College of Business Electives Offered in Summer/Fall 2017

- To see how each of these electives fits into a CoB concentration or certificate, check out concentration and certificate requirements at https://www.scheller.gatech.edu/degree-programs/undergraduate/courses-curriculum/index.html.

- For information about assigned course professors, days/times and classroom locations, go to OSCAR via https://buzzport.gatech.edu. Titles for Special Topics courses (4803) are listed on the second line of course title in OSCAR.

- The electives listed below are not offered every term. The list may change slightly during registration. Some courses have pre-requisites, so please check OSCAR before you register.

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; a description of the essential characteristics of various investment vehicles; the organization and operation of the securities markets; a critical survey of the more important sources of investment information (with emphasis on those available in the Georgia Tech Library as well as on the Internet); an examination of the concepts of return and risk, the ways in which they can be measured, and their significance in terms of investor objectives; and closes with an introduction to the principles of optimal portfolio formation and administration.

The second section is devoted in its entirety to an analysis of the major types of securities available to investors. It begins with an examination of common stock, moves to a consideration of fixed return securities and concludes with a look at preferred stock and convertible securities. The principal emphasis throughout is on fundamental security analysis with its stress on principles and techniques of security valuation; however, the student is also introduced to the nature and essentials of technical security analysis. The concept of efficient markets is also examined in this section.

Three specialized topics are included in the final section of the course. They 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. This later topic is intended to serve as an introduction to the elective course in Derivative Securities (MGT 3084) which those students particularly interested in this subject may choose to take.

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.

The main focus of the course is to discuss the various risks faced by financial institutions and a detailed analysis of the various tools and instruments used to manage these risks. Special emphasis will be placed on the valuation of various fixed income securities which play a major role in the operation of the financial intermediaries.
The course is structured into three parts: (a) introduction of financial institutions, (b) measurement of the various risks faced by these institutions, and (c) management and hedging of these risks. Areas of asset securitization, off-balance-sheet financial activities, and international financing and operations will also be covered.

3082 Fundamentals of Real Estate Development
The course is designed to give the student a multidisciplinary overview/survey of the development process – from conception of the idea/vision through project completion and ongoing management.

The course goes beyond rudimentary real estate basics and will delve deeply into how the built world will look and be developed in the future-during the student’s career and beyond. This inquiry is essential to assist the student in developing a “point of view” about the built world of the future, the main drivers of change, critical issues that must be solved, the nature of a development team in the future, and the essential leadership characteristics that a developer and development team must now master. Technology and innovation will be key elements for exploration. Being part of a major technology research institution gives the class a unique opportunity to explore emerging technologies and the role they will play in the future world of real estate development. During the course, the students will be challenged to become trend spotters. The class will assemble a vast array of trends they observe and use the major trends to inform their “point of view”.

Being able to clearly and concisely present that “point of view” will be critical in the course and the class will present abundant opportunities to practice this skill. The Final Exam will give the students an opportunity to prepare and communicate their unique point of view based on what they have learned.

3103 Leadership-Changing Environment
Today’s organizations change 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.

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. Also, you must be prepared to use what you learned from the basic marketing management course and the introductory statistics course, both theoretical and practical components, and apply this knowledge to designing and conducting a marketing research project and interpreting marketing research data.
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.

Students are typically exposed to cases in actual manufacturing and service industry domains, readings from publications such as the Harvard Business Review (deals with management practice), and leading research in academic journals such as Administrative Science Quarterly, Management Science, and Production and Operations Management.

3606 International Business Law
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.

3662 Management in the Healthcare Sector
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.

3744 Managing Products, Services, 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.

3745 Business Programming (Previously taught as Special Topics MGT 4803 (Business Programming). No credit allowed for both MGT 3745 and MGT 4803 (Business Programming). This course is designed specifically to educate students in management related programming issues. It focuses on the two main streams of development technologies in MIS - client/server and browse/server - and data manipulation knowledge. During this course, the students will:
1. Master the basic principles in programming, including event-driven mechanisms in Windows, database connection and data manipulation;
2. Understand how to implement design specifications under both client/server and browser/server environments;
3. Required skills in programming and debugging using VB2008, VB.Net and ASP;
4. Implement a comprehensive course project related to business management issues.

**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. This course examines the basics of income taxation as it relates to multiple entities. This course will provide the necessary tax background for a variety of accounting, financial, and managerial careers. The course will also help you prepare for several qualifying examinations in accounting and finance such as: Certified Public Accountant (CPA), Certified Management Accountant (CMA) and Chartered Financial Analyst (CFA).

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.

**4026 Financial Reporting and 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).

**4027 Financial Report and Analysis II**

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

A distinctive feature of this course, as well as MGT 4026, is the joint attention given to (1) developing the ability to apply generally accepted accounting principles (GAAP) in the topical areas identified as well as (2) drawing out the implications of the financial reporting for financial analysis. The subjects of financial reporting and analysis are treated on an integrated basis. The broad framework of financial quality is employed to draw out some of the financial-analytical implications of various financial reporting topics. The implications of financial reporting for a range of financial ratios are also considered. While an equity-investor orientation is common for intermediate / advanced financial courses, this course employs a more creditor / lender perspective. This has the benefit of broadening the scope of the analysis for most students as well as drawing on the comparative strengths and experience of your instructor.

**4041 Auditing and Financial Control Systems**

The course is designed to provide the student with the insight about auditing: what is it, why it is 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 assurance services, management fraud, the legal liability of public accounting firms, an overview of the audit process, and ethical issues facing accountants.
**4043 Advanced Financial Reporting**

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
- Exposure to financial reporting issues for companies doing business internationally

**4045 Semi-Advanced Accounting**

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.

**4050 Business Analytics** *(Previously taught as Special Topics MGT 4803 (Business Analytics). No credit allowed for both MGT 4050 and 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.

**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). Without intelligently designed information systems, an organization will have a difficult time being competitive in the market.

The overall course objective is to provide you with the concepts and skills you need to analyze and design information systems. The course concentrates on the front-end of the systems development process while only lightly touching upon the development of computer programs and their testing and maintenance. Therefore, the focus will be on understanding systems analysis and design from a managerial viewpoint, not a computer science perspective.

**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.

**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. In a modern organization, business processes are supported by a complex software infrastructure (partly procured and partly developed in-house) that interlinks, automates and increases their efficiency. The emphasis of this course is on this software infrastructure and its relationships to business processes and organizational structure, and how firms can manage these relationships most effectively.

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. In particular, we will view information technology (IT) as a general purpose technology (GPT), and to make most effective use of this GPT managers must make complementary investments in process, organization and employee
training. Through better management of IT and its organizational complements, a firm can create IT capabilities that give it an advantage over competitors.

One component of this course is the use of an ERP simulation game. There are three primary objectives to the use of the game: (1) to understand how to use the transactional data in ERP systems to make better business decisions; (2) to develop a hands-on understanding of the concepts underlying enterprise systems; and (3) to experience the benefits of enterprise integration firsthand. You will be placed in a situation in which you must run a business using an actual ERP system (SAP R/3). Teams of five students will operate a firm and must interact with supplier and customer teams by sending and receiving orders, delivering products, and completing the whole cash-to-cash cycle.

Using standard reports, groups must analyze the transactional data from ERP systems to make business decisions and ensure the profitability of their operations.

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.

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.

4067 Financial Markets: Trading and Structuring
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.

4070 International Finance
The objective of this course is to learn the principles of International Finance and apply these to the study of corporate finance. While the focus is on International Corporate Finance, the initial few weeks will be spent on fundamentals that form a necessary background for issues that we will address in the
latter part of the course. The course is structured such that the material covered in the lectures is reinforced using case-studies.

By the end of this elective course, you are expected to be able to make basic decisions on international finance problems facing the managers of a multinational corporation. These include, but are not limited to, 1) understanding the various types of securities used in international financial markets; 2) hedging currency risk using these securities; 3) ways of raising capital in international financial markets; 4) calculating the cost of capital for a large multinational; and 5) valuing projects in different countries.

4072 Entrepreneurial Finance
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).

4106 Teams in Organizations
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.

4116 The Role of Gender, Race, and Ethnicity in Organizational Behavior
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.

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”

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.

4194 Social Entrepreneurship
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.

4303 Personal Sells & Sales
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. And consistent with this search for value, they seek tighter, more strategic relationships with their suppliers. This has produced a major shift in the role of the salesperson, a shift from transactional selling, with an emphasis on "getting the sale," to one of relationship selling, where the emphasis is on building and nurturing long-term value-based relationships.

This course 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 covering various elements of the relationship selling and sales management process formal presentations, in which presenters will develop and deliver sales presentations to fellow students, who play the role of corporate buyers
• Mini cases and lecturettes, in which students will engage typical issues and problems facing sales professionals

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. At the end of the course, students should understand the importance of brands, and be knowledgeable about and able to apply instruments to create, monitor and manage brands.
**4308 Advertising & Promotion: Integrated Marketing Communication**
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. The student will examine and apply: (1) major marketing communications functions such as (but not limited to) advertising, direct marketing, the Internet, interactive media, sales promotion; (2) how to research and evaluate a firm’s marketing and promotional situation; (3) how to use these various options in developing effective communication strategies and programs. (4) the implications of current trends. The student should develop an understanding of the tools of, and rational behind, advertising and promotion, in order to utilize them as an integrative communication tool in the realm of marketing and business (using cases, exercises and conceptual applications).

**4309 Services Marketing**
The service sector of the U.S. economy continues to grow in importance, accounting for over 80% of GDP and producing the majority of the net new jobs over the past 25 years. Even manufacturing companies that have historically depended on the sale of their tangible products for their business success now recognize that the service they provide along with the tangible goods represents an important source of sustainable competitive advantage.

While there are many similarities in the marketing of tangible goods and the marketing of services, there are also important differences. The differences spring primarily from the inherent nature of service products. With services, unlike tangible goods:

- Customers do not usually obtain ownership of the services that they purchase.
- Service products cannot be inventoried and are therefore highly perishable.
- Customers are often involved in the production process of services.
- The quality of the service product is usually closely associated with the person performing the service.
- There is often great variability in the nature and quality of the service each time the service is performed.

**4311 Digital Marketing**
Digital Marketing has evolved from radio and television to include the online/Internet channel and has grown significantly over the past 10 years. The pace of new technology development and the ways consumers are interacting with various technologies has also been growing rapidly. Marketing executives are faced with new challenges to determine creative, cost effective ways to create brand awareness, engage their audience and establish strong brand reputations. Social media and mobile have established new positions in the marketing arsenal alongside more mature online components such as email and search. Assembling the right mix of tactics to support an organization’s overarching marketing strategy while also maximizing efforts through integrated marketing communications poses great opportunities and challenges for large and small businesses alike.

**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. To explore the “why,” the students will be exposed to perspective on consumption from marketing, economics, psychology, sociology, and anthropology. 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.

**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.

**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.

**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.

**4366 Services Operations Management**
This case course explores the dimensions of successful service firms. It prepares students for enlightened management and suggests creative entrepreneurial opportunities.

Outstanding service organizations are managed differently than their "merely good" competitors. Actions are based on totally different assumptions about the way success is achieved. The results show not only in terms of conventional measures of performance but also in the enthusiasm of the employees and quality of customer satisfaction.
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.

4401 Supply Chain
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.

4450 Project Management  Previously taught as Special Topics MGT 4803 (Project Management). No credit allowed for both MGT 4450 and 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

**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.

**4725 Info Security Strategies and Policy** *(Previously taught as Special Topics MGT 4803 (Information Security Strategies and Policy). No credit allowed for both MGT 4725 and MGT 4803 (Information Security Strategies and Policy).*

This mixed undergraduate- and graduate-level course takes a multi-disciplinary approach to the study of information security – a current topic of intensive research, system implementation, standards development and public policy debate. The course is primarily lecture-based, with Socratic discussion of assigned readings, as well as active student participation via lively discussions and debates. Class sessions often include small-group, in-class activities to ensure hands-on experience in applying the concepts presented during lectures. There are no pre-requisites for this course, students from varied backgrounds are welcome and grading will be based on papers and projects but not an examination. The professor draws on his extensive experience in information technology, business, policy and legal aspects of current cyber-security debates.

**4726 Privacy, Technology, Policy and Law** *(Previously taught as Special Topics MGT 4803 (Privacy, Technology, Policy & Law). No credit allowed for both MGT 4726 & MGT 4803 (Privacy, Technology, Policy & 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.

4803 Advanced Topics in Marketing
The focus of this course is on understanding current theoretical and methodological approaches to various aspects of consumer behavior through an introduction to academic research. In addition to learning about the research process, students will be exposed to both recent and classic research that examines consumer behavior, and will then be asked to advance this knowledge by developing their own testable hypotheses and theoretical perspectives that build on what they have learned. Importantly, we will endeavor to transfer the theoretical knowledge to practical implications for brand managers, with the goal of suggesting ways to develop effective tools for strategic brand decisions.

4803 Financial Modeling
This course presents tools necessary to build advanced Excel spreadsheets for financial decision making. Programs such as SAS will also be used. The course will include topics such as firm valuation, financial statements, cost of capital, portfolio construction, option valuation, duration and immunization. Students will create spreadsheets using regression analysis, pivot tables, MACROS, Visual Basic Applications (VBA), solver, and goal seek. Active learning is a key component in this class. Each class will begin with a theoretical/conceptual explanation of the day’s task. During most class periods, a student will then build a spreadsheet with help from each other and the instructor.

4803 Social and Digital Analytics
Social and digital strategies are driving businesses in the modern age. Successful managers need the skills to identify the metrics that matter in the social and digital space, measure its impact on the organizations bottom line and communicate the strategic opportunities that emerge from social and digital insights.

This course covers every aspect of digital marketing and business operations including the following topics:

- Social media
- Search
- Website
- Email
- Digital media

Mastering the social and digital analytics and its related strategy practice provides both a competitive advantage and a foundation for the future.

This course prepares students to understand social and digital metrics, apply analytics techniques and become leaders in these areas in business organizations. This course covers the definitions, methods, algorithms and implications of digital analytics while reviewing issues, and challenges occurring today. It will provide hands-on experience with the tools used in the field, and will position students with the foundation for a career in the social and digital analytics field. The use of real-world examples, guest
speakers that are practitioners in the field, and current issues in analytics will ensure this course is topical and applicable to the student’s current experience.

4803 Social Media Marketing
Social Media Marketing has become one of the most significant channels of marketing for organizations of all types, including B2B, B2C, for-profit and non-profit. Evolving changes in consumer behaviors and social platforms provide a very challenging, yet opportunity rich environment for thoughtful marketers to drive deeper customer engagement, brand advocacy, enhanced customer loyalty, and support for numerous additional business goals. Although a compliment to disciplines such as market research, consumer behavior, digital marketing, and brand management, social media marketing is a specialized domain that requires specific skills and competencies.

Understanding the various strategic components associated with social media marketing is a necessary prerequisite for leveraging these aforementioned aspects effectively in an applied environment. This course will explore elements including:

- Social listening
- Influencer identification and management
- Social channel selection/rationale
- Incorporating paid media with social media
- Content analysis and scheduling
- PR/crisis management
- Social data analysis

In addition to providing exposure to the functional and strategic components associated with social media marketing, this course will also impart practical knowledge through real-world case examples, presentations from industry practitioners, and a real-world project/campaign. Much like the broader field of marketing, this course is intended to be interactive with a healthy level of class participation and Q&A.

4803 Sustainable Marketing
As environmental and social consciousness has grown in recent years, sustainability has emerged as an important market driver with the potential to grow profits and spur value creation. As a result, firms are increasingly making sustainability a strategic priority. This course considers sustainability through the lens of the marketing discipline. Through a combination of lectures, case studies, and class projects, this course examines the ways in which firms adapt their marketing strategies to meet business as well as societal needs.

4803 Understanding Markets with Data Science
This course focuses on the use of cutting-edge analytic tools to understand how individuals interact with each other, and how firms and organizations may gain insights and design policies that better serve consumers across various markets. In particular, we will explore the nature of networked marketplace, investigate how they are formed and maintained, and study the kinds of economic behaviors that result from different network structures. Furthermore, to understand how networked individuals influence one another, we will study the conversations by which they communicate. We will focus on the tools
used by data scientists to understand consumer sentiment, demand, etc., and make informed recommendations. After taking this course, students should be able to:

• Investigate networked data through visualization and network statistics
• Understand models of network formation
• Understand how information flows in network
• Measure network effects
• Extract useful information from textual communications, including sentiment analysis
• Develop appropriate managerial recommendations based on all of the above, including product design, recommendation, pricing, and the underlying IT system design

The prerequisites for this course include an intermediate probability and statistics course, and the basic familiarity with linear algebra. This course will also teach the analytical software R.