



MBA & Specialized Masters Programs

Course Abstracts

KATZ

UNIVERSITY OF PITTSBURGH
JOSEPH M. KATZ
GRADUATE SCHOOL
OF BUSINESS

MBA & SPECIALIZED MASTERS COURSE ABSTRACTS

FALL 2018 SEMESTER (UNIVERSITY TERM 2191)

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

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ENROLLMENT AND REGISTRATION

Q: “When can I register for classes?”

Enrollment Appointment Dates

First year, first semester full-time (MBA and Specialized Masters) students will be registered for classes by their academic advisors. All other students will be assigned enrollment appointment dates and times by the university. The Enrollment Appointment is the day and time when a student can begin enrolling. Once a student’s enrollment appointment begins, adding, dropping, or editing classes can be done until the end of the add/drop period.

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

For more detailed information, you can reference the can be referenced on the [‘Enrollment’ section](#) of the University Registrar’s website. Please know that Katz follows its own [academic calendar](#) with a more accommodating add/drop period. Katz students are not required to meet with advisor prior to registration.

Q: “How do I register for classes?”

Course Offerings and Registration

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

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

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

Waitlisting and Course Swap Enrollment Features

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

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

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

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

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

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

New Professional MBA Students – First-Year of Study Recommendations

If you are new to the Professional MBA program, and have questions about what courses to take to get started, please reference the [Professional MBA Program Overview – First-Year Recommendations](#) document. This document will provide students with a list of courses that should be strongly considered in the first year of study, or the first three (3) academic terms in the program. A survey will be communicated to new Professional MBA students by the MBA office to aid in course selection. You will then be registered for courses by your academic advisor.

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

Professional MBA students taking a full-time course load

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

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

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

Conversely, students must be enrolled at least “half-time” in a degree or certificate program at the University of Pittsburgh in order to be eligible for [financial aid consideration](#). Per the university, half-time enrollment is defined a minimum of **4.5** credits per term for graduate students. If you receive financial aid, please be sure that you will be able to maintain half-time status if/when you drop a course or courses from your schedule.

Q: “What elective courses should I take?”

Recommended Courses by Concentration/Area of Interest

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

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

KATZ SEMESTER SYSTEM AND ACADEMIC RECOMMENDATIONS

Full-semester and Half-semester Courses

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

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

Fall 2/Spring 2 Course Adds and Drops

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

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

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

IMPORTANT DISCLAIMERS

Course Syllabi

Please be advised that course syllabi can be acquired from the corresponding faculty member.

Projected 'Next term' offering

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

FALL 2018 COURSE ABSTRACTS

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

This information can be found under the “*Special Considerations*” section of the course information.

Some Professional MBA courses are offered in a blended, online format. Where applicable, additional information is provided.

Accounting

Considerations:

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

BACC 2254: ADVANCED FINANCIAL ACCOUNTING (MS in Accounting course)

Credits: 3

Offering: Full Semester

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** with a grade of B+ or better. Also, must have completed **BACC 2510 and BACC 2511 MBA Intermediate Financial Reporting and Analysis 1 and 2** (1.5 credits each) with a grade of B or better in both courses. If prerequisites are met, contact academic advisor to request enrollment availability. **Please note: this course will follow the official University academic calendar for fall term breaks.**

Description:

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

Special considerations:

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

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

Credits: 3

Offering: Full Semester

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** with a grade of B+ or better. If prerequisite is met, contact academic advisor to request enrollment availability. Due to content overlap, students cannot enroll into this course if they have previously taken **BACC 2528 Managerial Accounting**, nor may they enroll into this course concurrently with **BACC 2528 Managerial Accounting**. **Please note: this course will follow the official University academic calendar.**

Description:

This course offers an in-depth study of using managerial accounting information for both operational and strategic decision-making purposes. Specifically, managerial accounting information serves two important roles in an organization:

(1) a decision-facilitating role, in which information is used to help employees make “better” decisions, and (2) a decision-influencing role, in which information is used to motivate employees to make “desirable” decisions. Both of these roles will be examined in this course through several topics, including cost- volume-profit analysis, activity-based costing, transfer pricing, budgeting, variance analysis, performance measurement, and performance-based pay.

Special considerations:

- Due to content overlap, students cannot enroll into this course if they have previously taken BACC 2528 Managerial Accounting, nor may they enroll into this course concurrently with BACC 2528 Managerial Accounting.
- Course is primarily reserved for MS in Accounting students and therefore has limited MBA seating.
- This course will follow the official University academic calendar for fall term breaks. Please be sure to reference course syllabus for scheduled meeting times throughout the semester.

BACC 2401: FINANCIAL ACCOUNTING – MBA CORE REQUIRED COURSE

Credits: 3

Offering: Full Semester

Description:

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

Special considerations:

- Prerequisite for core required course BSPP 2409 Strategic Management
- Class Sections **13583** and **13594** are restricted to first year, full-time students
- Class Section **22283** is restricted to Professional MBA students
- **Full-time Accounting Workshop will be held during Orientation**
- The optional **Professional MBA Math Workshop will be held: August 20th and August 22nd, 5:30-8:30pm**

Next term likely to be offered:

- Spring 2019; PT MBA core required courses offered every semester

BACC 2525: FINANCIAL STATEMENT ANALYSIS (MS in Accounting course)

Credits: 3

Offering: Full Semester

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** with a grade of B+ or better. Also, must have completed **BACC 2510 and BACC 2511 MBA Intermediate Financial Reporting and Analysis 1 and 2** (1.5 credits each) with a grade of B or better. If prerequisites are met, contact academic advisor to request enrollment availability. **Please note: this course will follow the official University academic calendar for fall term breaks.**

Description:

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

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

Special considerations:

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

BACC 2559: INDIVIDUAL TAX ACCOUNTING AND PLANNING

Credits: 3

Offering: Full Semester

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** or comparable graduate course with a grade of B+ or better. **Please note: this course will follow the official University academic calendar.**

Description:

This course focuses on individual tax return preparation and planning. Students will learn how to calculate the taxes associated with a variety of personal, investment, property, and sole-proprietorship transactions. Concepts will be reinforced through the preparation of actual tax returns that reflect different combinations of such transactions. Students will develop tax planning skills by considering how various transactions can be restructured to minimize the current or future tax liability.

Special considerations:

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

BECN 2019: ECONOMICS OF INTERNATIONAL BUSINESS

Credits: 3

Offering: Full Semester

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

Description:

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

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.

Descriptions:

In-Class Section:

The 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 including perfect competition, monopoly, monopolistic competition and oligopoly. In addition, it examines how different pricing strategies can be used to increase profits.

Additional Information for Blended Section:

This course covers the same materials as the regular face-to-face sections with a mix of face-to-face, synchronous and asynchronous classes.

Special considerations:

- Although the Business Math workshop is not required, it is highly recommended for students registered for this course.
 - **Full-time Math Workshop will be held during orientation**
 - **Part-time Math Workshop: August 20th and August 22nd, 5:30-8:30pm**
- Prerequisite for certain BECN economics elective courses
- Prerequisite for core required course **BSPP 2409 Strategic Management**
- Class Sections **13585** and **13586** are restricted to first year, full-time students
- Class Section **19940** (blended section) is restricted to Professional MBA students
 - Blended format course to take place on the following dates:
 - Aug 29 6:20-9:20pm
 - Oct 3 6:20-9:20pm

- Dec 12 6:20-9:20pm

Next term likely to be offered:

- Spring 2019; PT MBA core required courses offered every semester

BECN 2509: GLOBAL MACROECONOMICS 1

Credits: 1.5

Offering: Fall 1

Prerequisite(s): None

Description:

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

Special considerations:

- Prerequisite course for BECN 2510 Global Macroeconomics 2

BECN 2510: GLOBAL MACROECONOMICS 2

Credits: 1.5

Offering: Fall 2

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

Description:

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

Finance

Considerations:

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

BFIN 2031: CREATING VALUE THROUGH RESTRUCTURING

Credits: 1.5

Offering: Fall 2

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

Description:

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

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.

Special considerations:

- Prerequisite for *BFIN 2068 Markets And Trading*
- Prerequisite for *BFIN 2555: Practicum In Portfolio Management & Security Analysis*

BFIN 2145: FINANCIAL MODELING

Credits: 3

Offering: Full Semester

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

Description:

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

BFIN 2409: FINANCIAL MANAGEMENT 1 – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 1

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

Description:

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

Special considerations:

- Attendance at the Financial Management I: Workshop on Time Value of Money is required as a part of this course. Registration for the workshop is not required as the course instructor will have a roster of registered students for the course.
 - **Full-time Time Value of Money Workshop will be held during orientation**
 - **Part-time Time Value of Money Workshop will be held: August 25th, 9am-4pm**
- Prerequisite for BFIN finance elective courses
- Prerequisite for BFIN 2410 Financial Management 2
- Prerequisite for core required course BSPP 2409 Strategic Management
- Prerequisite for BSEO 2531 Entrepreneurship and New Venture Initiation
- Class Sections **19814, 19815, and 22965** are restricted to first year, full-time students
- Class Section **19805** (blended section) is restricted to Professional MBA students
 - Blended format course to take place on the following dates:
 - Aug 30 6:20-9:20pm
 - Oct 18 6:20-9:20pm
 - Optional one-hour recitations held on Saturday mornings. Specific times will be announced by faculty

Recommended follow up courses:

- BFIN 2410 Financial Management 2

Next term likely to be offered:

- Spring 2019; MBA core required courses offered every semester

BFIN 2410: FINANCIAL MANAGEMENT 2

Credits: 1.5

Offering: Fall 2

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

Description:

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

Special considerations:

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

Next term likely to be offered:

- Spring 2019

BFIN 2555: PRACTICUM IN PORTFOLIO MANAGEMENT & SECURITY ANALYSIS

Credits: 3

Offering: Full Semester

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

Description:

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

Special considerations:

- An application process is required to gain enrollment permission; please see your academic advisor for obtaining permission to enroll.
- Two-semester course taking place over the fall and spring semesters in a given academic year.
- First-year students interested in this course should complete *BFIN 2030 Valuation 1* during the Spring 2019 semester in order to prepare for the next offering of this practicum course.

Interdisciplinary

BIND 2024: CONSULTING FIELD PROJECT

Credits: 3

Offering: Mandatory weekend meetings

Prerequisite(s): **BACC 2401 Financial Accounting**. Students must provide 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.

Special considerations:

- Prior to enrollment in the course, students must email Prof. Bud Smith (budsmith@katz.pitt.edu) by **Friday, April 27th** with their resume and a brief statement of career interest. Based on this information, and client needs, student teams are assembled prior to the beginning of term. This way, students begin working with their team and their client immediately.
- **Please keep in mind that emailing the instructor does not equal registration for the course. You will still need to register along with your other courses.**
- Please note that attendance is required for all events.
 - **September 6: Student Orientation** – overview of the course, logistics, and schedule. 5:30-6:15pm, Mervis 115
 - **September 8: 1st Consulting Workshop**, 10am to noon, Mervis 104
 - On or during the week of **September 10th** (Monday), all clients and teams will hold their initial meeting. Meetings are generally held at the client's site but may be held at Katz if agreed. The initial meeting date, time and location must be confirmed with client executive and faculty advisor.
 - **September 15: 2nd Consulting Workshop**. 10am to noon, Mervis 104
 - **September 22: 3rd Consulting Workshop**. 10am to noon, Mervis 104
 - **October 6: 4th Consulting Workshop**, 10 am to noon, Mervis 104
 - **November 10: 5th Consulting Workshop**, 10 am to noon, Mervis 104
 - **December 1: 6th Consulting Workshop**, 10 am to noon, Mervis 104
 - **December 7: The McKinsey Cup competition**, 8am-3pm, Mervis 104, 115, & 117

Clients for Fall 2018 term. Please note there will be at least 7 clients from the 10 listed below. Scope of project still being determined as of publication:




Client Logo	Client Name
	<p>American Textile</p>
	<p>Argonne National Laboratories</p>
	<p>Armada</p>
	<p>BNY Mellon</p>
	<p>Covestro</p>
	<p>Philips Healthcare</p>
	<p>Dicks Sporting Goods</p>

	FedEx Supply Chain
	Fraport USA
	PNC

**Given the nature of client projects, focus and area can change over the course of the semester. For example, a recent project began as a marketing problem, but ended up as an issue with quality control and manufacturing. This is part of the nature of consulting.*

Global Consulting Projects**

Clients for Fall 2018 term. Please note there will be 1-2 clients from 3 clients listed below. Scope of project still being determined as publication. **Application/Department consent required to enroll.**

Client Logo	Client Name
	Matthews International
	MSA (Mine Safety)
	PPG

**Given the nature of client projects, focus and area can change over the course of the semester. For example, a recent project began as a marketing problem, but ended up as an issue with quality control and manufacturing. This is part of the nature of consulting.*

***This section of CFP will take place over the Fall II and Spring 1 terms to enable student travel over semester holidays. Students are advised that each section will be 1.5 credits and must be taken together. Meeting dates are TBD as of publication. Students will be selected by a committee to apply.*

Next term likely to be offered:

- Spring 2019

BIND 2200: INTEGRATED PROJECT – MBA/MS IN ENGINEERING

Credits: 1.5

Offering: Independent project-based coursework

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

Description:

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

BIND 2444: MANAGEMENT SIMULATION – MBA CORE REQUIRED COURSE

Credits: 3

Offering: Full Semester

Prerequisite(s):

- Completion of 18 or more total credits
- Completion of **BACC 2401 Financial Accounting, BQOM 2401 Statistical Analysis, BFIN 2409 Financial Management 1, and BMKT 2409 Marketing Management**
- Completion of BSPP 2409 Strategic Management is **strongly encouraged** but not required
- **The Professional MBA section of this course is a blended format and only meets on campus a limited number of times.**
- See 'Special considerations' section below for important information

Description:

In-Class Section:

The Management Simulation is an applied strategic management and general management course where instructor assigned teams of students manage a computer-simulated company for 9 fiscal years acting as the executive management team of a multi-national manufacturing company. Katz students compete against students from other teams as they try to add value to their companies. The executive management teams report to a real external board of directors, who provide approvals and feedback during the simulation. There will be three 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 Management Simulation Capstone course is designed to give students a realistic assignment as an executive in a simulated athletic footwear company. This is an Experienced based Learning (EBL) course where they will prepare for the assignment, do the assignment and receive feedback throughout the course. There are two primary objectives are to further develop academic and professional development skills.

The class is placed near the end of the curriculum and is intended to provide an illustration of how to apply the tools acquired in other classes in a complex international business environment. A 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, collaborative and effective ways as students prepare to face these situations after graduation.

Additional Information for Blended Section:

In person sessions include the first class as well as two of the three board meetings. The rest of the sessions (team meetings, individual meetings and the third board meeting) will be held remotely and all the material will be provided online.

Special considerations:

- 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. Therefore, we need to develop a unique drop/add policy for the course. **Typically, no one should drop or add the course after the week prior to the beginning of the term.** Only the instructor, under special circumstances, can approve an exception to this rule.
- Class Section **22946** is restricted to full-time students
- Class Section **22226** is restricted to Professional MBA students

Next term likely to be offered:

- Spring 2019; PT MBA core courses offered every semester

BIND 2600: MIB PRACTICUM COURSE

Credits: 3

Offering: Independent practicum-based coursework

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

Description:

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

BIND 2602: CPT INTERNSHIP PRACTICUM

Credits: 1

Offering: Independent practicum-based coursework

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

Description:

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

BIND 2700: MIB INTERNSHIP SEMINAR

Credits: 3

Offering: Independent research-based coursework

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

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

Information Systems and Technology Management

BMIS 2034: INFORMATION TECHNOLOGY GOVERNANCE

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

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

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

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

BMIS 2053: HUMAN FACTORS IN INFORMATION SYSTEMS DESIGN

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

While many organizations have outsourced the design of production systems, there is still a need to provide specifications for those systems. In addition, the recent internet and e-commerce explosion has created an even wider need to design corporate web sites. Organizational practices must exist to make sure designers and developers take into account what we know about human factors engineering. This course focuses on how to gather requirements, achieve a usable first draft, and test and improve that draft. Four individual assignments will address future technologies, assessments of users' difficulties in understanding systems, and designs of screen layouts and icons. A course-long four-part project will include (1) informal identification of a "bad site" (individual), (2) rough proposal to fix the site (individual), (3) formal data collection on the current site (group), and (4) formal data collection on your proposed improvements (group). A final group presentation will be a persuasive presentation for management to adopt your proposal, integrating the four steps listed above. The course is intended for anyone with special interest in, and appreciation for usability, and will be especially useful for those who will provide input to design teams, manage projects, or develop systems.

BMIS 2056: MANAGEMENT OF INFORMATION SYSTEMS PRACTICUM

Credits: 3

Offering: Full Semester

Prerequisite(s): None. Intended for **MBA/MS-MIS students only**.

Description:

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

BMIS 2074: STRATEGIC INFORMATION TECHNOLOGY IN GLOBAL SUPPLY CHAINS

Credits: 1.5

Offering: Fall 2, blended

Prerequisite(s): None

Description:

In managing business, many companies have implemented Enterprise Resource Planning (ERP) software systems to automate and integrate Supply Chain Management (SCM) processes. ERP systems provide a competitive advantage for a company by allowing the management of different functions and processes in one single corporate information system, providing access to real-time data within the company, and enabling greater business agility.

This blended onground/online course examines the advantages and complexities of ERP software within the context of global SCM, and demonstrates how the system can improve processes and streamline operations. To facilitate experience-based learning, this course includes not only interactive labs that demonstrate key enterprise system principles, but also hands-on work in the SAP ERP system, the world leader in ERP business solutions.

The first, and last, class sessions occur onground during the weekend; with the intervening session offered asynchronously online. The first onground session introduces business processes through interactive labs, classroom simulations, and instructor lectures. The students will also download and install the SAP Graphical User Interface (GUI), and complete their first hands-on SAP assignment.

The asynchronous online sessions begin with a SCM~ERP framework, and then progress through four fundamental SCM processes: planning, procurement (buy), production (make), and fulfillment (sell). For each process domain, the financial impact of the operations are discussed, and the students experience the processes through hands-on assignments in the SAP system.

The last onground session is devoted to execution of an ERP simulation where teams of students utilize the SAP software to run a simulated company. The simulation proceeds in three increasingly complex rounds that culminate with a full SCM lifecycle of planning, procurement, manufacturing, and sales. The cost of the ERP simulation software is approximately \$50 per student.

In conclusion, students who successfully complete this blended onground/online course will have strong theoretical knowledge of ERP systems in SCM augmented by practical, hands-on, experiential learning activities.

Special considerations:

- Blended format course. On-campus meetings to take place on the following dates:
 - Sunday, Oct 21 1-5:30pm
 - Sunday, Dec 2, 1-5:30pm
 - Sunday, Dec 9, 1-5:30pm

BMIS 2409: INFORMATION SYSTEMS – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 2

Prerequisite(s): None

Description:

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

Special considerations:

- Prerequisite for certain BMIS information systems elective courses
- Blended format course. On-campus meetings to take place on the following dates:
 - Oct 25, 6:20-9:20pm
 - Dec 12, 6:20-9:20pm

Next term likely to be offered:

- Spring 2019; PT MBA core required courses offered every term

BMIS 2526: DATA PROGRAMMING WITH R

Credits: 3

Offering: Full Semester; blended

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

Description:

Data science skills are highly valued in the job market and most businesses are heavily investing to develop their analytics capabilities. This course adopts an experience-based learning approach and introduces the practice of data science to Katz graduate students. The course will emphasize the acquisition of skills such as (1) the use of a programming language (R, Python, etc.) to assemble, clean, and analyze data sets, (2) analytical and text-processing procedures for answering business questions, and (3) visualization and presentation of data-driven results for evaluation of business goals. The primary mode of learning will be through hands-on exercises involving real-world data used to make business decisions. For example, students will make use of the datasets and scripts used in data science competitions (e.g., Kaggle). Although no prior programming experience is required to enroll in the course, students should expect intensive out-of-class readings and practice sessions to get the most out of this course.

Special considerations:

- Blended format course. On-campus meetings to take place on the following dates:
 - Aug 30, 6:20-9:20pm
 - Dec 13, 6:20-9:20pm

Next term likely to be offered:

- Spring 2019

BMIS 2542: DATA PROGRAMMING WITH PYTHON

Credits: 3

Offering: Full Semester

Prerequisite(s): **BQOM 2401 Statistical Analysis** (may be taken concurrently)

Description:

This course introduced basic data science concepts behind turning data into actionable insights and knowledge. In addition, the course will emphasize the development of necessary programming skills needed for doing data science. Students will learn and use the Python programming language along with a focus on learning applied statistical inference, machine learning, data visualization, text analysis, and social network analysis techniques. The course takes a hands-on approach and no prior programming experience is expected. This is a required course for students interested in pursuing the Katz Data Science specialization.

Special Considerations:

- Prerequisite for **BMIS 2526 Practical Data Science**

Next term likely to be offered:

- Spring 2019

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.

Special considerations:

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

BMIS 2588: DATABASE MANAGEMENT

Credits: 3

Offering: Full Semester

Prerequisite(s): None

Description:

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

Next term likely to be offered:

- Spring 2019

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:

- Fall 2019

Marketing

BMKT 2031: MARKETING RESEARCH

Credits: 3

Offering: Full Semester

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

Description:

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

BMKT 2409: MARKETING MANAGEMENT – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 2

Prerequisite(s): None

Description:

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

Special considerations:

- Prerequisite for BMKT marketing elective courses
- Prerequisite for core required course BSPP 2409 Strategic Management
- Class Sections **19816** and **19817** are restricted to first year, full-time students
- Class Sections **19806** and **29269** are restricted to Professional MBA students

Next term likely to be offered:

- Spring 2019; MBA core required courses offered every semester

BMKT 2522: SALES MANAGEMENT

Credits: 1.5

Offering: Fall 2

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

Description:

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

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

BMKT 2528: ADVERTISING

Credits: 1.5

Offering: Immersion, dates listed below

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

Description:

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

Special considerations:

- Immersion format course to take place on the following dates:
 - Sept 21, 1-5pm
 - Sept 22, 9am-5pm
 - Oct 6, 9am-5pm

Next term likely to be offered:

- Summer 2019

BMKT 2530: SERVICES MARKETING: STRATEGIES AND TACTICS

Credits: 1.5

Offering: Immersion, dates listed below

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

Description:

The service sector has increased dramatically in importance over the last decade, where it now accounts for more than half of the economy by income and jobs. Deregulation of services, growing competition, fluctuations in demand and the application of new technologies are presenting considerable challenge to service companies. Banks, insurance companies, airlines, retailer telecommunication companies as well as professional service firms such as accountants and lawyers, need new approaches to address the challenge.

The non-profit sector, government and newly privatized utilities are increasingly aware of the need to improve their performance. The intention of the course is to provide a managerial framework of services marketing for managers and students with an interest in the services sector. Its focus is primarily on service businesses but much of it is relevant to services in manufacturing businesses.

Special considerations:

- Immersion format course to take place on the following dates:
 - Oct 26, 1-5pm
 - Oct 27, 9am-5pm
 - Nov 17 9am-5pm

BMKT 2532 PRICING STRATEGIES AND TACTICS

Credits: 1.5

Offering: Fall 2

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

Description:

The 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 2019

BMKT 2533: BUSINESS TO BUSINESS

Credits: 1.5

Offering: Fall 1

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

Description:

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

Next term likely to be offered:

- Summer 2019

BMKT 2544: SHOPPER ANALYTICS

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.

Next term likely to be offered:

- Fall 2019

BMKT 2569: BRAND MANAGEMENT

Credits: 1.5

Offering: Fall 2

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

Description:

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

Course objectives:

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

Organizational Behavior and Human Resources Management

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

Credits: 1.5

Offering: Fall 1

Prerequisite(s): None

Description:

In-Class Section:

The effective management of people is a critical component of organizational competitiveness. This course addresses problems and issues concerning leadership, interpersonal effectiveness, team dynamics 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, motivation and influence, and organizational culture.

Special considerations:

- Prerequisite for certain BOAH organizational behavior elective courses
- Recommended to complete prior to enrollment in core required course **BSPP 2409**
- Class Sections **19811** and **19812** are restricted to first year, full-time students
- Class Section **19813** is restricted to Professional MBA students

Next term likely to be offered:

- Spring 2019; MBA core required courses offered every semester

BOAH 2421: HUMAN RESOURCES FOR COMPETITIVE ADVANTAGE

Credits: 1.5

Offering: Fall 1

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

Description:

This course examines the design and use of organizational human resources systems to achieve market advantage. Emphasis is placed on exploring the decisions managers must make to obtain an appropriate number of qualified employees and to motivate them to achieve organizational competitive objectives. Participants examine the influences of changing technologies, public policy directives and international competitive requirements as they affect decisions relating to staffing, compensation, employee relations and human resource development.

Special considerations:

- Blended format course. On-campus meetings to take place on the following dates:
 - Aug 30 6:20-9:20pm
 - Oct 18 6:20-9:20pm

BOAH 2532: NEGOTIATIONS, TEAMWORK, AND CHANGE 1

Credits: 1.5

Offering: Immersion; dates listed below

Prerequisite(s): **BOAH 2409 Organizational Behavior**. See 'Special considerations' section for enrollment information.

Description:

This is the first half of a two-part course on negotiations, teamwork, and change. This course will introduce you to effective techniques for negotiating and collaborative decision making in dyads, as well as in groups. It will further cover the methods for negotiating, facilitating, and leading change in organizational contexts. This is an experiential course and you will be involved directly in negotiating, leveraging team dynamics, and facilitating change in a range of contexts. These experiences will involve a host of tangible and not-so-tangible outcomes, ranging from monetary terms and conditions to matters of goodwill, trust, and information-sharing.

Because this is an experiential course involving collaborative exercises, class attendance is critical and students must commit to attend all parts of the course to obtain course credit.

Special considerations:

- Immersion-format course. This course will be offered on the following dates:
 - Section 1, ID# 17536
 - Sept 7, 1-5pm
 - Sept 8, 9am-5pm
 - Sept 9, 9am-5pm
 - Section 2, ID# 19925
 - Sept 14, 1-5pm
 - Sept 15, 9am-5pm
 - Sept 16, 9am-5pm
- Enrollment is limited and based on degree progress in program.
Those interested in enrollment should complete the following survey by **Monday, April 16th**.
[Course Enrollment Survey](#)
- Course rosters will be determined and communicated to students based on survey results.
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped after the official add/drop period, but before the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
 - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.
- Students must bring the following materials to the first class meeting:
 - A 3-ring binder for materials that will be distributed in class
 - A nominal fee is associated with this course for copyright materials. Checks made payable to the University of Pittsburgh will be collected in class.
- Prerequisite for **BOAH 2537 Conflict Resolution in the Workplace**

Next term likely to be offered:

- Spring 2019

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:

- Meeting dates are as follows:
 - Nov 2, 1-5pm
 - Nov 3, 9am-5pm
 - Nov 4, 9am-5pm
- Those interested in enrollment should complete the following survey by **Monday, April 16th**.
[Course Enrollment Survey](#)
- Course rosters will be determined and communicated to students 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 2019

Operations Management

BQOM 2139: SIX SIGMA THEORY AND PRACTICE

Credits: 3

Offering: Full Semester

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

Description:

This course has been designed to provide the student with:

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

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

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

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

Next term likely to be offered:

- Spring 2019

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 optional **Professional MBA Math Workshop: August 22nd and August 23rd 5:30-8:30pm.**
- Prerequisite for BQOM operations elective courses
- Prerequisite for BFIN Financial Management 1 core required course
- Prerequisite for BMKT 2031 Marketing Research
- Class Sections **13592 and 13601** are restricted to first year, full-time students
- Class Section **13593** is restricted to Professional MBA students
 - On-campus meetings to take place on the following dates:
 - Aug 28, 6:20-9:20pm
 - Dec 11, 6:20-9:20pm
 - Optional one-hour recitations held on Saturday mornings. Specific times will be announced by faculty

Next term likely to be offered:

- Spring 2019

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

Credits: 1.5

Offering: Fall 1

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

Description:

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

Special considerations:

- Blended course
 - On-campus meetings to take place on the following dates:
 - Aug 28, 6:20-9:20pm
 - Oct 16, 6:20-9:20pm
- 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
- Optional one-hour recitations held on Saturday mornings. Specific times will be announced by faculty

Next term likely to be offered:

- Spring 2019

BQOM 2521: DECISION MAKING IN A COMPLEX ENVIRONMENT

Credits: 1.5

Offering: Fall 1

Prerequisite(s): None

Description:

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

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

Next term likely to be offered:

- Spring 2019

BQOM 2523: PROCESS ENGINEERING

Credits: 1.5

Offering: Fall 1

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

Description:

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

Next term likely to be offered:

- Fall 2019

BQOM 2524: PRODUCTION MANAGEMENT AND PROCESS IMPROVEMENT

Credits: 1.5 credits

Offering: Immersion; dates listed below.

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

Description:

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

Special Considerations:

- Immersion-format course. This course will be offered on the following dates:
 - Section 1, ID# 29128
 - Nov 2, 1-5pm
 - Nov 3, 9am-5pm
 - Nov 4, 9am-5pm

Next term likely to be offered:

- Fall 2019

BQOM 2537: FORECASTING

Credits: 1.5

Offering: Fall 1

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

Description:

This is a short course in forecasting methodologies and their applications in business. This course will cover traditional forecasting methodologies along with an overview of the state-of-the-art of forecasting with methodologies ranging from judgmental to statistical knowledge sources.

Forecasting should not be confused with planning. The former is about what the future will be, while the latter deals with what the future should be. Most statistical packages (e.g., Statgraphics, SPSS, SAS) have some modules to do forecasting, but the user needs to know the principles of the models to use them. Dedicated forecasting packages provide some advice to the user about the forecasting method they should use (e.g., ForecastX, Forecast Pro). This course will focus on forecasting methodologies using statistical knowledge. By the end of the course students should know how to collect data and analyze them with a suitable computer program, and ultimately generate forecasts by selecting and fitting an appropriate model. We will also discuss some of the managerial issues surrounding the use of forecasting models in business.

The student will select an area of interest (e.g., finance, marketing, operations, accounting, and general planning) within which he/she would like to apply and some of the forecasting methodologies we study, and develop a forecasting model.

Special considerations:

- Blended course
 - On-campus meetings to take place on the following dates:
 - Aug 29, 6:20-9:20pm
 - Oct 17, 6:20-9:20pm

Next term likely to be offered:

- Spring 2019

BQOM 2546 PROJECT MANAGEMENT FUNDAMENTALS AND ANALYTICS

Credits: 1.5

Offering: Fall 2

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

Description:

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

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

Next term likely to be offered:

- Fall 2019

BQOM 2557: MULTIVARIATE DATA ANALYSIS 1

Credits: 1.5

Offering: Fall 1

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

Description:

This course is designed to broaden and enrich a student's knowledge and understanding of statistical concepts. Multivariate statistical techniques can be used to analyze data in various fields: Finance, Production and Operations, Accounting, Marketing, and Personnel Management, etc. Through examining actual applications in various fields, and in-class exercises involving real-world data, students can apply the techniques to topics such as consumer and market research, supply chain analytics, credit worthiness and risk assessment, and financial stress test, and learn how to make better business decisions.

The primary techniques discussed in the course include data reduction and structural simplification, sorting and grouping, investigation of dependence among variables, prediction, and hypothesis construction and testing. The

course will teach students how to better derive insights from data, and how to ask questions to drive value and shape business vision. They will also be able to improve business processes, by using the right data insights as decision makers and incorporating those insights into management decisions.

Next term likely to be offered:

- Spring 2019. **Will be offered only in the Spring beginning Spring 2019.**

BQOM 2578: DATA MINING

Credits: 3

Offering: Full Semester

Prerequisite(s): **BQOM 2401 Statistical Analysis.** *May be taken concurrently (**this semester only**) with BQOM 2557 Multivariate Data Analysis.*

Description:

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

Special Considerations:

- Beginning Spring 2019, BQOM 2557 Multivariate Data Analysis 1 will become a prerequisite for Data Mining. Student are able to take them concurrently in the Fall 2018 term only.
- First year students interested in taking Data Mining during the Fall 2019 term should take Multivariate Data Analysis 1 during the Spring 2019 term.

Next term likely to be offered:

- Fall 2019

Strategy, Environment, and Organizations

Credits: 1.5

Offering: Fall 1

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.

Special considerations:

- Blended format course to take place on the following dates:
 - Aug 25, 9am-12pm
 - Oct 20, 9am-12pm

Next term likely to be offered:

- Spring 2019

BSEO 2506: COMPETING IN EMERGING ECONOMIES

Credits: 1.5

Offering: Immersion; dates listed below

Prerequisite(s): None

Description:

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

Special considerations:

- Immersion-format course. This course will be offered on the following dates:
 - Nov 16, 1-5pm
 - Nov 17, 9am-5pm
 - Nov 18, 9am-5pm

BSEO 2509: BUSINESS AND POLITICS

Credits: 1.5

Offering: Immersion; dates listed below

Prerequisite(s): None

Description:

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

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

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

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

Special considerations:

- **Please note: Attendance at all sessions is mandatory in order to get course credit.**
- Due to the nature of the course, students will not be permitted to add after **September 14, 2018**
- Immersion-format course. This course will be offered on the following dates:
 - Oct 26 1-5pm
 - Oct 27, 9am-5pm
 - Oct 28, 9am-5pm

Next term likely to be offered:

- Summer 2019

BSEO 2531: ENTREPRENEURSHIP AND NEW VENTURE INITIATION

Credits: 3

Offering: Full Semester

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

Description:

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

There are multiple objectives for the Entrepreneurship elective, including:

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

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

Next term likely to be offered:

- Spring 2019

BSEO 2578: SUSTAINABLE BUSINESS

Credits: 1.5

Offering: Immersion; dates listed below

Prerequisite(s): None

Description:

Do you want to be part of an organization that is future-ready and that will be around generations from today? Then this course is for you. This course is designed to enhance your ability to understand the why, what and how of sustainable business models. Given the realities of climate change, human rights abuses and social unrest, multiple stakeholders including customers, employees, investors, regulators and activists are clamoring for change in business practices. Progressive business leaders are taking note not only because it's the right thing to do, but also because it's the smart thing to do as there is a strong "business case" – when done right, sustainability initiatives can not only affect positive social or environmental change but also contribute to competitive advantage, reputational gains, and long run profitability. But majority of businesses fail to leverage the power of sustainability because they treat it as an "add on" rather than embedding its principles into the DNA of the firm.

The Sustainable Business course will provide you with the requisite knowledge so that you view the role of business in society through the lens of the future and are ready to leverage the power of business to create both societal and financial value. Drawing on multiple disciplines including marketing, operations, finance and strategy, the course will blend theory and practice in a way that emphasizes both critical thinking and experiential learning. This will be accomplished through multiple components. First, through case studies and articles, you will be exposed to theories and concepts that can be applied to formulate, implement and evaluate sustainability strategies through the entire value chain – from procurement to disposal. The second, interrelated component will highlight experiential learning. Via a series of simulations, data analyses, role plays and mini-workshops, you will discover firsthand the mechanisms by which sustainability delivers both business and social returns.

Special considerations:

- Immersion-format course. This course will be offered on the following dates:
 - Sept 7, 1-5pm
 - Sept 8, 9am-5pm
 - Sept 9, 9am-5pm

BSPP 2111: COMMERCIALIZING NEW TECHNOLOGIES

Credits: 3

Offering: Full Semester

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

Description:

This course covers theory, conceptual frameworks, and tools used to formulate strategies for commercializing new technologies. The analytical frameworks cover elements of commercialization strategy (such as how to select an initial market and whether to take new technology to the market via licensing, partnership, or start-up, aligning IP strategy with business model, understanding barriers to adoption and diffusion). These issues are equally critical to start-ups and to corporate technology ventures, although the two kinds of companies face different resource constraints and organizational barriers, which we'll discuss. The primary deliverable in the course is a professional quality project which evaluates the commercialization alternatives for an emerging technology. Your project team will be paired with a local inventor, unless you prefer to evaluate a technology of special interest to your team. Specialists in the fields of financing new ventures, intellectual property protection, and several entrepreneurs will also address the class.

BSPP 2112: LEADING ORGANIZATIONS TO INNOVATE SMARTER

Credits: 1.5

Offering: Fall 2

Prerequisite(s): None

Description:

This course addresses the critical role of a firm's top management in guiding a firm toward more positive innovation outcomes. We specifically focus on the role of executive leadership in developing a firm's capability for breakthrough innovation – a primary source of sustained competitive advantage and economic growth. We distinguish between what leaders need to do during invention and innovation, and emphasize barriers that hinder established firms' capabilities to produce breakthrough innovations. We examine how strategic leaders can augment a firm's ability to "innovate smarter" by better utilizing the diversity of expertise that resides within the organization and within the firm's partnerships. The concepts we'll discuss are grounded in decades of research on creativity and technological innovation, as well as strategic management, leadership, and teams. We'll discuss how strategic leaders apply these concepts today.

Next term likely to be offered:

- Fall 2019

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

Credits: 3

Offering: Full Semester

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

Description:

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

The course will cover:

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

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

BSPP 2409: STRATEGIC MANAGEMENT – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Fall 2

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

Description:

“Strategy,” in the context of management, focuses on creating a harmonious relationship between separate units within an organization, and between a firm and its environment. The core Strategic Management course explores this classic concept of strategy and how it can be adapted to today’s changing and turbulent environments.

While the course adopts the perspective of a general manager (e.g. head of a strategic business unit), it provides critical insight to functional managers who must align their departments’ activities with the firm’s overall objectives and approach to creating and capturing value (i.e. its competitive strategy).

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

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

Special considerations:

- Blended format course to take place on the following dates:
 - Oct 22, 6:20-9:20pm
 - Dec 10, 6:20-9:20pm
- Recommended prerequisite for **BSPP 2111 Commercializing New Technologies**
- Prerequisite for **BSPP 2328 The Business of Humanity**

Next term likely to be offered:

- Spring 2019

Independent Study Coursework

An independent study project may be arranged with a faculty member and a student advisor. Projects may range from 1.5 to 3 credits. Students should reference the [Independent Study section](#) of StudentNet for more information. Projects may be scheduled in the following areas/courses:

- BACC 2060: INDEPENDENT STUDY IN ACCOUNTING**
- BECN 2060: INDEPENDENT STUDY IN MANAGERIAL ECONOMICS**
- BFIN 2060: INDEPENDENT STUDY IN FINANCE**
- BFIN 2061: INDEPENDENT STUDY IN FINANCE 2**
- BFIN 2062: INDEPENDENT STUDY IN FINANCE 3**
- BHRM 2060: INDEPENDENT STUDY IN HUMAN RESOURCE MANAGEMENT**
- BIND 2777: INDEPENDENT STUDY IN FOREIGN LANGUAGE**
- BMIS 2060: INDEPENDENT STUDY IN INFORMATION SYSTEMS**
- BMKT 2060: INDEPENDENT STUDY IN MARKETING**
- BMKT 2061: INDEPENDENT STUDY IN MARKETING 2**
- BMKT 2062: INDEPENDENT STUDY IN MARKETING 3**
- BORG 2060: INDEPENDENT STUDY IN ORGANIZATIONAL BEHAVIOR**
- BQOM 2060: INDEPENDENT STUDY IN QUANTITATIVE METHODS**
- BQOM 2061: INDEPENDENT STUDY IN OPERATIONS MANAGEMENT**
- BSPP 2060: INDEPENDENT STUDY IN STRATEGIC PLANNING**
- BSPP 2061: INDEPENDENT STUDY IN STRATEGIC PLANNING 2**

Immersion Course Dates Summary

The following section summarizes immersion courses scheduled to be offered for Fall 2018. Please see the course descriptions previously cited within this document for information regarding registration and other considerations.

BIND 2024: CONSULTING FIELD PROJECT

Credits: 3

Meeting dates:

- Sept 6, 5:30-6:15pm
- Sept 8, 10am to noon
- Sep 15, 10am to noon
- Sept 22, 10am to noon
- Oct 6, 10am to noon
- Nov 10, 10am to noon
- Dec 1, 10am to noon

BMKT 2528: ADVERTISING

Credits: 1.5

Meeting dates:

- Sept 21, 1-5pm
- Sept 22, 9am-5pm
- Oct 6, 9am-5pm

BMKT 2530: SERVICES MARKETING

Credits: 1.5

Meeting dates:

- Oct 26, 1-5pm
- Oct 27, 9am-5pm
- Nov 17, 9am-5pm

BOAH 2532: NEGOTIATIONS

Credits: 1.5

Meeting dates:

- Section 1, ID# 17883
 - Sept 7, 1-5pm
 - Sept 8, 9am-5pm
 - Sept 9, 9am-5pm
- Section 2, ID# 19925
 - Sept 14, 1-5pm
 - Sept 15, 9am-5pm
 - Sept 16, 9am-5pm

BOAH 2537: CONFLICT RESOLUTION

Credits: 1.5

Meeting dates:

- Nov 2, 1-5pm
- Nov 3, 9am-5pm
- Nov 4, 9am-5pm

BQOM 2524: PRODUCTION MANAGEMENT & PROCESS IMPROVEMENT

Credits: 1.5

Meeting dates:

- Nov 2, 1-5pm
- Nov 3, 9am-5pm
- Nov 4, 9am-5pm

BSEO 2506: COMPETING IN EMERGING ECONOMIES

Credits: 1.5

Meeting dates:

- Nov 16, 1-5pm
- Nov 17, 9am-5pm
- Nov 18, 9am-5pm

BSEO 2509: BUSINESS AND POLITICS

Credits: 1.5

Meeting dates:

- Oct 26 1-5pm
- Oct 27, 9am-5pm
- Oct 28, 9am-5pm

BSEO 2578: SUSTAINABLE BUSINESS

Credits: 1.5

Meeting dates:

- Sept 7, 1-5pm
- Sept 8, 9am-5pm
- Sept 9, 9am-5pm

Blended Course Dates Summary

The following section summarizes blended courses scheduled to be offered for Fall 2018. Please see the course descriptions previously cited within this document for information regarding registration and other considerations.

BECN 2401: ECONOMIC ANALYSIS

Credits: 3

Meeting dates:

- Aug 29, 6:20-9:20pm
- Oct 3, 6:20-9:20pm
- Dec 12, 6:20-9:20pm

BFIN 2409: FINANCIAL MANAGEMENT 1

Credits: 1.5

Meeting dates:

- Aug 30, 6:20-9:20pm
- Oct 18, 6:20-9:20pm

BMIS 2074: STRATEGIC IT in GLOBAL SUPPLY CHAIN

Credits: 1.5

Meeting dates:

- Oct 21, 1-5:30pm
- Dec 2, 1-5:30pm
- Dec 9, 1-5:30pm

BMIS 2526: DATA PROGRAMMING WITH R

Credits: 1.5

Meeting dates:

- Aug 30, 6:20-9:20pm
- Dec 13, 6:20-9:20pm

BMIS 2409 INFORMATION SYSTEMS

Credits: 1.5

Meeting dates:

- Oct 25, 6:20-9:20pm
- Dec 12, 6:20-9:20pm

BOAH 2421: HUMAN RESOURCES COMPETITIVE ADVANTAGE

Credits: 1.5

Meeting dates:

- Aug 30, 6:20-9:20pm
- Oct 18, 6:20-9:20pm

BQOM 2401: STATISTICAL ANALYSIS

Credits: 1.5

Meeting dates:

- Aug 28, 6:20-9:20pm
- Dec 11, 6:20-9:20pm

BQOM 2421: DECISION TECHNOLOGIES

Credits: 1.5

Meeting dates:

- Aug 28, 6:20-9:20pm
- Oct 16, 6:20-9:20pm

BQOM 2537: FORECASTING

Credits: 1.5

Meeting dates:

- Aug 29, 6:20-9:20pm
- Oct 17, 6:20-9:20pm

BSEO 2401: BUSINESS ETHICS

Credits: 1.5

Meeting dates:

- Aug 25, 9am-12pm
- Oct 20, 9am-12pm

BSPP 2409: STRATEGIC MANAGEMENT

Credits: 1.5

Meeting dates:

- Oct 22, 6:20-9:20pm
- Dec 10, 6:20-9:20pm