on **Tuesday, December 1** 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

## **BOAH 2537: CONFLICT RESOLUTION IN THE WORKPLACE**

*Credits:* 1.5

*Offering:* Immersion

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

*Description:*

This course is designed to build on the skills you learned in the prerequisite negotiation course (BOAH 2532 Negotiations, Teamwork and Change) to improve your skills in analyzing and resolving disputes in a variety of settings. Most of the lessons and principles covered in the course are not necessarily specific or unique to business-related or managerial applications, even though that will be the focal setting of study. A basic premise of the course is that while analytic skills are needed to discover optimal solutions to problems, a broad array of conflict management skills are often needed to get these solutions accepted and implemented. The course will allow participants the opportunity to develop these skills experientially, where considerable emphasis will be placed on learning from simulations and case analysis.

*Special considerations:*

- Immersion format course to be offered on the following dates:
  - Jan 15, 1-5pm
  - Jan 16, 9am-5pm
  - Jan 17, 9am-5pm
- Those interested in enrollment should complete the following survey by **Friday, November 13**.  
[https://pitt.co1.qualtrics.com/SE/?SID=SV\\_6WJ3gh7ZQzncUyp](https://pitt.co1.qualtrics.com/SE/?SID=SV_6WJ3gh7ZQzncUyp)
  - Course rosters will be determined and communicated to students on **Tuesday, December 1** 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.

*Next term likely to be offered:*

- Spring 2017

## **BOAH 2551: PROJECT COURSE IN ORGANIZATIONAL LEADERSHIP 1**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

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

*Special considerations:*

- If accepted, please review meeting dates for any possible scheduling conflicts.

*Next term likely to be offered:*

- Spring 2017

*Recommended follow up courses:*

- BOAH 2552 Project Course in Organizational Leadership 2

## **BOAH 2552: PROJECT COURSE IN ORGANIZATIONAL LEADERSHIP 2**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

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

*Special considerations:*

- If accepted, please review meeting dates for any possible scheduling conflicts.

*Next term likely to be offered:*

- Spring 2017

# Operations Management

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## 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.

*Next term likely to be offered:*

- Fall 2016

## **BQOM 2401: STATISTICAL ANALYSIS: UNCERTAINTY, PREDICTION, & QUALITY IMPROVEMENT – MBA 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 required workshop will be held on **December 19; 9:00am-4:00pm; Room 104 Mervis Hall**. 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 – CORE  
REQUIRED COURSE**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

This course provides a foundation in the use of decision technologies for solving complex management problems in a variety of functional areas. Over the past decade, the use of computers and the availability of spread sheet-based software have changed the way businesses analyze and evaluate decision alternatives. This course is a combination of management-science/operations research (MS/OR) and operations management (OM) techniques. The objective of this course is to introduce two major MS/OR methodologies, namely, Linear Programming and Simulation, with emphasis on applications. Other topics covered include: Network models including CPM/PERT, Inventory Models, Queueing Systems and Decision Analysis using decision trees.

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

*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:*

- Summer 2016; again in Spring 2017

**BQOM 2511: REVENUE MANAGEMENT AND PRICING ANALYTICS**

*Credits:* 1.5

*Offering:* Spring 2

*Prerequisite(s):* **BQOM 2401 Statistical Analysis** and **BQOM 2421 Decision Technologies**

*Description:*

Increasingly, due to shortening product life cycles and capital-intensive capacity decisions, companies are being forced to place greater emphasis on managing constrained, but perishable inventory and capacity. In this course, we study quantity and pricing strategies to improve profitability.

The main goals of this course are to provide the insights and tools that will enable students to: (1) be able to identify pricing and revenue opportunities; (2) understand the critical differences among different types of opportunity and the approaches needed to address them; (3) understand key concepts including the impact of constrained capacity, opportunity costs, customer response, demand uncertainty, and market segmentation; and (4) be able to formulate and solve pricing and revenue optimization decisions as constrained optimization problems at the level necessary to estimate potential benefits. The focus of the course will be on imparting a broad understanding and grasp of basic techniques rather than the technical nuances of a particular algorithm.

*Next term likely to be offered:*

- Spring 2017

## **BQOM 2512: ADVANCED DECISION TECHNOLOGIES**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

## **BQOM 2521: DECISION MAKING IN A COMPLEX ENVIRONMENT**

*Credits:* 1.5

*Offering:* Spring 2

*Prerequisite(s):* None

*Description:*

Learn how to make high-impact decisions that are reasoned, defensible, and will lead to having greater success in both making these decisions and in justifying them by individuals and organizations. Most complex decisions involve many interested parties with conflicting interest and objectives and many factors, especially intangible ones like social, environmental and political influences alongside economic ones. All these factors need to be prioritized and integrated under common goals. Such complex decisions have benefits, opportunities, costs and risks that need to be addressed.

How to put this together to make the most effective decision is the object of this class on the Analytic Hierarchy Process (AHP) and its generalization to dependence and feedback, the Analytic Network Process (ANP). The subject provides a new way of thinking about decision problems. Students will be exposed to a variety of applications and will get hands-on practice with the very usable Super Decisions Software that facilitates this way of decision-making. You are urged to bring your own laptop computer to this course and you will receive a copy of the software.

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

*Next term likely to be offered:*

- Fall 2016

*Recommended follow up courses:*

- BQOM 2904 Problem Solving and Creativity

## **BQOM 2523: PROCESS ENGINEERING**

*Credits:* 1.5

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

*Next term likely to be offered:*

- Fall 2016

## **BQOM 2524: PRODUCTION MANAGEMENT AND PROCESS IMPROVEMENT**

*Credits:* 1.5 credits

*Offering:* Spring 2

*Prerequisite(s):* [BQOM 2523 Process Engineering](#)

*Description:*

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

## **BQOM 2546: PROJECT MANAGEMENT FUNDAMENTALS AND ANALYTICS**

*Credits:* 1.5 credits

*Offering:* Spring 2

*Prerequisite(s):* [BQOM 2421 Decision Technologies](#)

*Description:*

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

## **BQOM 2533: GLOBAL SUPPLY CHAIN MANAGEMENT**

*Credits:* 3

*Offering:* Full Semester

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

*Description:*

This course will consider multi-facility supply and demand network management from all three perspectives: operational, tactical and strategic. We will emphasize the creation and maintenance of value in the supply network, an activity critical to the survival of all organizations. Value creation can be accomplished by increasing revenue (e.g., by making the delivery system more flexible and responsive to the customer) and/or by decreasing cost (e.g., by eliminating unnecessary activities, and efficiently managing the others, from the distribution

channel). Topics covered will include those in the shorter version of the course but in more detail. In addition, network design in uncertain situations, inter-organizational partnerships for effective inventory control, and revenue management will be covered. Using real-life case studies and software packages, we will examine these intricacies of supply and demand network management, learning about the underlying tools, methodologies and decision support systems.

*Special considerations:*

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

*Next term likely to be offered:*

- Spring 2016

*Recommended follow up courses:*

- BQOM 2700 Supply/Value Chain Management Project

## **BQOM 2534: STRATEGIC PROCUREMENT AND SOURCING MANAGEMENT**

*Credits:* 1.5

*Offering:* Spring 1

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

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

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

*Next term likely to be offered:*

- Spring 2016

*Recommended follow up courses:*

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

## **BQOM 2700: SUPPLY/VALUE CHAIN MANAGEMENT PROJECT**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

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

*Next term likely to be offered:*

- Spring 2017

# Strategy, Environment, and Organizations

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## 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 2316: BUSINESS LAW**

*Credits:* 3

*Offering:* Full Semester

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

*Description:*

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

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

*Special considerations:*

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

*Next term likely to be offered:*

- Spring 2017

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

*Credits:* 1.5

*Offering:* Spring 2

*Prerequisite(s):* None

*Description:*

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

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

*Next term likely to be offered:*

- Summer 2016; again in Spring 2017

## **BSEO 2500: COMMERCIALIZING UNIVERSITY TECHNOLOGIES**

*Credits:* 3

*Offering:* Full Semester

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

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

*Description:*

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

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

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

*Special considerations:*

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

*Next term likely to be offered:*

- Spring 2017

*Recommended follow up courses:*

- BSPP 2111 Commercializing New Technologies

## **BSEO 2511: MANAGEMENT OF STRATEGIC ALLIANCES 1**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

Strategic alliances and cooperative relationships between two or more firms are rapidly becoming a common feature of the 21<sup>st</sup> century competitive environment. The purpose of this course, therefore, is to examine the nature of both domestic and international alliances, the reasons behind their formation and the issues related to their management.

The topics covered in the course include conceptual frameworks, the nature of the contract, management and performance of the alliance, transfer of technology and information, and organizational learning.

*Next term likely to be offered:*

- Spring 2017

### **BSEO 2525: COMPETITIVE INTELLIGENCE**

*Credits:* 1.5

*Offering:* Spring 2

*Prerequisite(s):* None

*Description:*

Competitive Intelligence is a process, product and most importantly philosophy. An effective competitive intelligence program (CIP) is one of the foundations on which strategies and tactics are built, assessed and modified. A CIP can be defined as a formalized, yet continuously evolving process by which a management team assesses the evolution of its industry and the capabilities and behavior of its current and potential competitors to assist in maintaining or developing a competitive advantage. This course focuses on how to design a CIP and produce actionable intelligence based on my Intelligence Driven Strategy framework. The methods of intelligence collection, analysis, dissemination, and counterintelligence are framed within a global context. The course is particularly relevant for students interested in the areas of strategic planning, marketing, MIS, international business and finance; although everyone is welcome.

### **BSEO 2531: ENTREPRENEURSHIP AND NEW VENTURE INITIATION**

*Credits:* 3

*Offering:* Full Semester

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

*Description:*

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

There are multiple objectives for the Entrepreneurship elective, including:

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

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

*Next term likely to be offered:*

- Fall 2016



## **BSEO 2538: STRATEGIC LEADERSHIP**

*Credits:* 1.5

*Offering:* Spring 2

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

*Description:*

This course deals with the particular challenges of leading the firm at the senior executive level. Such challenges include development and implementation of corporate vision, values, and goals; organizational design and change management; working with a board of directors, shareholders and the media; and crisis management.

This course will provide students with the tools needed to help an organization cope with difficult economic times while also moving it forward in a dramatic fashion. In addition, students will learn important concepts that differentiate average organizations from those that are truly exceptional. These issues will be addressed through cases, class discussion and experiential group work. Active participation is encouraged, expected, and rewarded. To the degree possible, we will have live or Skype involvement with one or two C-level guests.

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

*Special Considerations:*

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

*Next term likely to be offered:*

- Spring 2016

## **BSEO 2553: STRATEGIC MANAGEMENT OF ACQUISITION & DIVESTMENT**

*Credits:* 1.5

*Offering:* Spring 1

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

*Description:*

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

*Next term likely to be offered:*

- Summer 2016; again in Spring 2017

## **BSPP 2409: STRATEGIC MANAGEMENT – CORE REQUIRED COURSE**

*Credits:* 1.5

*Offering:* Spring 1

*Prerequisite(s):* **BACC 2401 Financial Accounting** and **BECN 2401 Economic Analysis**. In addition, all students must have completed either **BMKT 2409/2411 Marketing Management** or **BFIN 2409 Financial Management 1/BFIN 2006 Financial Management**. It is strongly recommended that students complete all of the aforementioned courses prior to enrollment into this course. It is also desirable to have completed **BOAH 2401/2409 Organizational Behavior** prior to enrollment.

*Description:*

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

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

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

*Special considerations:*

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

*Next term likely to be offered:*

- Spring 2017

## **BENV 2115: MARKET MANIPULATIONS**

*Credits:* 3

*Offering:* Immersion

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

*Description:*

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

After discussing what factors facilitated the Great Recession that began in 2008, we begin with an examination of the nature of a market, its limitations or “failures,” the “market levers” that can be manipulated to influence market behaviors, and the types of market manipulations commonly observed, such as speculative events like bubbles or scams like Ponzi schemes. We then examine the evolution of the business firm and how the institutions of the firm and its environment evolved as mechanisms to manage risks, including a look at what I have termed the Landa problem.

Next we examine what Mark Twain called the “Gilded Age,” looking at the construction of the transcontinental railroad and the Credit Mobilier scandal, and then examining and comparing the business entrepreneurship of Andrew Carnegie, John D. Rockefeller, and George Westinghouse. We will look at the Homestead Steel Strike in detail (associated with Carnegie and Frick) and compare it to the Ludlow Massacre (associated with a company owned by John D. Rockefeller, Jr.). We then review and compare a succession of panics in American business history – those associated with 1837, 1857, 1869, 1873, 1893/5, and 1907.

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

Special considerations:

- Immersion format course to take place over two separate weekends on the following dates:
  - Feb 5, 1-5pm
  - Feb 6, 9am-5pm
  - Feb 7, 9am-5pm
  - Feb 19, 1-5pm
  - Feb 20, 9am-5pm
  - Feb 21, 9am-5pm
- Students should register for this course by **Wednesday, December 30** in order to receive communications and reading assignments from the course instructor.
- Students should check their Pitt email accounts (including the spam filter) beginning about five weeks prior to the first meeting weekend. All communications, including the syllabi and additional readings, will be sent via Pitt email; Courseweb will not be utilized.
- Course preparation expectations:
  - Students are expected to have read four (4) books and some articles in advance to the first class meeting.
  - In addition to reading assignments for the second meeting weekend, students who elect to pursue a research paper can expect to be working on the paper between the class meeting weekends.

*Next term likely to be offered:*

- Spring 2017

# Business Language Courses

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## VARYING LANGUAGE COURSES

*Credits:* 1.5

*Offering:* Full Semester

*Prerequisite(s):* **Students must contact Jacqueline Saslawski with language interest by October 23, 2015**

*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](mailto:jsaslawski@katz.pitt.edu), 412-648-1559, or stop by at 224 Mervis Hall.

**Students should contact Ms. Saslawski by October 23, 2015 with their interest.**

*Next term likely to be offered:*

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

# *Independent Study Coursework*

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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**
- BHRM 2060: INDEPENDENT STUDY IN HUMAN RESOURCE MANAGEMENT**
- 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**
- 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*

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

## **BENV 2115: MARKET MANIPULATIONS**

*Credits:* 3

*Meeting dates:*

- Feb 5, 1-5pm
- Feb 6, 9am-5pm
- Feb 7, 9am-5pm
- Feb 19, 1-5pm
- Feb 20, 9am-5pm
- Feb 21, 9am-5pm

## **BFIN 2043: INTERNATIONAL FINANCIAL MANAGEMENT**

*Credits:* 3

*Meeting dates:*

- March 18, 1-5pm
- March 19, 9am-5pm
- March 20, 9am-5pm
- April 1, 1-5pm
- April 2, 9am-5pm
- April 3, 9am-5pm

## **BMKT 2551: DIGITAL AND SOCIAL MEDIA ANALYTICS**

*Credits:* 1.5

*Meeting dates:*

- April 8, 1-5pm
- April 9, 9am-5pm
- April 10, 9am-5pm

## **BMKT 2553: SOCIAL MEDIA STRATEGY**

*Credits:* 1.5

*Meeting dates:*

- April 1, 1-5pm
- April 2, 9am-5pm
- April 3, 9am-5pm

**BOAH 2532: NEGOTIATIONS**

*Credits:* 1.5

*Meeting dates:*

- Section 1
  - Feb 12, 1-5pm
  - Feb 13, 9am-5pm
  - Feb 14, 9am-5pm
- Section 2
  - April 15, 1-5pm
  - April 16, 9am-5pm
  - April 17, 9am-5pm

**BOAH 2537: CONFLICT RESOLUTION**

*Credits:* 1.5

*Meeting dates:*

- Jan, 15 1-5pm
- Jan 16, 9am-5pm
- Jan 17, 9am-5pm