Core MGT Course Descriptions

**ACCT 2101 - Accounting I**
An introduction to the measurement and financial reporting of organizations and the interpretation of the resulting financial statements. The objectives of this course are to provide an understanding of how to analyze and account for business transactions, communicate the results of these business transactions in the form of financial statements (balance sheets, income statements, and cash flow statements), and interpret financial statements for a wide range of organizations. Credit is not allowed for both MGT 3000 and ACCT 2101.

**ACCT 2102 - Accounting II**
The course deals with determining the costs of products and services and using cost information for planning and decision making. The topics include cost classification, cost allocation methods, costing of products and services, cost-volume-profit analysis, budgeting, relevant cost analysis, standard costing, and divisional performance evaluation. The emphasis in this course is on the managerial use of accounting information. Credit is not allowed for both MGT 3000 and ACCT 2102.

**MGT 2106 - Legal Aspects of Business**
This course introduces students to business-related aspects of the American legal system. The course will cover torts, contracts and property as well as constitutional law, administrative law, dispute resolution, business formation, and equal opportunity. The course also focuses on enhancing awareness of ethical issues.

**MGT 2200 - Information Technology**
This is an introductory course about information systems (IS) and their use in modern organizations. It focuses on understanding the fundamentals of information technology from a managerial perspective, and how to manage the modern business enterprise more effectively through the use of information technology. The class is highly interactive and relies heavily on discussion and case analysis to accomplish the course objectives.

**MGT 2250 - Management Statistics**
This is the introduction to basic statistics for management students. The course covers basic probability theory, descriptive statistics, and inferential statistics as they apply to management applications. Students will learn how to both display data for ease of interpretation as well as use statistics to interpret data patterns. This course is a pre-requisite to MGT 2251 Management Science. Pre-req: MATH 1712 or 1501.

**MGT 2251 - Management Science**
This course focuses on the problem-solving and decision-making processes that use quantitative management science concepts and techniques. Pre-req: MGT 2250.

**MGT 3062 - Financial Management**
The objective of this course is to introduce the students to the basic principles used in financial management and their applications in long-term investment and financing. The five fundamental principles of finance that are characterized in this course are: (a) time value of money, (b) relation between risk and return, (c) efficient markets, (d) Modigliani-Miller theorem and capital structure, and (e) no arbitrage and option pricing theory. Once the students get familiar with these principles, they will
learn how to apply their knowledge to the valuation of stocks and bonds, financial planning, capital budgeting, long-term financing, capital structure, dividend policy, working capital management, and risk management. Upon completing this course, the students ought to be able to make basic decisions regarding which project to undertake and when; how to finance a project; and how much debt to carry. This course will be essential for students considering a career in corporate finance. This course also lays the foundation for more advanced investment and corporate finance topics to be taught in the finance elective courses. No credit is allowed for MGT 3076 and MGT 3078. Pre-req: ACCT 2101.

**MGT 3101 - Organizational Behavior**
This course provides an introduction to how the behavior of individuals, groups, and organizations affects organizational effectiveness. Students will become familiar with theories, best practices, and controversies surrounding such topics as employee personality, work motivation, job satisfaction, leadership team effectiveness, and organizational change. Mastery of this material is important to the development of managerial talent, indicating sharpened leadership, teamwork, and interpersonal skills.

**MGT 3102 - Human Resources**
This course introduces students to the analysis of various frameworks for understanding the social regulatory environments of human resource management and how they influence management decision making. The course includes an overview of basic human resource management practices, including job design, recruitment/selection, training/development, performance management, compensation, and labor relations. Students will learn to properly utilize these practices within the social regulatory context to maintain high employee morale, maximize employee performance, uphold the organization's reputation, and contribute to the organization's overall performance.

**MGT 3300 - Marketing Management I**
This course presents and develops the primary marketing variables that are used in designing an overall marketing program. A systems approach is taken with the variables managed to optimize overall results. Restricted to students with 30+ credit hours.

**MGT 3501 - Operations Management**
Operations Management (OM) is defined as the design, operation, and improvement of the systems that create and deliver the firm's primary products and services. Understanding the role of the operations function and its impact on the competitiveness of the firm is an important part of any manager's training. Operational issues include designing, acquiring, operating, and maintaining facilities and processes; purchasing raw materials; controlling and maintaining inventories; and providing the proper labor needed to produce a good or service so that the customer expectations are met. This course in operations management is intended to be a survey of operating practices and models in both manufacturing and service oriented firms. It is intended to provide managers in all functional areas with sufficient knowledge to make informed "total business decisions" and to introduce standard terms and concepts for communications with operating personnel. Pre-req: MGT 2251.

**MGT 3599 - Career Development Workshop**
This workshop style class focuses on skills and strategies for identifying a career path and conducting a successful job search in the field of management.
MGT 3660 - International Business
Examines the position of the U.S. in world markets, various types of international business transactions, and the relationship of business to global economic, political-legal and cultural forces.

MGT 4195 - Strategic Management
This course provides you with tools to think systematically about the factors affecting firm performance: industry conditions, firms' resources and capabilities, and opportunities for securing competitive advantage. We will discuss both business strategy (how to compete in a given market) and corporate strategy (which markets to compete in). Learning methods may include lectures and guest lectures, case discussions, interactive exercises, and debates. Finally, as a member of a team of "managers", you will run a computer-based business simulation, which provides you with an opportunity to implement and execute a chosen strategy in a competitive environment. In doing so, you will need to integrate knowledge gained in other management courses including finance, marketing, operations, accounting, and human resources management. Pre-reqs: MGT 3062, MGT 3101, MGT 3300, MGT 3501.

MGT Elective Course Descriptions

ACCOUNTING

MGT 4010 - Business Taxation
The central objective of this course is to give you an overview of the federal income tax system as it relates to business activities. The course will take a tax analysis and planning approach. The basic concepts of federal income taxation will be covered through lecture and problem solving.

MGT 4015 - Advanced Managerial Accounting
This course examines case studies in managerial accounting. Class activity will include case discussion and presentation on both an individual and group basis.

MGT 4026 - Financial Reporting & Analysis I
The objectives of this course are to gain a thorough understanding of fundamental accounting techniques and to explore the accounting theory underlying such techniques. Course coverage includes assets (most of the left-hand side of the balance sheet), revenue recognition, stockholders’ equity, and earnings (income items).

MGT 4027 - Financial Report & Analysis II
This course is a continuation of MGT 4026 / 6020, Financial Reporting and Analysis I. The topical coverage of MGT 4027 / 6022 includes financial reporting and issues of financial analysis associated with: the statement of cash flows (more advanced than the 4026 / 6020 coverage), income taxes (more advanced than in 4026 / 6020), leases, pensions, and investments.

MGT 4028 - Financial Reporting and Analysis of Technology Firms
Financial Reporting and Analysis of Technology Firms focuses on financial reporting and analysis issues facing firms from a broad range of industries whose common bond is research and development of new technology, including the application of technology to new or enhanced products and services.
MGT 4030 - International Accounting
The purpose of this course is to provide you with an understanding of how financial accounting and disclosure principles differ across countries, how cultural and institutional differences influence these principles, and how this impacts the global markets and decisions by investors.

The topics covered in the course range from general comparisons of financial reporting to specific examinations of the accounting treatments of international transactions. In addition, some topics related to managerial accounting issues in multinational companies will be discussed, and issues related to foreign currency translation, transfer pricing, and other international tax concerns will be reviewed.

MGT 4041 - Auditing and Financial Control Systems
The course is designed to provide the student with insight into auditing: what it is, why it’s important, what it entails, and why users of financial statements should care about it. The course is designed for students interested in various aspects of accounting and finance. Topics covered in the course include the demand for audits, management fraud, litigation against public accounting firms, and an overview of the audit process.

MGT 4043 - Advanced Financial Reporting (Previously taught as MGT 4803 - Advanced Financial Reporting. No credit allowed for both). Advanced Financial Reporting is the study of advanced topics in financial reporting. The material will be taught using lecture, discussion, and problem-solving. Students are expected to contribute to class discussions, to turn in written assignments, and to ask and answer questions during class. Specific course objectives include:
• Students will learn generally accepted accounting principles and financial reporting issues and requirements related to business expansion and growth, international reporting, partnerships, governmental, and private not-for-profit entities;
• Students will learn how financial reporting requirements influence and affect reporting and operating decisions faced by financial managers;
• Proficiency in financial reporting requirements, terminology, and techniques that can be demonstrated on the job and on the C.P.A., C.M.A., and other professional examinations;
• Development of communication skills;
• Development of critical thinking and analytical skills through application of generally accepted accounting principles to financial reporting issues confronting financial managers; and
• Exposure to financial reporting issues for companies doing business internationally.

MGT 4045 - Seminar in Advanced Accounting Topics
The objective of this course is to offer students the opportunity to study areas of accounting that go beyond the basic common body of knowledge. More specifically, the purpose of the course is to develop your business acumen on a wide range of financial issues. To accomplish that objective, some topics we cover will be “leading edge” approaches that have not been fully implemented in business yet. In addition, this course will have a special focus on the ethical judgments that business professionals face every day.

MGT 4047 - Ethics and Accounting (Previously taught as MGT 4803 - Accounting Ethics. No credit allowed for both). The course is designed to expose students to issues surrounding accountants’ professional ethics. The course is intended to sensitize students to ethical dilemmas that accountants may encounter in their professional lives and to provide students with insight into how to deal with such dilemmas. The course is structured around lectures and class discussion. The lectures cover material...
from (1) a textbook and (2) assigned readings (all available for download from Georgia Tech’s library). The classroom discussions revolve around a series of mini-cases (included in the textbook).

**FINANCE**

**MGT 3075 - Security Valuation**
This course teaches students how to use financial and accounting information to value firms. By the end of this course, you will be able to implement the three major approaches to security valuation. These approaches are discounted cash flow valuation, relative valuation, and real options.

**MGT 3076 - Investments**
The course is divided into three sections. The first begins with an overview of the institutional setting, including an introduction to the process of investment planning for both short- and long-term needs. The second section is devoted in its entirety to an analysis of the major types of securities available to investors. The third section consist of a study of techniques designed to monitor the performance of a portfolio, an examination of mutual funds and the role they can play in an investment program, and finally an introduction to options, including rights, warrants, puts and calls.

**MGT 3079 - Management of Financial Institutions**
The objective of this course is to introduce the students to the role of bank and non-bank financial intermediaries and the management of their operations. The course will provide an introduction to the various kinds of financial institutions, discuss their operations and highlight their differences from other forms of corporations.

**MGT 3082 - Fundamentals of Real Estate Development (Previously taught as MGT 4803 - Real Estate Development. No credit allowed for both).** This course is designed to give students an overview of the history of development, the development process, real estate finance, market research, design, construction, marketing and sales, product types, and future trends. The emphasis on "future trends" will be to explore the role emerging technologies (especially developed on campus) will have on development in the future.

**MGT 3084 - Derivative Securities**
This course covers options, forward contracts, futures contracts, and swaps. These are the building blocks of more complicated derivatives. By the end of this course you will have a good knowledge of how these contracts work, how they are used, and how they are priced.

**MGT 4066 - Corporate Restructuring**
This interdisciplinary course examines the finance, economics, law, and business strategies that underlie major corporate restructuring transactions. These transactions include: mergers, acquisitions, tender offers, leveraged buyouts, divestitures, spin-offs, equity carve-outs, liquidations and reorganizations.

**MGT 4067 - Financial Markets: Trading and Structure (Previously taught as MGT 4803 - Finance Marketing: Trading & Structure. No credit allowed for both).** The course focuses on liquidity, market structure and trading. In equity markets around the world, investors are increasingly concerned with controlling transaction costs, and innovative trading technologies have been introduced. In this context, attention is given to the efficiency of trading systems and market centers, the impact of computer technology on markets and trading, the role of intermediaries, and regulatory actions on market...
structure issues. The course examines a number of alternative market structures in terms of their economic and operational underpinnings. Simulation software is used to provide hands-on experience in making tactical trading decisions in different market structures. Computer Simulations: Simulation software (TraderEx) will be used in the course for in-class demonstrations and homework assignments. When using the simulation, you will enter orders and/or quotes into a computer-driven market that generates order flow and that responds directly to your orders. You will see your results in real-time and analyze them after play. Auction, dealer, and hybrid markets are simulated. The simulation should deepen your awareness of what trading involves and sharpen your trading skills.

MGT 4068 - Fixed Income (Previously taught as MGT 4803 - Intro to Fixed Income. No credit allowed for both). This course covers the most important securities traded in fixed income markets and the valuation models used to price them. The course emphasizes traditional bond and term structure concepts crucial to the functioning of fixed-income markets. Students will learn that basic tools that are useful for: (1) Valuing securities whose cash-flows depend on interest rates, (2) Managing the risk of portfolios of fixed income securities, and (3) Determining the optimal exercise policy for a variety of options that are embedded in fixed income securities (e.g. when should you refinance your mortgage?). At the end of the course, students will be introduced to credit risk derivatives and their role in the recent financial crisis. Modern fixed income analysis is characterized by a quantitative approach. The course (and the exams) will mirror this. A substantial portion of assignments and lectures will be conducted in Excel spreadsheets. Prior knowledge of Microsoft Excel is useful but not required.

MGT 4070 - International Finance
This course extends the principles of finance to an international setting. International finance differs from purely domestic finance in at least two important ways. First, firms and individuals operating in an integrated world economy face the risk of fluctuating exchange rates. Second, international capital markets are highly imperfect, reflecting various barriers to cross-border capital flows, such as excessive transaction costs, information asymmetry, and legal/institutional regulations of foreign exchange and capital markets.

MGT 4072 - Entrepreneurial Finance (Previously taught as MGT 4803 - Entrepreneurial Finance. No credit allowed for both). Interest in the field of entrepreneurship has expanded as students seek to understand the dynamics of being an entrepreneur and obtain the skills necessary to succeed. While most of the entrepreneurial activity in the past has been focused on the for-profit sector, we are experiencing a growth in the application of these concepts to social issues.

Entrepreneurial finance is the application and adaptation of financial tools and techniques to the planning, funding, operations, and valuation of an entrepreneurial venture. Entrepreneurial finance focuses on the financial management of a venture as it moves through its life cycles, beginning with its development stage and continuing through to when the entrepreneur exits or harvests the venture. Nearly every entrepreneurial firm will face major operating and financial problems during its early years, making entrepreneurial finance and the practice of sound financial management critical to the survival and success of the venture (Leach & Melicher).
INFORMATION TECHNOLOGY MANAGEMENT

MGT 3743 - Emerging Technologies
Emerging technologies have significant implications for us individually, but they also have profound consequences for firms, markets, governmental policy, and society in general. Whether you are an inventor who is developing a new technology, a manager who is considering using an emerging technology within your organization, an analyst who wants to predict the impact of an emerging technology on an industry, or a policy-maker charged with helping society benefit from emerging technologies, knowing how to analyze emerging technologies is critical. This course will help you develop the skills to identify and analyze emerging technologies and their impact on firms, markets, policy, and society. Special emphasis will be given to the information collected and transmitted by new technologies and the opportunities and challenges associated with this information. After this course, students should be able to:

- Analyze how emerging technologies will affect individuals, firms, markets, policy, and society in the future.
- Predict which emerging technologies will be successful and why.
- Describe the system in which technologies emerge, including catalysts and inhibitors.
- Analyze the impacts of emerging technologies on different stakeholders, including individuals, businesses, government, and the environment.
- Evaluate the opportunities and challenges associated with the information produced by emerging technologies.

MGT 4052 - Systems Analysis and Design
This course is on the development life cycle of business information systems. It covers analysis and design tools and methodology. Modern corporate information systems support both an organization’s highly structured, operational activities (e.g. inventories, sales marketing, personnel) as well as the ad hoc, complex business decision problems (e.g. new product introduction, plant expansion, downsizing, stock offerings). The overall course objective is to provide you with the concepts and skills you need to analyze and design information systems.

MGT 4053 - Business Data Communications
The birth of the inter-network spawned a rash of business opportunities. However, newly introduced data communication technologies have introduced the undesired challenges for firms such as the restructuring organization, process redesign, personnel training, and strategic decisions of adapting new technologies. Some will overcome these challenges, others may struggle. Who will add significant efficiency, productivity, and profitability in their organization? How do we take advantage of the data communication technologies? How does the data communication work? In this course, we address these issues. We begin with understanding the basic knowledge of data communication – Wired and Wireless. Then, we consider security, electronic payment, trend of telecommunication industry, and managerial issues – Managing IT organization, Cost Saving, M&A, IT outsourcing, etc.

MGT 4056 - Electronic Commerce
This course is designed to provide students a fundamental understanding of the impact of Internet technology, the World Wide Web, and developing technologies (e.g. wireless, media convergence) on business strategies, business models, and business competitive capabilities. Whether you’re a manager in a large, established global enterprise or an entrepreneur in the early stages of a business start-up, e-Commerce possibilities and competitive threats now often shape the business agenda. The course will
generally take the perspective of applying Internet technologies to solving business problems typically within the context of larger commercial organizations; considering both the business-to-business and business-to-consumer market spaces.

**MGT 4057 - Business Process Analysis and Design**

This is a course on business processes and the underlying software infrastructure that supports them. Although the concept of business processes is deceptively simple, the complexity lies in the details and the myriad of different ways in which companies structure these processes. While technology is the facilitator of business process and organizational change, our focus will not be on specific technologies or programming per se. Rather, our focus will be on the effective management of these technologies to help firms achieve competitive advantage.

**MGT 4058 - Database Management**

This is an introductory course on database technology. The purpose of this course is to introduce database technology and provide hands-on experience in designing and developing databases to meet organizational goals through instruction in database management and design. The scope of instruction will include database concepts, data modeling, relational database development, SQL, the application of popular database systems software, and some additional topics on more advanced database technology and applications.

**MGT 4803 - Business Analytics**

Today, businesses, consumers, and societies leave behind massive amounts of data as a by-product of their activities. Leading-edge companies in every industry are using business analytics to replace intuition and guesswork in their decision-making. As a result, managers are collecting and analyzing enormous data sets to discover new patterns and insights and running controlled experiments to test hypotheses.

This course will teach the rigorous algorithms and methodologies in analyzing business data. It will illustrate the processes of business analytics by allowing students to apply business analytics algorithms and methodologies to real-world business datasets from finance, marketing, and operations. The use of real-world examples and cases places business analytics techniques in context and teaches students how to avoid the common pitfalls, emphasizing the importance of applying proper business analytics techniques. In addition to cases, this course features hands-on experiences with data collection and business analytics software.

This course prepares students to understand big data and business analytics and become leaders in these areas in business organizations. After taking this course students should be able to:

1. Approach business problems data-analytically. Think carefully and systematically about whether and how data and business analytics can improve business performance.

2. Develop and execute business analytics projects within business organizations.

3. Interact intelligently on the topic of business analytics with CIOs, business managers, and expert data analysts.
MGT 4803 - Business Programming
Thanks to the dramatic progress of Information Technology (IT), IT-enabled information systems have become the central nervous system of modern enterprises and the crucial resources to create competitive advantage in business. Computer programming lies at the core of all these systems, from customer relationship management to enterprise resource planning, and from business intelligence to knowledge management. A good understanding of the essential concepts and skills of programming will thus enable business managers to solve business problems and identify business opportunities in a broad range of contexts. Whether you are a system analyst trying to bridge the gap between software developers and end users, a marketing manager hoping to streamline customer relationship management process, or a data specialist aiming to perform sophisticated data analysis, a solid training in programming combined with a deep understanding of business contexts will lay down the foundation for a successful business career. This course is designed to prepare you along this direction.

This course will start from the basic concepts and skills of programming, so prior programming experience is not required. We will use Java as the focal programming language, while the programming concepts and thinking apply generally to other programming languages as well. We will then apply these skills to various contexts useful for different business purposes, such as developing an Android application for customer relationship management, linking to database management systems to process data for business analytics tasks, and parse webpage content to collect data from the Internet. After a series of carefully designed homework and projects, this course will well prepare students for other courses on various IT-related topics (e.g., system analysis and design, database management, business analytics).

MGT 4803 - Project Management
Every program ever written, every app that was ever downloaded, every new computer or tablet or phone that was created is the result of a project. A project is a temporary endeavor undertaken to accomplish a unique product, service, or result.

This course is concerned specifically with projects that create or update computer software. However, project management principles and practices are used in many industries, e.g. construction, automobile and aircraft manufacturing, consumer electronics, and computer hardware, among others.

IT Project Managers play an essential role in the smooth and successful execution of IT initiatives. Often working in teams, they ensure project alignment with business objectives, secure and track resource use, keep channels of communication open with all important stakeholders, and apply best practices of the project management field to bring IT projects in on time and budget and to specification. Interpersonal skills are essential to success in this profession.

The project management profession is strongly influenced by the PMI (Project Management Institute) through its two widely recognized certifications—the PMP (Project Management Professional) and the CAPM (Certified Associate of Project Management). This course lays the groundwork for additional study to prepare for the CAPM exam.
The portfolio element for this course is a document containing a business case, a project charter and requirements management plan, and a project plan with updates. Proficiency in Microsoft Project, Word and Excel will be in evidence.

There are six specific course objectives:

1. Understanding of the concepts and models commonly used to organize and discuss the work of project management.
2. Understanding of the importance of leadership and ethics in project management, the nature of the challenges managers face, and some methods for meeting those challenges.
3. Proficiency in creating a business case for an IT project.
4. Proficiency in creating a project charter and a requirements management plan.
5. Proficiency in the development of a project plan that reflects current PMBOK and ITPM practice.
6. Proficiency at updating the various parts of a project plan as the project unfolds, and communicating changes to stakeholders

Business Law and Ethics

MGT 3605 - Principles of Commercial Law
Principles of Commercial Law is intended for students whose career plans require advanced knowledge of commercial law concepts beyond the survey topics covered in MGT 2106, the introductory course in business law. In particular, MGT 4806 provides an in-depth examination of several topics important to commercial business transactions including, among others, contracts for sale of goods (Article 2 of the Uniform Commercial Code); negotiable instruments/commercial paper (UCC Article 3); and debtor/creditor issues such as secured transactions (UCC Article 9), bankruptcy and insurance. The course is designed for students who plan to start their own business; students who will be employed by the financial services industry, particularly in banking; students pursuing a concentration in accounting; students who plan to attend law school; and other students who desire a more complete understanding of how the legal system affects business planning and transactions. The course should enable a student to:

- demonstrate a knowledge of the fundamental concepts, principles and rules of commercial law as they apply to business transactions,
- understand how statutory enactments, such as the UCC, bankruptcy code, etc., modify the common law and change the legal rights and responsibilities of the parties to certain business transactions,
- explain the policies underlying these legal doctrines,
- explain how and why the law both facilitates and constrains business activity,
- structure commercial relationships and transactions to minimize legal risks,
- anticipate potential legal problems and identify when it is appropriate to consult an attorney,
- enhance his/her analytical and legal reasoning skills, and improve his/her oral and written communication skills
MGT 3606 - International Business Law (Previously taught as MGT 4803 - International Business Law. No credit allowed for both). International Business Law is designed to introduce students to the legal environment of international trade and private commercial transactions. Specific areas of study will include the legal environment of international trade and business, the regulation of U.S. trade, the GATT, import and export regulation, customs law, regional trade agreements, international contracting, intellectual property rights protections and licensing, and the sale of services. The emphases of the course are recognition of legal problems and the discovery and application of appropriate principles of international and domestic law that may assist in resolving these problems.

MGT 3607 - Business Ethics (Previously taught as MGT 4803 - Business Ethics). No credit allowed for both). This course introduces students to ethics-related aspects of the business decision-making process. Students will address a variety of topics, including the theoretical underpinnings of ethics, stakeholders, decision-making strategies, and utilization of such strategies in specific areas such as shareholder and employment relations, marketing, and globalization. The emphases of the course are issue recognition, application of ethical principles, and analysis of the consistency of corporate decision-making processes with such principles.

MGT 3608 - Technology Law and Ethics (Previously taught as MGT 4803 - Technology Law and Ethics. No credit allowed for both). Virtually every aspect of contemporary life is touched by computing, information technology, and digital media. They mediate much private and public communication, transaction, and social interaction, forming the infrastructure for critical societal institutions including commerce, banking and finance, governance, utilities, national defense, education, social networking, political campaigning, and entertainment. This class will examine some of the ethical, legal, and social issues associated with computers, information systems, and public and private networks including the Internet. Some of the issues to be covered include intellectual property protection, crime, viruses, privacy, security, reliability, work environments, liability, and artificial intelligence. Balancing of the needs and desires of individuals or groups against those of other individuals or groups, including business, economic, professional, individual, governmental and social interests, will be a focus of the class.

MGT 3609 - Legal Aspects of Real Estate (Previously taught as MGT 4803 - Legal Aspects of Real Estate. No credit allowed for both). This course introduces students to legal considerations in real estate transactions and land use planning. Students will become familiar with the nature and scope of real estate, the rights of others in such property and types of ownership. Students will study aspects of transactions for the sale, purchase and lease of real estate, including the retention of agents, the preparation of sales contracts and leases, the procurement of title insurance and financing and the conduct of closings. Additionally, students will become familiar with legal principles governing the regulation of real estate and land use planning, including the rights and duties of landowners and occupants and the impact of zoning and environmental laws. The emphases of the course are issue recognition and the resolution of such issues through application of legal principles.
Anticipating and expecting various legal issues which will invariably impact an entrepreneurial venture can save you valuable time and money and assist you in avoiding mistakes. Being strategically prepared to address these issues will cause you to better execute when these issues arise.

**MGT 4803 - Business and Government Regulation**

Government regulation plays a substantial role in the management of every business. For many businesses, the cost of regulatory compliance is a large part of operating expense and consumes managerial resources that might be more productively allocated to other activities. Failure to comply with regulatory requirements can result in substantial fines and penalties, damage to a business’ reputation, and in some instances incarceration of responsible managers and executives. Businesses also use the regulatory process to enhance their competitive position, and to optimize operational, financial and marketing results. For these reasons, business owners, executives and managers need to understand the effect of the government and regulatory environment on their enterprise, and how they can influence the regulatory process in order to further strategic objectives.

This course provides students with an understanding and knowledge of the government and regulatory environment that will enable them to be effective and pro-active managers in a highly regulated business world. Upon course completion, students should be able to

- demonstrate knowledge of the fundamental concepts, principles and rules of government regulation as they to pertain to business;
- understand the authority government has to regulate business at the federal, state and local levels, and the processes by which that authority is exercised;
- recognize how government regulation affects business decision-making and planning;
- develop legislative and regulatory action plans that link business objectives to desired regulatory outcomes and specify actions to achieve those outcomes;
- understand how to influence regulatory outcomes through participation in the regulatory process and representation before legislative bodies and regulatory agencies;
- demonstrate knowledge of laws concerning business participation in the political process;
- analyze ethical considerations related to business influence of government and regulatory processes;
- understand important areas of government regulation of business including financial regulation, environmental regulation and competitive practices;
- anticipate potential regulatory and legal problems and identify when it is appropriate to consult an attorney or other professional; and
- demonstrate enhanced analytical and reasoning skills, and oral and written communication skills.

**MGT 4803 - Corporate Governance**

This course examines the evolution of the United States corporate governance model, the meaning of and distinction between corporate governance and management, why understanding corporate governance is important, and how corporate governance matters are addressed from an internal and external perspective. The Course primarily focuses on the United States for-profit, public companies and laws that relate to them. The Course also identifies best practices in corporate governance, and briefly explores global corporate governance matters.
The following are the Course objectives:

- Describe the difference between corporate governance and management.
- Analyze and address situations in which corporate governance issues exist, providing potential practical solutions to such issues.
- Understand the legal and ethical responsibilities of shareholders, directors, and management of a corporation.
- Understand the interplay between law, ethics, business and public policy.
- Experience in analyzing and critically discussing legal and business cases.
- Exposure to real-world happenings in the corporate governance arena in order to understand how to stay abreast of issues for purposes of conducting due diligence, making informed business decisions, and employing methodologies and processes to assist in avoiding legal risk and exposure with business activities.
- Understand how to manage time effectively.
- Exposure to (1) situation analysis and judgment decision-making and providing recommendations, through individual, participant-centered learning and group work; (2) writing in an organized and concise manner to the appropriate audience, while identifying and applying the principles of legal business writing; and (3) communicating, presenting and debating issues and positions.
- Understand team work, its dynamics and the results that come from working on a team.

MGT 4803 - Employment, Benefits and Compensation Law
This course examines the legal responsibilities and constraints human resource professionals encounter. Topics covered include issues in establishing, severing, and pausing an employment relationship, as well as employee benefits, compensation, and workplace regulation. Problem-based learning will be emphasized in this course. There are no prerequisites for this course; however, MGT 2016, Legal and Ethical Environment of Business is recommended.

MGT 4803 - Foundations of Internet Policy and Governance
This course asks students to place themselves in the roles of those creating and implementing policy and governance of the Internet. Each small group of students will create a report and recommendations on a significant current policy debate about the Internet. To prepare for this report, the class will first examine key Internet topics, such as online speech and net neutrality, with an emphasis on U.S. law. We will next look at global governance issues, including the domain name system, the proposed Do Not Track standard, and the role of the International Telecommunications Union. Before completing the projects, we will study the policy and legal debates arising in the wake of the Edward Snowden leaks. The course seeks to teach the substance of these important debates and also the advocacy skills needed to participate in such debates.

MGT 4803 - Law for Entrepreneurs
This course will focus on the myriad of legal issues which entrepreneurs face while growing a start-up business from infancy to a publicly held company. This course will start with the initial issues which an entrepreneur encounters in deciding to leave their employer and assessing what type of legal entity best suits his or her needs in establishing an entrepreneurial venture and continues through the sale, merger or initial public offering of the shares of the entrepreneurial entity The course we will focus on various
substantive practical areas of law which most impact entrepreneurs such as establishing ownership structure and related shareholder or membership agreements and other documents which impact ownership structure, sales and lease contracts, loan agreements, raising capital and securities law compliance, venture capital negotiations and agreements, the role of the board of directors and a possible role for an advisory board, debtor-creditor relations, employment law and intellectual property law (both within the U.S.A. and outside the U.S.A.). The purpose of the class is to prepare a student to enter the entrepreneurial world with a full awareness of legal issues which most commonly arise in the course of growing and operating an entrepreneurial business and how anticipating these issues and understanding these issues can make an entrepreneur a more effective business person. The goal is that at the end of the course you can embrace an understanding of the substantive areas of law which entrepreneurs most commonly encounter so that your knowledge of law is as much an asset to you in growing of an entrepreneurial business as your knowledge of finance, management and marketing. Anticipating and expecting various legal issues which will invariably impact an entrepreneurial venture can save you valuable time and money and assist you in avoiding mistakes. Being strategically prepared to address these issues will cause you to better execute when these issues arise.

MGT 4803 - Legal Aspects of Managing Intellectual Property
This course examines the legal framework that supports and regulates innovation, competition, and business development and growth. Three primary topics are addressed in the course. The first topic is private property and the creation of beneficial information, specifically, the law of patents, trademarks, copyrights, and trade secrets. The second topic is the prevention of unfair competition in information property, which addresses regulations on the use of innovation and information in order to foster competition and fair business practices. The final topic is information property in business development and management. Areas covered in this topic include the legal rules that support and regulate business development and growth and valuation and management techniques.

MGT 4803 - Legal Issues in Sports Management
Sports, both professional and college, is big business. Legal Issues in Sports Management will provide students with an in-depth understanding of how legal issues relate to the management of sports enterprises, including professional teams, individual athletes, and leagues, and to the administration of college sports programs and associations. The course is intended to familiarize students with legal concepts and analysis, important to the student’s ability to recognize, approach, and resolve sport management-related legal issues. The course will focus on a variety of topics and principles, including but not limited to contracts, torts, agency, discrimination issues, trademarks, intellectual property law including copyrights and trademarks, antitrust and labor law. Upon completion of the course, students should be able to

- understand legal concepts and their importance for addressing and resolving management issues in the sports business environment,
- support sports management decisions grounded on legal and ethical principles,
- explain the policies underlying these principles,
- address potential management issues via contract clauses, risk management practices and overall legal strategy for sports organizations and sports-business relationships,
• anticipate potential legal problems in a sports management context and identify when it is appropriate to consult an attorney.
• understand NCAA legal-related decisions involving student-athletes and institutions of higher learning, and related compliance and enforcement issues,
• apply enhanced analytical and legal reasoning skills in business and other contexts, and
• apply enhanced oral and written communication skills.

**MGT 4803 - Privacy, Technology, Policy, and Law**

This mixed undergraduate- and graduate-level course examines the challenge of constructing and complying with privacy policies, technical requirements, and legislation. Is privacy a fundamental human right, an outmoded concept, or something in between? How should individuals, businesses, and governments consider privacy when developing or employing new technologies or policies? Students in the course will participate in extensive in-class debates of privacy challenges, including the ethical and legal foundations of privacy, development of privacy-related technologies, and the comparative differences between American and European approaches to privacy legislation. Course topics include social networks, surveillance, wiretapping, encryption, and web-based advertising. This course features a semester-long collaboration with a company seeking to engage students in real-world privacy challenges; specifically, compliance with federal privacy regulations, assessment of security and privacy policies, and development of new, privacy-sensitive approaches to business analytics.

**Leading and Managing Human Capital**

**MGT 3103 - Leadership in a Changing Environment**

Today’s organizations changes constantly. New technologies, globalization, and shifting workforce demographics change not only the nature of organizations and the characteristics of work groups but also how managers must lead and influence in these changing environments to be effective. This course focuses on developing an understanding of the management challenges posed by the changes taking place in the business environment, as well as on the frameworks and skills that are critical to leading both individuals and teams within these changing environments. The first half of the course focuses on changes in the work environment whereas the second half focuses on how to lead within the changing business environment. The course encourages learning at multiple levels through a variety of instructional techniques including class discussion of conceptual frameworks, cases, and videos, group exercises, and practical application.

**MGT 4102 - Management Consulting (Previously taught as MGT 4803 - Consulting. No credit allowed for both)**. Management Consulting has become and will continue to be a significant career option for many students, regardless of whether a student’s academic foundation is in business, engineering, or the basic sciences. Careers in Management Consulting often provide individuals an opportunity for challenging work, continued self-development, access to important social and professional networks, and, over time, significant financial rewards. The Management Consulting Industry has grown in size and complexity particularly since the early 1990’s. Although there are many very small firms, the industry is dominated by a relatively few very large global organizations that practice in a variety of business settings and business disciplines. In addition many businesses have developed internal consulting...
organizations to provide consulting related services within the organization and often in conjunction
with consulting services offered by third party firms.

In this course, we explore what it means to be a Management Consultant, and will introduce students to
consulting frameworks and methods; simulate consulting project activities and situations using business
cases; and network students with practicing consulting professionals from a variety of global and local
firms. Within the context of this course, consulting is view broadly and is inclusive of a number of
practice areas including Strategy Consulting, IT Consulting, Marketing Consulting, Human Resource
Consulting, Operational/Process Consulting, Organizational Consulting, and consulting for non-profits.
Course participants will be organized into consulting teams and will have the opportunity to identify and
complete two simulated consulting “engagements” using case materials from the Harvard Business
School.

MGT 4106 - Teams in Organizations (Previously taught as MGT 4803 - Teamwork in Organizations. No
credit allowed for both). Working in teams is an integral part of modern businesses and organizational
life. To better prepare you to succeed as a leader, manager or member of teams, this course is designed
around two objectives. First, it will create opportunities for you to lead and manage dynamic teams and
design and implement effective team processes. Second, it will introduce you to the critical theories,
concepts and frameworks used by successful managers to diagnose team performance and the threats
and opportunities teams face. The learning objectives for the course will be accomplished through 1)
analysis and discussion of case studies, 2) critical evaluation of current approaches to and realities of
team management, and 3) active participation in team exercises and simulations. This course promises
to provide greater insight into what separates successful teams from the many that fail, as well as
greater confidence in your own ability to lead and contribute to enhanced team performance.

MGT 4116 - The Role of Gender, Race and Ethnicity in Organizational Behavior (Previously taught as
MGT 4803 Gender & Ethnicity in US & Global Organizations. No credit allowed for both). The face of
the global and domestic workplace has changed radically in recent decades. This change has provided
great opportunity for growth, but it has also created new concerns for the individual and the
organization as we learn to harness the power of this new workforce in the most productive ways. This
course will examine how managers and employees become more effective leaders by understanding the
role gender, race and ethnicity plays in the life of the organization.
Many of us want to believe that we are objective, however, research has shown us that gender, race,
and ethnicity and even the clothes we wear are determinate factors in how we deal with each other in a
business environment. In this course, we will examine these differences and attempt to understand the
reasons behind the conflicts that arise within a diverse workforce.

When we speak of gender and ethnic issues, we usually discuss them in terms of the problems of the
minority group. In this course we will also look at these issues in terms of the way the majority views
itself and what effect this has on change within the organization.

We will explore how a leader can use an understanding of these divergent styles to enhance both the
individual’s and group’s effectiveness. We will go behind the façade of difference into the subtle
nuances of interpersonal relationships in an attempt to make each student a more powerful employee, manager or leader.

**MGT 4803 - International Human Resource Management**

It is widely acknowledged today that business is becoming more global. This globalization of business creates new challenges and opportunities for each of the functions of management including Human Resource Management. Though it is clear that International Human Resource Management (IHRM) is an integral part of business globalization, the Human Resource Management function is often poorly understood by those who make decisions concerning global operations, marketing, and personnel assignments. This lack of knowledge certainly contributes to the many disappointments that are experienced both by the business and the individuals whose assignment may become ‘internationalized’. This course is about useful methods and approaches for effectively addressing these challenges.

In this course, we take the perspective of the multinational firm and will be concerned both with the design of IHRM systems (such as recruiting, selection, training), as well as HR decision-making in the context of the overall business, its strategy, and current performance. Whether you are interested in becoming a Human Resource Manager or a manager who must learn to deal effectively with Human Resource issues, this course will be relevant.

**MGT 4803 - Leadership: Managing Work Relationships (Previously taught as MGT 4803 - Fairness and Leadership: Building High Trust Cultures. No credit allowed for both)**. This course is designed to provide students with a comprehensive understanding of leadership as a phenomenon, emphasizing the importance of building high-quality work relationships. Using case-based methodology, students will learn to think critically about the leadership. It is important to note that leadership develops over time, through repetition, feedback, and self-reflection. Ultimately this course will provide you with the tools you will need to continue to mature and evolve as a leader.

**MGT 4803 - Managing Innovation and Entrepreneurial Behavior**

Innovation is an important priority for businesses, a critical component of leadership, and a key factor contributing to the survival, transformation, and growth of organizations (both large and small). This course focuses on understanding innovation processes and how they can be used to improve innovation outcomes. We will identify barriers to innovation; discuss mechanisms for unlocking and facilitating creativity; distinguish different types of innovation projects and how they should be represented in an organization’s innovation portfolio; and evaluate the impact of different organizational designs, processes (e.g., power, politics, evaluation, etc.), and cultures on innovation. We will also devote a segment of class to a Design Thinking simulation which will highlight a method (popularized by IDEO) for designing new products and services using a human-centered ethos. Throughout the course we will also recognize and discuss global innovation challenges and opportunities. By the end of this course, you should have a strong understanding of what innovation is, the challenges associated with developing, nurturing, and profiting from it, and the varied individual, group, and organizational levers that can be used to positively manage innovation processes.
MGT 4803 - Motivation and Rewards
Motivation and Rewards presents both the theories underlying direct compensation and reward systems in organizations, and the administrative practices used to implement such systems. Theories and models relevant to total rewards from economics, organizational behavior, psychology, and sociology will be examined, particularly as they relate to human capital practices and outcomes including labor force attraction and retention and individual motivation, satisfaction, and performance. Compensation management practices, including the analysis and evaluation of jobs, criteria and procedures for determining wage levels, individual wage determination, forms of pay, and benefits will be covered.

MARKETING

MGT 3310 - Marketing Research
This course is designed to introduce you to the concepts, methods, and applications of marketing research. Basically, the role of marketing research in the business world is to help marketing managers make sound decisions. Thus, the various concepts and techniques you learn in this class will help you develop and carry out marketing research projects and implement findings in order to improve marketing practices. This course has an applied orientation; therefore, you will be expected to participate in discussions of class materials, cases, and current events.

MGT 4303 - Personal Selling and Sales Management
The relationship between companies and their customers has changed profoundly in recent years. Customers no longer look to their suppliers as just sources of products and services; increasingly, they demand that their suppliers add significant value to their business. Management 4303 is intended to provide students with a basic understanding of the tools and techniques that make for successful relationship selling. Among the core topics covered are: understanding buyer behavior; prospecting for potential customers; planning the sales call; communicating the sales message; recruiting, selecting, and motivating salespeople; evaluating salesperson performance. However, rather than covering these topics in a lecture format, as undergraduate courses often do, there will be a special emphasis in this course on "learning by doing," with a major portion of classroom time devoted to role plays and mini cases.

MGT 4304 - Strategic Brand Management
Strategic Brand Management is an advanced elective that addresses important brand decisions faced by an organization. The basic objectives of the course are 1) to increase the understanding of the important issues in planning and evaluating brand strategies; 2) to provide the appropriate theories, models and tools to make better branding decisions, and 3) to provide a forum for students to apply these principles. Particular emphasis is placed on understanding psychological principles at the customer level that will improve managerial decision-making regarding brands.

MGT 4308 - Advertising and Promotions / Integrated Marketing Communications (Previously taught as MGT 4803 Advertising and Promotions. No credit allowed for both). This introductory course examines the role of advertising and promotion as an integral component of the marketing mix, and relates it to other components of the marketing task and overall strategic marketing. The dynamic nature of advertising and promotion as a communication tool is introduced.
MGT 4309 - Services Marketing (Previously taught as MGT 4803 Services Marketing. No credit allowed for both). As we move into the 21st century, the service sector of the U.S. economy is large and growing, accounting for over 80 percent of GDP and over 80 percent of total jobs. But the marketing of services is very different from the marketing of tangible goods. To successfully market services, new strategies, tactics and frameworks are required, ones not usually covered in traditional marketing courses. This course will:

• Present the key strategies and tactics of successful service marketing
• Extend the basic marketing frameworks (e.g. the 4 Ps) into the service arena
• Introduce entirely new topics specifically applicable to service marketing, Learning will be student-centric and highly interactive, with in- and out-of-class projects, both individual and team-based, case studies, Q&A with executive speakers.

MGT 4311 - Digital Marketing (Previously taught as MGT 4803 Digital Marketing. No credit allowed for both). Digital marketing is a growing channel within a company’s marketing program mix. This course will explore the various components of this channel including social, mobile, email, microsites, and search engine marketing to understand how to implement an effective digital marketing strategy.

MGT 4331 - Consumer Behavior
The major purpose of the course is to introduce the students to the major concepts, theories, and techniques that make up the area of consumer behavior. The very basis of the marketing concept is the satisfaction of consumer needs and wants. Consumer behavior studies the “why” of marketing – why consumers prefer certain products and services. The students will also learn about the techniques that marketers use to understand and influence consumers’ desires, and how their actions influence (in both positive and negative ways) our daily lives.

MGT 4332 - Database and CRM Strategy
This course deals with one of the biggest impact of technological developments on marketing: customer data. How do we apply technological tools to address such marketing issues as segmentation, targeting and positioning? It is built around the notion of the customer life-cycle; it emphasizes analytical approaches to customer relationship marketing including identifying good prospects and customer acquisition; customer development and personalization; customer attrition and retention; and customer lifetime value. This course will introduce issues, techniques, and terminology associated with database marketing and data mining. It will provide students with the skills to apply conceptual understanding of technological techniques into specific operational plans – a skill in high demand today.

Specifically, the course objectives are to:

• Build your knowledge of a rapidly emerging marketing arena – customer-centric marketing – which some claims to be a new business paradigm;
• Provide an understanding of the role that analytical techniques and computer models can play in enhancing decision making;
• Develop basic statistical analysis skills using a statistical software package;
• Boost your analytical skills.

MGT 4335 - International Marketing
The objectives of this course are: (1) to introduce the student to an understanding of the environmental
factors affecting international marketing and the similarities and differences versus domestic marketing; (2) to provide the knowledge and skills needed for the administration of the international marketing function, and (3) to introduce and evaluate the impact of recent environmental changes on international business and marketing.

MGT 4803 - Marketing Analysis
This course aims to develop students’ skills in understanding a critical element of today’s marketplace: customer data. Students learn how market data is collected as well as translating raw data into relevant market information to address such marketing issues as segmentation, targeting and positioning. This course will introduce techniques and methods associated with market research data and analysis. It will provide students with the analytical skills to develop specific operational plans – a skill in high demand today.

MGT 4803 - Sales Management
The goal of this class is to introduce you to sales management in business-to-business settings. Topics include the role of personal selling as part of marketing strategy, sales force organization and deployment, recruiting and selection of salespeople, sales training, motivating and rewarding salespeople and evaluation of performance.

This sales management course is designed to:
a) Expose you to the multi-faceted nature of the sales manager’s job
b) Build awareness of current sales management practices and relevant managerial issues
c) Illustrate the interaction of sales management with the other elements of the marketing program and organization, and
d) Develop analysis and problem-solving skills within a sales management framework.

OPERATIONS/SUPPLY CHAIN MANAGEMENT

MGT 3510 - Management of Technology
This course focuses on analysis of the challenges associated with managing a firm’s resources (technology, work force, materials, information, knowledge) for long-term competitive advantage. Particular emphasis is placed on planning under conditions including rapid technological innovation (in products and processes), international competition, and changing markets. Specific topics include positioning strategies, innovation and diffusion, technology strategy, technology transfer, performance measurement, technology justification, and implementation of new technology.

MGT 3744 - Managing Products, Service, and Technology Development
Research and development (R&D) of products and services have emerged as one of the key themes of competitiveness after the 1990s. And yet, it is still treated in many firms as a “black hole” into which management pours lots of money, hoping that enough useful things come out to sustain the company for a few more years “on the run”. Have you worked or done internships in marketing, finance or sales? Then you will likely be familiar with that view. This course offers a systematic overview of the management issues that arise during the process of new product development (NPD). The development process requires integration across the traditional management functions. The course introduces tools and concepts for both linking development to strategy, and for managing the development process for speed, efficiency, and market impact. Through a combination of cases and reading articles, the course covers a wide range of topics.
MGT 4352 - Operations Resource Plan
Operations resource plan is about satisfying the customer demands with the best products and services a company can provide. It involves planning, executing, monitoring, and controlling of materials, production, and delivery of products and services. To understand these activities, we will include two main subjects in this course. First, we will focus on the concepts, issues, and techniques of manufacturing planning and control (MPC). The second part of this course includes the concepts, issues, and techniques of monitoring, evaluating, and controlling the production processes. We will introduce the useful statistical techniques for quality control and organizational implementation such as Six Sigma for quality assurance.

MGT 4353 - Operations Strategy
In recent years, global competitive environment has changed rapidly. In many product markets, competition has intensified to the point where costs often become the key competitive issue. Today, firms are faced with a wide spectrum of different equipment and system choices, involving substantial levels of investments and risks, with strategic implications for the firm as a whole. The course on Operations Strategy deals with operating decisions that have long-term and irreversible impact on a firm's profitability, and enhances the ability of the firm to compete effectively in a rapidly changing environment. The course provides an introductory exposure to the major concepts of operations strategy. While the course will focus on different aspects of operations strategy, three basic themes will be stressed throughout the course. First, developing operations strategy involves considering factors beyond the traditional boundaries of the operations function. Such factors include the overall competitive position of the firm, the nature of market demand, competitor's actions, government regulations, and so on. Second, there is a strong linkage between a firm's competitive strategy and its operations strategy. If this linkage is maintained, operations can become a formidable competitive weapon. If this linkage is neglected, even the best-designed strategies can fail. Finally, the course will consider operations strategy issues in an integrative manner by developing the interrelationship between operations, finance, accounting, and marketing.

MGT 4360 - Global Operations
The creation of free trade agreements such as NAFTA and GATT, and the easing of trade laws and tariff structures have helped to create a global marketplace. Today, it is not uncommon to see a company develop a product in one country, manufacture or outsource it in a different country, and sell it to a third country. In addition, new products could be introduced in several countries almost simultaneously, and suppliers with special expertise and technology could collaborate with manufacturers in different countries to create global products. As the world moves toward an international economy, the battle cry for corporations is increasingly becoming one of “global operations”. While globalization promises enormous strategic benefits by coordinating operations located in different countries, it is imperative for managers to develop a global perspective and be able to understand the intricacies of the global marketplace. Managing manufacturing and supply chain operations across cultural, economic, and political boundaries is a formidable challenge, because of which many globalization efforts are falling far short of their promise.

MGT 4366 - Service Operations
This case course explores the dimensions of successful service firms. It prepares students for enlightened management and suggests creative entrepreneurial opportunities. Beginning with the service encounter, service managers must blend marketing, technology, people, and information to achieve a distinctive competitive advantage. This course will study service management from an integrated viewpoint with a focus on customer satisfaction where the material will integrate operations,
marketing, strategy, information technology and organizational issues. Finally, because the service sector is the fastest-growing sector of the economy, this course is intended to help students discover entrepreneurial opportunities.

**MGT 4401 - Supply Chain Modeling (Previously taught as MGT 4803 - Supply Chain Modeling. No credit allowed for both).** The primary challenge for any firm, from an operations perspective, is to match supply and demand in the most cost effective way. Over the past decades, matching supply and demand has become increasingly challenging because today’s competitive marketplace may require firms to rely on other firms for inputs in the final products, therefore limiting the firm’s ability to streamline its operations. The main focus of Supply Chain Management is to overcome these limitations. In other words, Supply Chain Management is concerned with the design and management of value added processes that take place across organizational boundaries with the goal of matching supply and demand in the most cost effective way. The objective of the course is to provide students with tools/means for matching supply and demand in the most cost effective way. A mixture of lectures, case discussions and games will be used to provide a better understanding of supply chain issues.

**MGT 4803 - Management of Healthcare Operations**

The healthcare industry is facing a set of significant challenges on several fronts including ensuring availability of (or access to) care, enhancing quality of care, and containing costs – challenges similar to those faced by other industries. Moreover, according to a study conducted by the Institute of Medicine of the National Academies, “the U.S. healthcare delivery system does not provide consistent, high-quality medical care to all people.” Thus, healthcare is on everyone’s mind – from citizens whose premiums are increasing (assuming they have insurance) to the incoming Administration that has its own cures for the ailing industry. Chief executives rank healthcare as one of their top issues that affect the profitability of their corporations. Still, our system is regarded by many as the best in the world.

The healthcare industry’s challenge is to deliver its five Rs – the right treatment to the right individual at the right time in the right location and at the right price. Companies such as Wal-Mart and Procter & Gamble focus on delighting the consumer by delivering the right product of the right quality at the right time in the right quantity and at the right price. These companies are able to realize their objectives through effective implementation of technologies (e.g., information technology) and management practices (e.g., supply chain management, total quality management). When other industries have been successful in realizing the five Rs, why should the healthcare industry lag behind? This course has been designed to explore the roles of management practices and technology in addressing the critical challenges and harnessing opportunities in a timely manner for transforming the healthcare enterprise.

**MGT 4803 - Revenue Analytics**

Revenue management is a powerful new discipline that enables companies to understand the complexities of today’s diverse marketplace and allows managers to make rapid and confident decisions with the aim of maximizing profitability. It is the science of selling the right product or service to the right customer at the right time for the right price. In “Revenue Analytics”, we will explore both model and data driven price decisions for maximizing a firm’s profit. In this course, spreadsheet-based modeling methods and advance analytics will play a distinct role in getting students familiar with handling massive amounts of customer data and learn how to analyze this data to come up with the
best pricing decision. The course will be a nice fit for someone who is planning to pursue a career in a recently growing area, “Business Analytics”, with a variety of data driven statistical decision tools introduced throughout the semester.

The first component of the course is designed to provide different forecast techniques to predict the customer preferences based on past sales data. The next component involves introduction of pricing in a general sense with also specific marketing implications such as market segmentation, product versioning, and customized pricing. Finally, the primary component involves the aforementioned rapidly growing discipline, capacity based Revenue Management. In this part of the course, students learn to characterize different revenue problems and identify the best statistical and/or mathematical optimization technique to set and update prices in order to maximize the profit. The examples may include, but are not limited to, deciding on the booking limits for seats sold at different prices, or deciding on timing of the next discount for the item in the store, or how many reservations to overbook for a particular type of room in a hotel. We will make extensive modeling using MS Excel and explore different price strategies.

**STRATEGIC MANAGEMENT**

**MGT 3661 - Advanced Topics in International Business**
In today’s job market, it is essential to have a global perspective. This course is specifically designed to prepare the student for an internationally mobile career in a variety of fields; it equips the student with both “state of the art” material and real-world experience in the form of knowledgeable expert guest speakers, cross-cultural exercises, targeted cases, and course participation in X-Culture, a global initiative where students from around the world collaborate in multinational teams of 7 (each student from a different country) to complete a business proposal for an international company. MGT 3661 is a unique experience, and can give you a competitive edge in the fast changing global workforce.

**MGT 3662 - Management in the Healthcare Sector (Previously taught as MGT 4803 Management in the Healthcare Sector. No credit allowed for both)**. This course will explore the healthcare sector in its most comprehensive sense. It will analyze the healthcare “system” across the continuum of patient care – from prevention, to early detection, to diagnosis and treatment, to palliative care. Students will gain exposure to and knowledge of the many components of the industry, including issues in finance, accounting, supply chain, organizational behavior, strategy, healthcare IT, regulatory policy, and manpower planning and development. Emphasis will be placed on where contemporary management practice can engage for improvement, within the limits allowed by the exercise of clinical judgment.

**MGT 3663 - Technology Strategy (Previously taught as MGT 4803 - Technology Strategy. No credit allowed for both)**. Just like financial and human resources, technology has critical importance in organizations, and the management of technology is a basic business function. Just as we need financial or human resource strategies, organizations need to develop a technology strategy, which serves as a basis for the overall company strategy.
In this course, technology strategy will be studied by analyzing the economic and strategic factors that guide – or should guide - firms’ decisions regarding the generation, commercialization, protection, and
adoption of technological innovations. The emphasis is on the development and application of economic and strategy tools which are critical for insightful long term planning when deciding the sources of innovation (internal vs. external), how much to invest in internal R&D, whether to seek intellectual property protection, whether to develop and commercialize an invention in house or sell it through arm’s-length licensing contracts, or other cooperative strategies such as joint ventures or the sale of a technology-based firm’s equity. Technology markets are analyzed from both a seller’s and buyer’s perspective. Internal technology commercialization may entail the exploitation of first mover advantages or specialized downstream capabilities. Other topics covered include the analysis of situations, increasingly observed in several high-tech industries, where firms create and accumulate technological innovations without exploiting them directly, using them rather for technological negotiations with other firms or for preempting potential rivals from entering an industry.

**MGT 4803 - Forecasting for Business Analytics (Previously taught as MGT 4803 - Business Forecasting. No credit allowed for both).**

This course is designed to provide the tools necessary to conduct forecasting in an uncertain business environment. The course will begin with an overview of multiple regression, however the primary focus is time series analysis. Time series analysis uses past behavior of data to forecast future values. Topics include modeling and forecasting trends and seasonality, characterizing cyclical data, forecasting cycles and modeling volatility.

**MGT 4803 - Game Theory for Managers**

This course introduces Game Theory. It is designed to provide business undergraduate students with an understanding of the theory of non-cooperative games. We will cover the main forms of representing a game as well as the techniques to solve games. An important part of this course will be dedicated to applications in managerial decision making. For instance, we will examine the behavior of firms in oligopoly and analyze industrial and corporate policies in an international environment.

**MGT 4803 - Intellectual Property Strategy**

This course is a special topics course in firm strategy, surveying the economic, management, and legal issues associated with the protection of intangible assets by the modern firm, and the capturing of competitive advantage from innovation. The course is designed both to teach and foster discussion about important topics associated with the strategic management of intellectual property (including protection strategies, enforcement and litigation, IP monetization, startups and entrepreneurship, university technology transfer, and managing the large-company portfolio, among others), but also to give the student a formal experience in analyzing the way in which legal, technological, and competitive realities dictate the modern company’s IP environment. The grading for the course is based upon written and spoken components.

**MGT 4803 - New Venture Strategies**

This course is about creating ventures that are (1) based on or enabled by technological innovation and (2) launched as startups or formed within companies. While covering the venture creation and innovation process from conception to execution, the course emphasizes venture strategy for entrepreneurs, managers, and leaders. MGT 6165 takes a multidisciplinary approach to the theory and
practice of venture creation. Objectives of the course are to help students (1) understand and apply the strategic process of venture creation and (2) improve their skills in generating and finding ideas for new ventures, creating and identifying opportunities, evaluating venture proposals, designing and planning ventures, organizing resources, staffing ventures, building teams, communicating persuasively (in oral and written formats), and developing systems to control risk and enable growth. The course involves case studies, exercises, and lectures.

MGT 4803 - Strategic Entrepreneurship
This course’s objective is to hone your skills in using tools and frameworks of strategic analysis to analyze strategic problems and to formulate recommendations for entrepreneurial firms. It will not cover business plan development, entrepreneurial finance, or strategy implementation and is thus a complement to (rather than substitute for) courses focusing on these issues. Prior or simultaneous completion of Strategic Management 4195 is strongly recommended but not a formal requirement.

Today’s entrepreneurs and managers need to be able to recognize opportunities and cope with challenges created by technological developments, and entrepreneurial activity is particularly important in technology-intensive industries. As such, this course will focus primarily – though not exclusively – on technology-based startups. This course covers three broad sets of topics:

1. **Strategic perspective on the entrepreneurial process.** The first part of the course applies a strategic lens to key issues facing aspiring entrepreneurs and new ventures, including the creation and evaluation of opportunities, strategies to deal with uncertainty, the acquisition and development of resources and capabilities, and challenges in growing the firm.

2. **Competition and strategic interactions.** The second part focuses on the external environment and on strategic interactions with competitors. We will consider strategies to overcome barriers to entry, to compete against well-resourced incumbents, challenges and opportunities in markets characterized by network effects, and strategies to sustain competitive advantage over time.

3. **Cooperation, open innovation, and crowd-based business models.** Complementing the traditional strategy focus on competition, the third part considers cooperative strategies in broader networks of players. Among others, we will analyze when startups should cooperate with incumbents in bringing technologies to market, or how entrepreneurs can prosper within broader business ecosystems. We will also discuss emerging developments in crowdsourcing, crowdfunding, and open source production, many of which involve particularly high degrees of “openness” and cooperation.

OTHER MGT ELECTIVES

MGT 4191 - Entrepreneurship Forum
This course is an entry-level course in entrepreneurship and entrepreneurial management providing a broad overview of Entrepreneurship and what it takes to successfully start and run a business. Central to the course is the opportunity for students to meet, listen to, and interact with entrepreneurs and business leaders in both the for-profit and non-profit sectors and to be exposed to real life “lessons learned” from individuals with credibility and thought-provoking life experiences. Upon completion, the student will have a basic understanding of what it takes to start a business, develop a business concept and feasibility study, and determine whether they have an interest in further studies in the entrepreneurial field.
MGT 4192 - IMPACT Forum
Each individual has a unique capacity to contribute their expertise, talents, insights and experience to create a significant impact in their lives and in the lives of others.

The objective of this course is to:

- Investigate, discuss, and develop key competencies for creating personal “Impact” (internal).
  - Examples of competencies include:
    - Awareness – range of perspectives, points of view, and possibilities;
    - Critical-thinking – ability to investigate and assess situations, opinions and actions;
    - Emotional Intelligence – ability to manage ourselves and our relationships;
    - Communication – writing, speaking, listening;
    - Curiosity and compassion – ability to seek out and understand the complexity of diversity.
- Explore the concept of “Impact” – across a range of environments (external).
- Develop a personal “Impact Statement”

MGT 4193 - Service, Leadership, Values and Systems
Leadership is often perceived in terms of an individual’s skills and abilities to influence others. While these are important ingredients of leadership, in order to be truly effective, it is also critical for students to understand the environments in which they operate, the values that drive their decisions and actions, and the consequences that those decisions and actions will have on others within their organization and beyond. All individuals should be aware that their current behavior either limits or expands their ability to exercise leadership and influence others in the future.

This course has been designed to enhance students’ awareness of their values and the ways in which those values are reflected in their decisions and actions. We will explore the gap and tension between stated organizational values and those that drive actions. Students will gain a better understanding of the systems in which they operate, and learn how to identify points of leverage to affect change. Contemporary concepts of integrating values and system-level thinking will be studied, providing the student with knowledge that may influence their philosophy, style and strategy.

MGT 4194 - Social Entrepreneurship (Previously taught as MGT 4803 - Social Entrepreneurship and Enterprise. No credit allowed for both). Social Entrepreneurship is a concept that has gained momentum during the past few years. It is a process that applies innovative solutions to the world’s most pressing social problems. It has become an attractive alternative for students who wish to utilize their leadership and managerial skills to address the challenges of the world. According to Dees (2001) social entrepreneurship incorporates the following elements:

- A mission that seeks to create and sustain social value
- Designing processes for the organization to pursue opportunities to support that mission through innovation, adaptation, and learning
- Attracting the resources necessary to achieve the mission and sustain the organization while driving efficiency and leveraging existing resources to expand the scope of their service
- A clear focus on the needs of those being served
This course has been designed to:

- Introduce students to the concept of social entrepreneurship;
- Expose them to trends to understand shifts in the character of social entrepreneurship;
- Expose them to critical components for success; and
- Expand their knowledge and understanding of how they may integrate social entrepreneurship into the professional and personal arenas of their lives.

**MGT 4670 - Entrepreneurship**

This course provides an introduction to the process of establishing a technology-based new venture, and examines the entrepreneurial approach to business development and growth. The learning experience is designed to expose students to the entrepreneurial process of new venture creation with a focus on technology entrepreneurship. Entrepreneurship is viewed in this course as long-term value creation. Accordingly, the course will focus on a study of the activities associated with the assessment, creation, development, and successful operation of high potential new and emerging ventures. Course participants, working in a small team environment, will have the opportunity to develop their new venture management skills through a combination of classroom exercises, case analysis, and existing business plan analysis; and through the development of a detailed opportunity analysis and venture business plan.

**MGT 4803 - Innovation Tournament for Sustainability**

This course guides students through a systematic process for idea generation, selection, and impact with a focus on environmental or social issues that need to be solved. It puts structure around the process of innovation by teaching frameworks and methods for mastering innovation, supported by logic and empirical evidence. While this may seem daunting if you have never flexed your entrepreneurial muscles, I guarantee you will have a lot of fun and learn a lot from it.

The learning objectives of the course include learning a process- and design-thinking based view of idea generation and business model design, refining a business model using the business model canvass concept, understanding trade-offs between economic, environmental and social objectives, and developing research and synthesis skills using doing in-depth environmental/social impact analysis. The course starts with idea tournaments, a process that leverages the wisdom of the crowd. It continues with the application of basic experimenting/prototyping and business model innovation frameworks, emphasizing a systematic risk-limiting pathway to realizing entrepreneurial outcomes, with sustainability metrics in mind.

The course is instructor-guided in terms of process and basic tools, but almost entirely student-driven; doing the research, generating the ideas, finding the information and the resources you need at each stage will all be your responsibility. Expect this to be a demanding, but rewarding process. The learning from the process, the research, the feedback and the experience will help you whether you want to capitalize on a business opportunity in a company, or whether you want to strike out on your own one day.
This course is designed to address the needs of students who are currently evaluating specific venture opportunities, plan to start entrepreneurial ventures at later career stages, or who want to pursue careers where the ability to evaluate new ventures is important (e.g., venture capital, consulting, M&A). Strategic entrepreneurship should also be of interest to students working in established firms since many of the issues we discuss also apply to the context of “corporate entrepreneurship”. Moreover, understanding the new venture perspective will be useful for incumbents who frequently face startups as competitors or as potential partners.

**MGT 4803 - Sustainable Business Projects**
The purpose of this course is to help you gain a working knowledge of the various and evolving ways firms approach sustainability (environmental and social) and then apply this learning by solving a real problem for a company in a consulting team environment. In addition to readings and class activities, during the course you will bid on and be assigned to a real-life sustainability consulting project for a company and work on a team with classmates for 8 – 10 weeks. Your performance on this project, both individually and as a team, will be a major component of the final grade. For those of you interested in working directly in areas related to sustainability during your careers, this class will help you gain critical knowledge and skills towards that goal. For others it will offer a valuable point of view on a subject of increasing importance to managers and leaders across all functions and industries.

The class will focus on three main areas: sustainability topics and frameworks, basic consulting skills and tools, and specific needs or challenges on your consulting projects. We will use a variety of methods including readings, research, written assignments, group exercises, lecture, and discussion.