College of Business Electives Offered in Spring 2018

- 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.

**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. In addition, you will be able to identify the benefits and drawbacks of each model and the situations where each model is likely to work best.

This course will present little in the way of new material. The emphasis will be on applying the material learned in MGT 3062. Virtually all of the problems we consider will be based on real-world situations.

**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.

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.

3118 Cross-Cultural Management (Previously taught as Special Topics MGT 4803 (Cross-Cultural Management). No credit allowed for both MGT 3118 and MGT 4803 (Cross-Cultural Management).

In the not-so-distant past, only a small percentage of managers in organizations needed the knowledge and skills to manage employees from cultures other than their own. Today, however, virtually every manager will need these skills at some point, and some will make their careers on them. With a burgeoning global market, increased expatriate assignments and technologies that allow people to work together virtually, it is vital that managers learn how to manage across cultures. This course complements your other management and international business courses by developing your cross-cultural awareness to better understand the issues managers face when working across international boundaries. The course provides a broad overview of the various roles managers play within the unique international contexts. It introduces you to comparisons of significant cross-cultural differences and helps you to become familiar with ways to effectively anticipate and address cultural differences toward organizational and individual success. A particular emphasis is placed on the unique challenges associated with managing people in an international environment ranging from the psychology of cross-cultural relationships to developing strategic HR policies to attract and retain a global workforce.

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.

3325 Product Planning
This course will explore the steps involved in product planning and the critical functions performed by product managers in the modern organization. Students will become familiar with a range of product planning topics including market analysis and opportunity identification, concept development and testing, causes of product failure, customer and competitive strategy, and product line management. In the process, students will learn about specific managerial activities, planning tools, and analytical frameworks associated with product development, launch, and branding.

3607 Business Ethics
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.

**3608 Technology Law and Ethics** *(Previously taught as Special Topics MGT 4803 (Technology Law and Ethics). No credit allowed for both MGT 3608 and MGT 4803 (Technology Law and Ethics)).*

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.

**3614 Law for Entrepreneurs** *(Previously taught as Special Topics MGT 4803 (Law for Entrepreneurs). No credit allowed for both MGT 3614 and 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.

**3662 Management in the Healthcare Sector** *(Previously taught as Special Topics MGT 4803 (Management in the Healthcare Sector). No credit allowed for both MGT 3662 and MGT 4803 (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.

**3663 Technology Strategy**

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.

3743 Analysis of Emerging Technologies
Emerging technologies can change the business and societal environment rapidly and dramatically.

Knowing how to analyze emerging technologies and to forecast their implications for individuals, businesses, markets, and society is a critical skill in a broad range of contexts, including:

- Managers considering the use of an emerging technology within their organizations,
- Analysts predicting the impact of an emerging technology on an industry,
- Inventors or entrepreneurs developing a new technology,
- Policy-makers charged with helping society benefit from emerging technologies.

This course introduces students to methods for analyzing and making decisions about emerging technologies. This includes tools, principles, and theories for evaluating which technologies will emerge and why. Given this understanding, students should be able to develop useful technology forecasts and leverage those forecasts for business advantage. There are six specific course objectives:

1. Discuss the prospects of emerging technologies such as those previously listed.
2. Apply tools and techniques to scan the horizon for emerging technologies relevant to business and society.
3. Analyze how emerging technologies will affect individuals, firms, markets, policy, and society in the future.
4. Describe the system in which technologies emerge, including catalysts and inhibitors.
5. Develop and refine forecasts for how advances in technology will affect business and society in the future.
6. Predict which emerging technologies will be successful and why.

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.

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.

4015 Advanced Managerial Accounting
This course examines case studies in managerial accounting. Some of the topics discussed are costing systems, job-order versus process cost systems, absorption versus variable costing, activity-based cost activity-based management, service center allocation, transfer pricing, and non-financial performance measurement.

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.

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. The course provides a detailed examination of International Financial Reporting Standards (IFRS) and their application. It identifies differences between IFRS and US Generally Accepted Accounting
Principles and analyzes the implications of those differences. It also offers a framework for identifying and analyzing national differences in the applications of IFRS.

**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.

**4047 Ethics and Accounting**
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.

**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.

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. Despite the downturn in Internet company equity valuations and the failure of many dot coms, it is clear that how a firm’s leadership reacts to new technology driven opportunities, the changing values and characteristics of technology “empowered” consumers and business buyers, and rival strategies and competitive actions, will largely determine the future winners in an increasing wired “e-Economy”.

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.

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. The course seeks to give students an understanding of the economic underpinnings of corporate acquisitions, addressing such issues as the sources of acquisition value and managerial incentives to engage in or resist acquisition. Cases will be used to integrate theoretical ideas and their practical applications. The students will learn to use some databases to carry out valuation analysis.

4067 Financial Markets: Trading and Structure
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.

4068 Fixed Income
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.

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.

4102 Management Consulting
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.
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.
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 and Promotion: Integrated Marketing Communications
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).

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.

4341 Management of Healthcare Operation (Previously taught as Special Topics MGT 4803 (Management of Healthcare Operation). No credit allowed for both MGT 4341 and MGT 4803 (Management of Healthcare Operation).

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.

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.

4360 Global Operations and Supply Chain Management
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.

4366 Service 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.

**4367 Revenue Analytics** *(Previously taught as Special Topics MGT 4803 (Revenue Analytics). No credit allowed for both MGT 4367 and 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.

**4401 Supply Chain Modeling**

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.

4803 Business Decisions for Sustainability and Shared Value
At the heart of the concept of “business sustainability and shared value” are interconnections among the economic, environmental, and societal dimensions of business performance. This course uses the 2017 World Economic Forum Global Risks Report and the United Nations Sustainable Development Goals as frameworks to establish the role of fundamental human needs (food, water, energy, shelter, fair wages, and community) in shaping long-term business value and overall economic progress. The course is multidisciplinary, discussion-oriented, and experiential, and uses a variety of pedagogical approaches such as lectures on key concepts, cases, videos, talks by invited speakers, and site visits.
**4803 Designing for Shared Value**

Benefit corporations and social entrepreneurship are an increasing trend in the market, with more organizations seeking to design product or service solutions that can create both economic and societal value, often called “Shared Value”. The creation of shared value solutions is considered an evolution from the traditional corporate social responsibility (CSR) activities of firms, and becoming a new way of doing business. Despite the attention and interest generated by these ideas among corporations, the methods and practices needed to develop solutions that can meet economic and societal needs are only recently emerging. This class integrates design and marketing techniques and uses a “lab” approach to teach students how to understand societal needs, connect them to business needs, and develop branded products that serve business and societal needs at the same time.

**Learning Objectives:**
After taking this class, students will be able to:

- Describe the role of sustainability and societal needs in products and services
- Critically evaluate the integration of sustainability or social causes in the marketing of products or services
- Apply design and marketing methods to develop shared value product solutions defined as solutions that value for consumers; economic value for the organizations; and environmental or community value for society.

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**4803 Financial Aspects of Commercial Real Estate**

This course will examine commercial real estate finance from two perspectives: (1) the unique nature of financing the various stages in the real estate development process from the inception of a development concept to project stabilization and (2) the role of real estate as an asset class.

Commercial real estate finance involves a broad, often complex spectrum of both public and private capital markets sources, utilizing a wide variety of financing structures. These real estate capital markets are both domestic and global and range from significant sources of private financing provided by numerous types of high net worth investors and institutional investors to a wide variety of public debt and equity sources. In addition, governmental programs at the federal, state and local levels have become an increasingly significant source of financing tied to economic development, affordable housing, infrastructure financing and many other areas where effective public/private partnerships are critically important.

The public real estate capital markets focus on (1) publicly traded real estate investment trusts (REITs) for both Equity REITs, which primarily own and manage stabilized assets rather than actively developing new projects, and Mortgage REITs and (2) various types of securitized debt vehicles. We will touch on these increasingly important public real estate investment sources but the focus in this class will be on the various sources of financing utilized by the private sector at the various stages of the development process for new commercial real estate projects in all sectors, including primarily mixed use, office, retail, multifamily, hotel and industrial projects.

We will cover the different types of debt and equity financing that is available at each step of the development process from concept (the development of an idea or vision) through determination of feasibility, design, negotiations with public and private sectors, financing, construction, and marketing and management to stabilization and the ultimate sale or transfer of ownership from the developer to a long term investor or user or its retention and refinancing by the developer. As a survey course, we will go into each element of this process but will not go into every element in detail.

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**4803 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.

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.

4803 Marketing Practicum
The design of the marketing practicum course is to help students gain experience in solving marketing problems faced by companies. Student teams will pick a project from the companies that have agreed to participate in the course. Student teams will work on this project for the entire semester. Thus, this course will expose participants to marketing and business problems faced by organizations and develop the relevant skills for critically analyzing these problems and providing a tractable solution.

4803 Practicum - Social Entrepreneurship Projects
This is the course for students who are passionate about social (and/or environmental) issues, and have identified an area of interest where they want to make real change by developing an innovative solution. The course will serve as a guide in the students’ problem solving journey by exploring topics like: human centered design, social impact assessment, customer discovery, sustainable communities, and more. Students will connect with experts in these areas who will serve as mentors and provide feedback throughout the semester. Much of the course will be conducted ‘workshop style’ with guest speakers presenting on topics that will help teams with their project’s development and there will be plenty of opportunity for peer learning where students can share their feedback and advice with the others in class.

The end goal is to have a project ready for entry in the Ideas to Serve Competition – Tech’s social innovation event – to compete for up to 10K in start-up funds. The course is under consideration for the Leadership Minor and the Entrepreneurship Certificate.
This course is ideal for students who already have an idea for a solution to a social problem and need guidance and resources to move from idea to action. Everyone with a passion for improving the human condition is welcome! Have questions - please email dori.pap@ile.gatech.edu.

**4803 Real Estate Practicum**

To give students the opportunity to participate in a full semester research project involving a significant issue or challenging opportunity for a real estate development company, real estate service provider or their users. This Practicum is targeted for graduate students; however, a limited number of undergraduate students may be permitted to enroll. If any undergraduate students are enrolled, the graduate students will be held to a higher standard than the undergraduates.

To apply the major “drivers” of the rapid changes that are occurring in every sector of the real estate industry to an actual project. These drivers include but are not limited to demographic, lifestyle, technological, economic and financial occurring on a domestic as well as a global basis.

**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 Business Consulting Practicum**

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.