



JOHNS HOPKINS
CAREY BUSINESS SCHOOL



COURSE CATALOG
2017-2018

COURSE DESCRIPTIONS

The following courses may be offered during the 2017-2018 academic year. Updates to the course information shown below may take place before the course is offered.

BU.001.350

Professional Development

The Professional Development course is uniquely designed for graduating seniors as they embark on their careers in the global job market. Students will learn through experience and practice, enhance presentation skills, and connect with industry experts. Topics include: Self-assessment, industry insights, brand development, networking, job search strategies and interview skills. Students will leave the class with a foundation in career development skills and with a portfolio of professional documents to assist them during their job search. Note: This course is for second year full-time undergraduate students and cannot be repeated.

Credits: 0.00

BU.001.351

Professional Development for Career Success

This interactive course is designed to help first-year GMBA students develop critical professional skills that are necessary in any business organization. Course topics are selected based on industry research on what employers seek from MBA students. Each session is designed and scheduled so that students build a solid foundation of both interpersonal and intrapersonal skills. Active participation is essential so that students develop these skills in sequence and receive feedback from instructors and peers throughout the course.

Credits: 0.00

BU.001.600

Graduate Internship Project

Internship projects are available for students needing transcript documentation of an approved Carey Business School Internship. The Internship Project course is an audit only, no credit course offered during each semester. Carey Business School students must be enrolled in a degree program at least one semester (9 credits) before seeking an internship. Students should apply and register for the internship project course at least two weeks before the internship begins.

Credits: 0.00

BU.001.611

Business English for Graduates I

This course is designed to polish students' communicative competence for academic and professional success through analysis of texts, discussion, in-class writing, group work, and reflection activities. This course is the prerequisite for Business English for Graduates II. It meets for 3 hours a week for eight weeks.

Credits: 0.00

BU.001.612

Business English for Graduates II

This course is a continuation of Business English for Graduates I. This course is designed to polish students' communicative competence for academic and professional success through analysis of texts, discussion, in-class writing, group work, and reflection activities. It meets for 3 hours a week for eight weeks.

Credits: 0.00

BU.001.614

Business English for Graduates III

This course is a continuation of Business English for Graduates II. This course is designed to polish students' communicative competence for academic and professional success through analysis of texts, discussion, in-class writing, group work, and reflection activities. It meets for 3 hours a week for eight weeks.

Credits: 0.00

BU.001.615

Business English for Graduates IV

This course is the continuation of Business English for Graduates III. This course is designed to polish students' communicative competence for academic and professional success through analysis of texts, discussion, in-class writing, group work, and reflection activities. It meets for 3 hours a week for eight weeks.

Credits: 0.00

BU.001.620

Summer Intensive

The Summer Intensive aims to prepare international students entering the Johns Hopkins Carey Business School full-time graduate programs for the academic rigors of one of the world's premier universities.

The program focuses on helping participants adjust to American life and culture. Daily practice in writing and speaking English in a variety of contexts helps students prepare for the logistical, academic, professional, and social challenges they will face. Through close reading of articles and case studies, they learn and apply essential business concepts and terminology from such core disciplines as economics, accounting, organizational behavior, and marketing. In addition, participants are introduced to resources and strategies to cope with the logistics of living in a foreign country, from housing and transportation to grocery shopping and navigating a telephone book. One function of such a carefully orchestrated transition is to reduce the anxiety and stress usually associated with the start of classes.

Credits: 0.00

BU.001.700

Independent Graduate Project

An independent study provides an opportunity for students to study a particular topic of interest in depth. Students who demonstrated competency in a certain area may elect to pursue an independent study project under the supervision of a faculty sponsor with expertise in the selected area.

Credits: 2.00

BU.003.892

Leadership Development Expedition I: Pre-trek Seminar

This two-part course is a leadership-intensive seminar and expedition focused on helping students develop their own leadership capacity, while also emphasizing a conceptual understanding of leadership in diverse settings. The course utilizes the unique opportunity for leadership development embedded in outdoor experiential education, providing students the challenge of serving as a leader during an adventure expedition, and helping students reflect on this challenge to develop their own conceptualization and practice of leadership. The course combines a thorough academic introduction to leadership development and opportunity for self-assessment (before the expedition) with repeated reflection and feedback (during and after the expedition) to help students develop their own path as leaders.

Participants will spend 9 days in Belize sea kayaking through the pristine coastal waterways, while experiencing the first-hand challenges of leading a group in a remote destination. The group will work together as an expedition team to navigate, cook, eat, and set up camp. Along the way we will enjoy snorkeling, fishing, and local island life. Throughout the trip, students will focus on enhancing individual and team performance, learn and apply appropriate leadership models and provide/receive structured feedback. Trip logistics will be outfitted by Island

Expeditions who will provide us with local guides to teach us about life in Belize.

Note: In order to participate in the expedition, students must also register for BU.003.893 "Leadership Development Expedition II: Belize Trek". This seminar (BU.003.892) is a required pre-requisite for the Trek course (BU.003.893).

Credits: 0.00

BU.003.893

Experiential Leadership Development Seminar

This two-part course is a leadership-intensive seminar and expedition focused on helping students develop their own leadership capacity, while also emphasizing a conceptual understanding of leadership in diverse settings. The course utilizes the unique opportunity for leadership development embedded in outdoor experiential education, providing students the challenge of serving as a leader during an adventure expedition, and helping students reflect on this challenge to develop their own conceptualization and practice of leadership. The course combines a thorough academic introduction to leadership development and opportunity for self-assessment (before the expedition) with repeated reflection and feedback (during and after the expedition) to help students develop their own path as leaders.

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Credits: 2.00

BU.003.893

Leadership Development Expedition II: Belize Trek

This two-part course is a leadership-intensive seminar and expedition focused on helping students develop their own leadership capacity, while also emphasizing a conceptual understanding of leadership in diverse settings. The course utilizes the unique opportunity for leadership development embedded in outdoor experiential education, providing students the challenge of serving as a leader during an adventure expedition, and helping students reflect on this challenge to develop their own conceptualization and practice of leadership. The course combines a thorough academic introduction to leadership development and opportunity for self-assessment (before the expedition) with repeated reflection and feedback (during and after the expedition) to help students develop their own path as leaders.

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Credits: 2.00

BU.105.320

Global Business

This course examines the reality that business is a major facet in the ever-growing global framework. Students examine business within a global environment and the context within which small businesses, multinational corporations, multilateral institutions, and nongovernmental agencies (NGOs) interact. Students learn to apply global business concepts in understanding of national political economics, legal systems, and sociocultural environments.

Credits: 3.00

BU.120.601

Business Communication

This course refines students' skills in written and oral communication to internal and external audiences. Through analyses and practice of communication strategies adopted by successful business professionals, students learn to write clearly and concisely, make compelling oral presentations, and construct effective arguments.

Credits: 2.00

BU.121.610

Negotiation

This course provides students with the foundational knowledge and skills needed to negotiate. Designed around a series of research-based negotiation exercises, this course exposes students to a variety of negotiation situations that help them to understand the two fundamental approaches to negotiation. By reflecting on these exercises in light of negotiation theory, students develop an awareness of their personal negotiation style, including its strengths and weaknesses. By the end of the course, students will be able to negotiate in an effective, ethical, and culturally appropriate manner.

Credits: 2.00

BU.131.601

Business Leadership and Human Values

This course explores ethical leadership as a framework for enterprise value creation in a complex environment of competing economic and moral claims. Students examine the intrinsic ethical challenges of leadership and the concept of a moral compass as a foundation for responding effectively to the ethical challenges of corporate citizenship and value creation in a competitive global economy.

Credits: 2.00

BU.132.601

Business Law

A thorough working knowledge of the legal and regulatory environment in which businesses operate is essential for well-prepared business executives. This course provides an overview of the legal and regulatory environment affecting business in the United States and abroad. Topics include forms of business organization, contracts, torts and product liability, international business transactions, antitrust law, environmental law, securities regulation, ethics, and discrimination and employment issues. Students are expected to utilize electronic library and Internet resources to complete assignments.

Credits: 2.00

BU.132.615

Real Estate Legal Environment

Complex legal issues involved in a real estate development and management transaction are reviewed and analyzed in this course. Students explore legal topics, beginning with the basic principles of property law and extending to environmental issues and safeguards of site acquisitions through construction, including leasing, financing, conflict resolution, operation, and sale of a real estate project. Negotiation and legal aspects of alternative financing and entity structures are discussed. This course was previously titled Real Estate Law II.

Credits: 2.00

BU.141.710

Effective Teaming

In today's businesses, teams are a basic organizational building block. Teaming is perennially listed as one of the top skills that recruiters look for in graduating MBAs. This course conveys knowledge and practical tools that help students become more productive team members and leaders. Topics include the characteristics of high performing teams, leadership strategies for creating performing teams, strategies for avoiding dysfunctional team dynamics, and best practices for managing diverse and virtual teams.

Credits: 2.00

BU.142.620

Leadership in Organizations

Although this course is called Leadership in Organizations, its goal is about more than understanding organizational actors' behavior. Its goal is to help students learn how to leverage organizational behavior to enhance their ability to lead—now and in the future. Specifically, this course seeks to provide students with both the analytical frameworks and the practical experience necessary to better lead individuals and groups in organizations. The analytical frameworks will help students to understand leadership; the practical experience will help students put that understanding into action. The goal is to help students lead, even if they do not currently find themselves in a formal leadership role. The practices that are discussed will promote effectiveness at any level.

Credits: 2.00

BU.142.720

Managing in a Diverse & Global World

Business organizations and other critical organizations operate in both a market and nonmarket environment. Successful, globally minded managers align the firm's capabilities with the demands of both its market and nonmarket environment. This course systematically examines the political, regulatory, societal, and natural factors that shape business's nonmarket environment. Students learn to analyze the motives for focused intervention to better judge when and how political developments may affect business or organization interest. It explores the rise of "private politics" (activists, civil society networks, and NGOs), which are increasingly complementing conventional "public politics." This new plurality also opens exciting new nonmarket strategic opportunities for profit and socially driven business, providing it with new potential allies. This course stresses collective moral agency and the ethical dimensions of business and management in such a global political economy. Students explore cross-cultural perspectives on economics and business culture, and how to analyze and proactively manage the nonmarket environment through integrated market and nonmarket strategies.

Credits: 2.00

BU.142.730

Strategic Human Capital

Developing and managing human capital is vital for the success of any organization. In this course, students will examine ways in which human resources management can be used to enhance organizations' competitive capabilities. The goal will be to understand how an organization can select, train, and retain the right employees, and how it can effectively motivate them to make decisions that will allow the organization to successfully implement its overall strategy. Students will explore and master topics such as hiring and layoff decisions; human capital and on-the-job training; turnover; the provision of incentives; the advantages and disadvantages of alternative compensation schemes; objective and subjective performance evaluation; relative performance evaluation; promotions and other career-based incentive schemes; team production and team incentives; stock options and executive compensation; intrinsic and extrinsic motivation; non-monetary compensation; and mandated benefits.

Credits: 2.00

BU.145.325

Teamwork & Diversity in a Global Environment

The diversity of today's workforce brings both rich opportunities and real dilemmas. This course explores the sources, extent, and contributions of diversity in American business. Students explore the behaviors that block organizational and individual effectiveness in a diverse workplace including stereotyping, prejudices, and generalizations. Practical strategies such as organizational action plans, taskforces, and diversity programs are discussed to learn how managers can effectively attract and retain a diverse workforce.

Credits: 3.00

BU.150.710

Discovery to Market I

The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices as well as intangible products or “know-how.” The development and deployment of technological advances is the underpinning of global economic development, and such advances represent significant business opportunities as well. Whether by using, developing or acquiring innovations and inventions, inventors, entrepreneurs and managers must fully understand the invention and commercialization process regardless of their seats at the table.

This course covers the concepts and organizational issues involved in generating innovations; recognizing and screening technology opportunities; the legal and regulatory foundations of commercialization including intellectual property and technology transfer; strategies for commercialization. This course will help answer questions such as: When is an idea an invention? Who owns the invention? How can the invention be protected so as to maximize its commercial value? What are the steps to bringing the invention to market? What are the strategic options and which best fits the situation?

Discovery to Market I provides the foundational content for the project work in Discovery to Market II. As a result of this course students should be able to assess the feasibility of commercializing a scientific discovery, define the process required to bring it to market and recommend the best strategy to do so.

Credits: 2.00

BU.150.715

Discovery to Market II

This course is the second of two courses in the two-part Discovery to Market sequence. The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices, as well as intangible products or “know-how.” In this course students will apply material learned in Part 1 to team project work on scientific inventions. Discovery to Market I provides the foundational content for the project work in Discovery to Market II. As a result of this course students should be able to assess the feasibility of commercializing a scientific discovery, define the process required to bring it to market and recommend the best strategy to do so.

Credits: 2.00

Prerequisite(s): BU.150.710

BU.151.620

Global Strategy

This course provides students with the conceptual tools necessary to understand and work effectively in today’s interconnected world by developing strategic perspectives that link this changing environment, the state of the global industry, and the capabilities and position of the firm. The course provides frameworks for identifying and taking advantage of the opportunities presented in a dynamic

global environment at the level of the country and industry. It then focuses on firm-level strategic choices regarding where to engage in which activities. Finally, it covers the challenges of integrating the multiple perspectives, functions, and interests that constitute the multinational firm.

Credits: 2.00

BU.151.720

Corporate Strategy

This course is concerned with the formulation and analysis of corporate strategy. Corporate strategy asks the question, ‘In what industries should a firm compete?’ These are the objectives and policies that collectively determine how a business positions itself to increase its returns and create economic value for its owners and stakeholders. In this course, students learn analytical techniques for diagnosing the industrial landscape of a business, a firm’s overall portfolio, and identifying and analyzing specific business options. These concepts and frameworks will help you to learn to put structure on complex and unstructured problems in corporate strategy to provide a solid foundation for managerial decision making.

Credits: 2.00

BU.151.770

Power and Politics

The process of managing strategic change is not straightforward. Carefully developed plans for change can and, often do, disintegrate during implementation, disrupting not only production or service delivery, but also the lives of people who work in organizations. This course focuses on the process of implementing change as the key facet and fundamental challenge in managing strategic change. Students will gain an understanding of how organizational change is achieved and discover and enhance the personal capabilities and abilities to navigate change. The course will examine the various theories and concepts of change, along with experiences and dilemmas in practice, that together help us gain an understanding of what contributes to the carrying out of successful and lasting change. It will discuss how managers express agency in change and connect with others to produce change.

Credits: 2.00

BU.152.710

Entrepreneurial Ventures

This course focuses on the knowledge, skills, and attitudes that enable entrepreneurs to pursue opportunities in business development. Students form teams to experience each step of the entrepreneurial process. The end result is an opportunity assessment of a business idea. Emphasis is placed on a hands-on approach with learning supplemented by cases appropriate to each phase of the course. Entrepreneurs and subject experts expose students to real entrepreneurial operations and businesses, such as incubator and venture capital firms, via consultations and presentations.

Credits: 2.00

BU.152.725

Real Estate Entrepreneurship

The real estate industry is made up of real estate entrepreneurs. This class examines how to become a real estate entrepreneur and compete in today's marketplace. Course topics focus on the skills and knowledge real estate entrepreneurs successfully use to thrive. Students will learn techniques such as: how to create wealth, real estate pro-formas, back-of-the-envelope calculations, leverage, attracting external investors, and creating a winning business plan. Students will work in teams on case studies.

Credits: 2.00

Prerequisite(s): BU.241.610

BU.152.735

Strategy Consulting Practicum

This course is concerned with the formulation and analysis and practical application of business strategy. Business strategy is the set of objectives and policies that collectively determine how a business creates value for stakeholders. Strategy is concerned with answering two central questions: "What businesses should we participate in?" and "How should we compete?" Students will learn analytical techniques for diagnosing the competitive position of a business, evaluate strategies, and identify and analyze strategic options.

Students integrate and apply previous course work to strategic challenges addressed by organizational leaders. Analytic, integrative, and decision-making skills are also developed as student teams confront these strategic challenges. Creativity and innovation are critical to achieve success; as to follow often-traveled strategic paths is unlikely to result in superior performance. Students are challenged to use both critical and creative thinking as they perform analyses and provide strategic recommendations to their clients.

Credits: 2.00

BU.152.740

CityLab Toolkit: Business for Urban Social Innovation and Impact

The CityLab is an urban social enterprise laboratory applying business and management knowledge and tools to create social value in an economically distressed/underperforming neighborhood in Baltimore City or the District of Columbia. Each CityLab manages at least one discrete component of the larger neighborhood redevelopment project. This active, hands-on learning platform is designed for students to begin building a portfolio of urban social enterprise project expertise as part of their graduate business school experience. Students participating in the CityLab enroll in two 2-credit courses taken in sequence for an entire semester and must enroll in both courses during the same term. The first course introduces students to the urban social enterprise domain and the CityLab neighborhood, context, stakeholders, and the term project that will be completed in the second course. Please note: In order to be adequately prepared and fully engaged in this course, students should have

completed at least four of the required foundation courses within their graduate program prior to enrolling in this set of courses.

Credits: 2.00

BU.152.745

CityLab Practicum: Urban Neighborhood Project

Integrated collaborative practice in a city lab neighborhood to complete one element or segment of a larger neighborhood development plan. The CityLab is an urban social enterprise laboratory applying business and management knowledge and tools to create social value in an economically distressed/underperforming neighborhood in Baltimore City or the District of Columbia. Each CityLab manages at least one discrete component of the larger neighborhood redevelopment project. This active, hands-on learning platform is designed for students to begin building a portfolio of urban social enterprise project expertise as part of their graduate business school experience.

Students participating in the CityLab enroll in two 2-credit courses taken in sequence for an entire semester and must enroll in both courses during the same term. The second course is a field experience in which students work in the neighborhood with key stakeholders to complete a specific deliverable, building on knowledge acquired in the first lab course. Please note: In order to be adequately prepared and fully engaged in this course, students should have completed at least four of the required foundation courses within their graduate program, prior to enrolling in this set of courses.

Credits: 2.00

Prerequisite(s): BU.152.740

BU.155.430

Global Strategic Management

What impact do various political, economic, and cultural institutions have on the global economy? Students explore the role of governments and international agencies, including the International Monetary Fund and The World Bank, in supporting world trade and commerce. Issues surrounding international trade, protectionism, tariffs, balance of trade, cultural differences, and specific trade agreements, such as GATT and NAFTA, are studied.

Credits: 3.00

BU.210.001

Accounting and Financial Reporting Waiver Exam

This exam affords students the opportunity to confirm proficiency in Accounting and Financial Reporting. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.210.620.

Please note: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. The exam will be completed online in Blackboard within the timeframe stipulated listed within this course description. Students will be required to use Remote Proctor for the actual completion of the exam.

Credits: 0.00

BU.210.620

Accounting and Financial Reporting

This course emphasizes the vocabulary, methods, and processes by which business transactions are communicated. Topics include the accounting cycle; basic business transactions involving assets, liabilities, equity, account revenue, and expense; as well as preparation and understanding of financial statements, including balance sheets, statements of income, and cash flows.

Credits: 2.00

BU.210.650

Advanced Financial Accounting

Advanced Financial Accounting is designed to prepare you to analyze, interpret, and use financial statements effectively, both from a general manager and from an investor perspective. The course will review and extend the topics introduced in Accounting and Financial Reporting with an emphasis on value creation. Specifically, the course will introduce a thorough framework for financial statement analysis, focusing on (1) accounting analysis, (2) financial (ratio and cash flow) analysis, and (3) prospective (forecasting and valuation) analysis.

Credits: 2.00

Prerequisite(s): BU.210.620 **or** BU.910.611

BU.220.610

The Firm and the Macroeconomy

This course explores the workings of an economy from a macroeconomic perspective. Although the course focuses primarily on the United States economy and its relation with the rest of the world, the concepts and tools apply to market economies around the world. Major topics include: the determinants of an economy's output in the long run; the role of money in the long run and short run; the determinants of the price level; the role of interest rates and exchange rates in the U.S. economy and in small, "open" economies; the causes and nature of the business cycle; the Keynesian model of the economy and how it differs from the classical theory of the economy; and the role of fiscal and monetary policy in stabilizing the economy and ensuring full employment. The last module of the course examines the recent meltdown of the economy, stemming from the collapse of housing prices and the financial system.

Credits: 2.00

BU.220.620

Economics for Decision Making

This is a microeconomics course with emphasis on the application of economic principles and methodologies to private and managerial decision problems. Major topics include consumer choice and market demand, costs and profit maximization, market structures, output/price decisions, and strategic interactions.

Credits: 2.00

Prerequisite(s): BU.510.601 **or** BU.914.610

BU.220.720

Financial Econometrics

Financial econometrics is the intersection of statistical techniques and finance. It provides a set of empirical tools to analyze historical financial data, model underlying economic mechanisms, and predict future price trends. This course covers both cross-sectional and time-series data. Multivariate regression analysis is developed to study the cross-sectional differences in stock returns of individual firms and associated portfolio models (e.g., CAPM, APT). Recent time-varying factor models are also developed that allow for the covariance between assets to change through time. Applications of these techniques to evaluate the performance of new trading strategies and hedge fund managers are also discussed. Furthermore, time-series models (e.g., ARMA and ARCH/GARCH) are introduced to model and forecast both time-varying aggregate stock returns and volatility. Models for within day price dynamics based on high-frequency financial data are covered if time allows. The course prepares students to conduct empirical research in an academic or business setting. Stata will be used for the class.

Credits: 2.00

Prerequisite(s): BU.232.701 **and** (BU.510.601 **or** BU.914.610)

BU.230.620

Financial Modeling and Valuation

This course comprises a Corporate Finance section and an Investment section. The Corporate Finance section discusses how to value corporations using balance sheet information. The Investment section covers issues in applied asset pricing such as estimating the volatility of asset returns, evaluating asset betas, constructing efficient portfolios, and quantifying optimal asset allocations. Topics in risk management, such as value-at-risk, are also discussed.

Credits: 2.00

Prerequisite(s): BU.232.701

BU.230.640

Development Modeling and Risk Analysis

This course emphasizes the estimation of development and investment budgets, including construction costs, construction loan interest, tenant improvements, lease-up reserves, marketing costs, and other soft costs. Ongoing property operations, including lease-up and refit allowances, are also examined. In this context, various capital structures are analyzed including mortgage loans, various equity investors, and possible refinancing opportunities. In addition, critical risks are examined using sensitivity analysis, Monte Carlo simulation, scenario analysis to calculate the most likely returns, and the probability of loss. This course was previously titled Development II.

Credits: 2.00

Prerequisite(s): BU.241.610 **or** BU.231.620

BU.230.710

Quantitative Financial Analysis

This course explores the fundamentals of Monte Carlo simulation techniques and their applications in finance. Using MATLAB as the programming platform, this course exposes students to hands-on computer exercises in advanced quantitative topics. This course trains students to become familiar with simulation techniques in modern financial engineering. MATLAB is widely used in many science disciplines and is also emerging as one of the most popular programming platforms in the financial industry. Since this course relies heavily on MATLAB, students are strongly encouraged to bring a laptop to class.

Credits: 2.00

Prerequisite(s): BU.232.710 **and** BU.232.701

BU.230.730

Managing Financial Risk

The course offers an introduction to financial risk management. Risk management is a complex process of identifying, measuring, and controlling risk exposure. The course will balance theory and practical application. Topics include market and credit risks, liquidity, and operational and legal risks, including volatility modeling, and derivatives as tools for controlling risk. Using modern econometric models, such as ARCH and GARCH, along with widely used quantitative methods (Monte Carlo simulation and Filtered Historical simulation), the course will describe how to measure and control risk exposure towards various types of risks, especially market and credit risk.

Credits: 2.00

Prerequisite(s): BU.232.710 **and** (BU.220.620 **or** BU.912.611)

BU.230.750

Financial Crises and Contagion

This course takes students through the last 30 years of financial bubbles, manias, and scandals in the United States, from the thrift crisis of the 1980s, to the Long-Term Capital Management and Enron debacles, to the recent mortgage meltdown and Great Recession. Examining the upheavals of these three decades is key to understanding how the landscape and laws of modern financial markets evolved and where they might be headed.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.910.611

BU.231.620

Corporate Finance

This course is designed to introduce students to the basic, yet fundamental, issues of modern finance. The goal of the course is to provide students with the basic tools needed to successfully complete more advanced finance courses. This course deals primarily with a firm's investment and financing decisions, and its interactions with the capital markets. Students are taught the fundamental principles of financial valuation and analysis, which provide a solid foundation for all other finance courses.

Credits: 2.00

Prerequisite(s): BU.210.620 **or** BU.910.611 **or** BU.234.610

BU.231.710

Financial Institutions

The financial service industry plays a significant role in the economy and it continues to undergo dramatic changes. Financial institutions (FIs) perform the essential function of channeling funds from savers to users of funds. Financial intermediation is subject to a significant risk as the recent financial crisis vividly illustrated. The risk management of FIs is crucial not only in maximizing shareholders' value, but also in ensuring the stability of the whole financial system. In this course, we focus on the measurement and management of fundamental risks of banks (depository institutions).

For example, banks hold assets that are exposed to default or credit risk. Banks also tend to mismatch the maturities of their balance sheet assets and liabilities, and therefore are exposed to interest rate risk. Banks hold funds their portfolios of illiquid assets with deposits and their short-term liabilities, and hence they are exposed to liquidity risk. When they operate in foreign currency they take on foreign exchange risk. Banks can manage their risks in a variety of ways. Furthermore, banks need to manage the uncertainty of the earnings of their trading portfolios caused by extreme market changes, a risk that is known as its market risk. Liability management, loans sales and securitization, portfolio diversifications, and capital adequacy are alternative ways to manage these risks.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.910.611

BU.231.720

Corporate Governance

The value of a firm depends on good corporate governance practices protecting investors. Greater protection of shareholders lowers the cost of capital due to better risk mitigation. Thus, the set of governance practices, rules, and regulations that promote private sector investment and jobs creation also promote firm value. Topics include the role and responsibilities of shareholders (principals), the boards of directors (the principals' representatives), and the executive management (agent). They also include executive compensation policies, boardroom structure and practices, corporate disclosure and transparency, and the value of the shareholder vote. The course looks into corporate pyramidal structures, hostile takeovers, and the failure of the market for corporate control. It examines the role of financial institutions and credit rating agencies in promoting corporate governance, and how transparency, accountability, responsibility, and fair and equitable treatment of all shareholders help improve corporate governance and reduce agency conflicts between principals, management, and the board of directors.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.910.611

BU.231.740

Mergers and Acquisitions

Using a case approach, this course explores the incentives for using acquisition, divestiture, and alliances as vehicles to achieve corporate strategic objectives. Students address analytical techniques often employed in restructuring and alliances, negotiation strategies, and valuation, and the evolution of these transactions. Also discussed are problems encountered in post-merger integration, and alternative modes of market entry, including joint ventures and internal development.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.910.611

BU.231.790

Advanced Corporate Finance

By employing a case study approach, students learn how the theoretical concepts and tools learned in Corporate Finance and other finance classes are applied in solving real-world problems. Through such key concepts as financial forecasting, cost of capital, capital budgeting, optimal capital structure, dividend policy, and firm valuation, students learn the analytical techniques necessary to make rational financial decisions.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.910.611

BU.232.650

Continuous Time Finance

This course provides a conceptual understanding of the basic ideas in mathematical finance and shows how these ideas are applied to practical situations, through the development and use of financial models. Mathematical abstractions are created which deal with issues including

option pricing, risk neutrality, incomplete markets, stochastic volatility, and other responses to the realization of a variety of "unknowns". Topics include Ito calculus, options theory, martingale pricing, interest rate derivatives, jump-diffusion processes, and variance gamma models.

Credits: 2.00

Prerequisite(s): BU.232.710 **and** BU.230.730

BU.232.701

Investments

Through an in-depth study of portfolio theory and asset pricing models, students acquire the analytical skills necessary to conduct the valuation of equities, fixed-income securities, and alternative investments. This exploration builds on a thorough exposure to the concepts of risk, risk aversion, and compensation for risk in financial markets. It leads to an understanding of the importance of diversification in controlling portfolio risk for effective asset management.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.910.611

BU.232.710

Derivatives

This course offers a rich overview of forwards, futures, swaps and options. The course will cover both the actual working of derivatives and the analytical tools needed to effectively understand derivatives. Skills are developed in pricing analysis, use of pricing models, trading, and hedging strategies. The strategies are developed to match specific economic goals, such as portfolio risk reduction.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.910.611

BU.232.720

Fixed Income

This advanced course focuses on the major markets and instruments, pricing and volatility, and risk management of fixed income securities and portfolios. Topics include features and risks of a variety of fixed income securities, including bonds with embedded options, mortgage-backed and other derivative bonds, yield spreads, forward rates and term structure theories, risk management techniques, and bond investment risks and portfolio management strategies.

Credits: 2.00

Prerequisite(s): BU.232.701 **and** (BU.231.620 **or** BU.910.611)

BU.232.730

Wealth Management

This course provides strategies for coordinating financial planning for high-net-worth individuals. Students will become skilled at identifying and dealing appropriately with clients' goals, needs, and problems in the areas of investment and investment planning.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.910.611 **or** BU.234.610

BU.232.750

Advanced Portfolio Management

This is an advanced course designed as a comprehensive study of primarily institutional investment analysis and portfolio management. It will approach investment management as a rational decision-making process based on the theoretical foundation and best practice techniques of investments. The course is presented to help understand how the basic theories of managing a portfolio of financial assets within the risk–return framework will be addressed. Due to the increasing globalization in the capital markets, portfolio management has become an international business. Thus, a good understanding of valuation of equities and fixed income securities, options and futures, and other investment instruments within a global setting is necessary to maintain optimal investment in this dynamic environment. The course emphasizes portfolio management as a dynamic process in which the concepts from security analysis are factored into the dynamics of strategic and tactical investment decision-making criteria. The course covers the formulation of appropriate investment portfolio objectives for a key institutional investor, and alternative techniques for achieving them. Determination and allocation of asset classes—including bonds, equities, and alternative investment instruments into efficient portfolios—will be discussed, along with such topics as portfolio optimization, risk management, asset selection and allocation, investment management, monitoring, and revising and rebalancing a portfolio. Finally, criteria for evaluating portfolio performance will be discussed. Students are encouraged to incorporate corporate social responsibility and sustainable investing concepts into class discussions and deliverables.

Credits: 2.00

Prerequisite(s): BU.230.620 **or** BU.910.611

BU.232.790

Advanced Hedge Fund Strategies

This course surveys a broad range of hedge fund and proprietary trading strategies with an emphasis on understanding their fundamental investment process. Students will gain practical knowledge in regards to creating, back-testing, and implementing these strategies. There will be particular focus on the theoretical justification for the existence of inefficiencies or risk premium, and the successful extraction of them. The course will cover the gambit of popular hedge funds strategies, such as Long/Short, Event-Driven (Distressed, Risk Arbitrage), Equity Market Neutral, Statistical Arbitrage, Dedicated Short-Bias, Convertible Arbitrage, Emerging Markets, Fixed Income Arbitrage, Global Macro, Managed Futures, and Multi-Strategy. Particular attention will be placed on understanding the mechanics of the alpha-extraction methodology. An example of the type of question that will be addressed in this course is: What do hedge fund managers strive to capture, and how do they do it? Hidden risks and limitations associated with the implementation of such strategies will be highlighted throughout this course. Upon successful completion of this course, students should

gain a firm understanding of the popular hedge fund trading strategies currently employed in the industry.

This course is presented from a practitioner’s perspective and will assume that students have knowledge of basic financial theory, portfolio construction, arbitrage concepts, return calculations, statistics, and financial instruments and derivative products. The class projects will be highly quantitative and will require that students be able to analyze and manipulate market data using statistical and mathematical modeling techniques.

Credits: 2.00

Prerequisite(s): BU.232.701 **and** (BU.231.620 **or** BU.910.611)

BU.233.410

Investment Analysis & Capital

Study of portfolio theory and asset-pricing models allow students to acquire the analytical skills necessary to conduct valuations of equities, fixed-income securities and alternative investments. This leads to an understanding of the concept of portfolio management and the importance of diversification in controlling portfolio risk.

Credits: 3.00

BU.233.730

Entrepreneurial Finance

This course introduces students to identifying, accessing, and evaluating sources of financing for start-ups and expanding technology companies. The approach uses case studies, group interaction, and presentations from experts in the field. Attention will be given to financial theory, risk assessment, valuation options, term sheets, due diligence techniques, and the setting up of financial reports for monitoring progress toward meeting milestones.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.910.611

BU.234.610

Real Estate and Infrastructure Finance

This course examines selected techniques and issues in the area of real estate finance. Special emphasis will be placed on the design and valuation of mortgage instruments. This class will be conducted using a lecture format. While lectures will follow the textbook to some extent, supplemental readings will be required. Students are assumed to have some knowledge of finance. Before taking this class, it is important for students to have a clear understanding of the time value of money concept and knowledge of how to use spreadsheets to solve time value of money problems. Knowing how to use a calculator to solve present value problems (but without a clear understanding of the underlying concept) is not sufficient for tackling the course material of this class. Use of calculators or spreadsheets will not be taught in this class.

Credits: 2.00

BU.235.410

Financial Theory and Practice

This course builds on the prerequisite course, Principles of Finance. The coverage of this course includes main topics in corporate finance, select topics in financial investments, and multinational finance. Each lesson gives a closer and deeper examination to one (or more) of the main concepts covered in the first finance course. The main focus of the course is bringing together the financial theory with the practice of finance in the markets. Viewing financial concepts in tangible contexts provides a solid foundation for pursuing positions in the financial industry. Also, this course prepares students for pursuing a graduate degree in finance by exposing them to techniques that enhances the accessibility of graduate core courses.

Credits: 3.00

Prerequisite(s): BU.235.301

BU.241.610

Real Estate Investment and Development

This course provides an overview of the real estate development and investment processes, as well as introduces students to various disciplines, professionals, and industry sectors, and how they interact and participate in these processes. Students learn to apply direct capitalization models and discounted cash flow models to estimate real estate values by converting future income expectations into present values. These values are compared to current costs and prices to determine the financial feasibility of proposed projects and existing properties. The concept of highest and best use is also introduced and discussed. The use of Excel and Argus software is introduced along with financial calculators and the CoStar database. This course was previously titled Development I.

Credits: 2.00

BU.241.620

Design and Construction Feasibility

This course examines site planning, building design, and managing the construction project. The class is divided into two sections. The design section focuses on the conceptualization of the project, and the construction section looks at the management of the implementation of the project. Emphasis is placed on how the selection of materials, equipment, and systems can affect both the function and cost of the building. The course also includes a detailed review of the forms of construction contracts and associated documents commonly used in the industry. This course was previously titled Managing Construction Projects.

Credits: 2.00

BU.241.725

Global Perspectives in Real Estate

This course focuses on real estate and infrastructure investment and financing issues around the globe. Using a case approach supplemented by assigned articles and textbook readings, the course examines the global nature

of the real estate asset class, the market players and the issues they encounter when identifying opportunities, and executing real estate strategies in various global markets. Topics covered include risks and returns of international real estate investment; challenges in international real estate development; identification of opportunities and execution of real estate strategies around the world; REITs around the globe; and global real estate portfolio considerations.

Credits: 2.00

Prerequisite(s): BU.241.610 **or** BU.234.610 **or** BU.231.620

BU.241.735

Infrastructure Development for Sustainable Cities

This course provides an understanding of the demand for, and supply of, sustainable infrastructure related to the pace of urbanization across the globe. The challenges for both developing and developed countries is examined from the perspective of potential new strategies, new technologies, new business models, and new financing techniques that could make a difference in addressing a full range of infrastructure needs while addressing sustainability objectives. In terms of sustainability, this will include an understanding of the demand and supply side, cultural factors, the policy framework, and the potential impact of technology and innovation. This course was previously titled Sustainable Cities: Urbanization, Infrastructure, and Strategic Choices.

Credits: 2.00

BU.241.740

Project Finance and Public-Private Infrastructure Delivery

Project financing, as an alternative to conventional direct financing, is a well-established technique for large capital intensive projects. It grew in importance in the 1990s as a means of financing projects designed to help meet the tremendous infrastructure needs existing in both developed and developing countries. Whether project financing is suitable for such a purpose will depend, ultimately, on if this financing method offers the most cost-effective means of accomplishing the project after all social and private benefits and costs are considered. This course will discuss the basic project financing framework; the rationale for using project financing as opposed to direct conventional financing; the identification and management of risks associated with a large scale project; evaluating a project's viability using analytical tools; sources of project funds; using public-private partnerships as a mode of project financing; and the crafting of contractual arrangements to allocate a project's risk and economic rewards among the parties involved. This course was previously titled Project Finance for Infrastructure.

Credits: 2.00

Prerequisite(s): BU.234.610 **or** BU.231.620 **or** BU.910.611

BU.241.750

Advanced Valuation and Investment Analysis

This course will integrate advanced valuation principles with the science of econometrics. Trend analysis, in the form of regression analysis, is used to reveal the influences on value for real estate. This integrates the results of regression analysis into the discounted cash flow methodology. This course is intended to prepare the student for real-world challenges in valuing complex real estate.

Credits: 2.00

Prerequisite(s): BU.242.715 **or** BU.510.601

BU.242.410

Real Estate Investment Analysis

This course deals with the analysis of real estate from the perspective of equity investors, developers, lenders, and corporate users. Emphasis is placed on how to analyze the risk and expected rate of return for existing income-producing properties as well as for residential and development projects. Students will learn to evaluate the viability of a potential real estate investment. Through critical and integrative thinking, students will be able to: 1) identify key issues in evaluating real estate investments, 2) develop a perspective that is supported with relevant information and integrative thinking, and 3) effectively communicate recommendations. Students will also be exposed to how real estate investments are viewed from a global perspective.

Credits: 3.00

BU.242.601

Real Estate Market Feasibility Study

Understanding the urban environment is the key to understanding the marketability of real estate. Likewise, understanding the marketability of real estate is the key to making wise investment decisions. In this course, students will examine the forces that form, shape, and influence the growth of cities with the goal of understanding how real estate benefits and suffers from these dynamics. Students will explore the techniques for forecasting demand and supply in specific markets, as well as evaluating sites based on product criteria. Products include residential, commercial, and retail properties. Final sessions deal with feasibility analysis. This course was previously titled Real Estate Capital Market Analysis.

Credits: 2.00

BU.242.701

Real Estate Investment Trusts: Analysis and Structuring

This course examines the role that Real Estate Investment Trusts play in commercial real estate capital and investment. Topics include the history, legal structure, and financial basis for establishing REIT portfolios. Students will examine the role of public and private capital markets in facilitating commercial real estate investments through REITs using real world examples. The primary course objective combines public company finance theory with practical real estate capital applications for intelligent business decisions in complex scenarios. Subjects include a

history of the REIT industry; how REITs compete for capital and control investment risk; how to value individual REIT stocks and REIT shares generally; the regulatory and capital markets process for the REIT IPO; quarterly and annual filings; follow-on capital raising; and recent developments and strategies in the REIT industry. This course was previously titled Capital Markets and Real Estate.

Credits: 2.00

Prerequisite(s): BU.234.610 **or** BU.231.620 **or** BU.241.610

BU.242.710

Real Estate Funds and Portfolio Management

A significant amount of commercial real estate investments is held in the form of large real estate funds. These funds typically range in size from \$50 million to over \$50 billion. Many of the large office buildings, regional malls, apartment buildings, and industrial parks in the country are held in these funds. Some funds invest in senior housing, student housing, parking, health care, and even farm and timberland. The managers of these funds are large institutional investment management firms that manage the properties on behalf of wealthy investors, pension funds, endowments, and sovereign wealth funds. The purpose of this course is to understand how these funds are organized, how they arrive at an investment strategy, and how to evaluate how they have actually performed relative to that strategy. Case studies and actual industry data will be used to reinforce the concepts discussed in the course. This course was previously titled Managing Real Estate Portfolios.

Credits: 2.00

Prerequisite(s): BU.231.620 **or** BU.234.610

BU.242.715

Real Estate and Infrastructure Valuation

This course integrates the real estate curriculum with the valuation process. The three traditional approaches to value (land and site valuation; building cost estimates, depreciation, direct capitalization; and yield capitalization) will all be covered in the course. This course is integral for students pursuing the appraisal/valuation concentration within the MS Real Estate and Infrastructure Program. This course was previously titled Advanced Valuation and Investment Analysis.

Credits: 2.00

BU.242.720

Real Estate Capital Market Analysis

This course examines selected topics and issues related to real estate capital markets. Special emphasis will be placed on mortgage backed securities (MBSs) and real estate investment trusts (REITs). This class will be conducted using a lecture format. While lectures will follow the table of contents of the textbook rather closely, quite often supplemental readings are required. Students are assumed to have some knowledge of real estate finance. Before taking this class, it is important that students have a clear understanding of the design of mortgages and knowledge of how to use spreadsheets to solve mortgage related problems. Knowing how to use a calculator to solve present value problems is not sufficient for tackling the course materials of this class. This course was previously titled Real Estate Finance II.

Credits: 2.00

Prerequisite(s): BU.234.610 **or** BU.231.620

BU.245.790

Real Estate and Infrastructure Capstone

This course provides students with supervised professional real estate industry experience that integrates all aspects of the MS in Real Estate and Infrastructure curriculum. Students may choose one of three options: 1) an independent project; 2) a project working with a real estate company; or 3) an internship with a real estate company. The types of projects and internships will differ based on individual interests and career goals, but students are encouraged to choose experiences that provide an opportunity for growth and showcase their professional skills and talent. Examples include a development/ investment proposal resulting from participation in an industry-sponsored university competition; a feasibility study for a greenfield or redevelopment site; or a written participation/observation report based on a supervised internship. The structure of deliverables may vary, but deliverables for all capstone experiences will include a written report and oral presentation. To enroll in the capstone, students must submit a written prospectus of their proposed project or internship to their academic advisor at least one month prior to beginning the course. Students must receive approval of their prospectus from the instructor and permission from their academic adviser before enrolling in this course.

Credits: 2.00

BU.300.620

Managing Complex Projects

This course aims to equip you with effective techniques, methods, and practices for defining, scoping, and planning a project, and then managing it to successful completion. Special areas of emphasis in the course are driven by practical experiences with large and complex projects frequently being late, over budget, and failing to meet specifications. We will pay particular attention to understanding project complexity, risk, and uncertainty so that you are prepared to address these challenges to

success. You will gain experience using a leading project management software package.

Credits: 2.00

BU.300.700

Developing Internet Systems and Services

The subject of this course is the development of services that are delivered over the Internet: system feature specification, design, user interface, implementation, and the role of development environments. Increasingly the delivery of services and user access to them is driven by considerations of third-party development, user platform specifications, security, privacy, and performance. Much of the focus of contemporary development is on mobile apps, reflecting the changing modes of behavior and expectations of users for instant availability of highly special-purpose and location-aware applications. This course will consider these trends and their implications for design and development.

Credits: 2.00

BU.330.705

Telecom Clouds and Mobile Applications

This course covers technological advancements in telecommunications and emerging wireless mobile systems, with emphasis on their business application: how the nature of these advances are driving business models and amplifying the strengths of today's firms; how businesses can select, integrate, and apply telecom and emerging mobile systems and cloud services into their business processes to maximize their value creation value capture, and value delivery. Business applications and contents delivered by mobile systems in public and private sectors – such as in health care services (mHealth), in financial and banking industries (mCommerce), mobile money and credits in social entrepreneurship will be covered. Analysis and selection of the needed telecom and mobile technologies, necessary to support business applications and processes, are examined. This course enables the students to gain an in-depth understanding of different telecom network systems, their developments and international standards. Finally, managerial, business critical, and technical issues such as technology evaluation, cost vs. performance trade-offs analysis, requirements analysis and vendor selection as they are needed by today's commercial and public organizations are covered.

Credits: 2.00

BU.330.730

Cybersecurity

This course considers the contemporary cybersecurity threat landscape facing organizations. Students apply various risk frameworks to provide structure to the decision-making needed to invest in resources for security controls and countermeasures. Multiple strategies are explored, including policies, procedures, training, strategic alliances, technologies, and methodologies, especially drawing upon risk management and financial decision-making that are used in other sectors of an organization. Topics include qualitative and quantitative risk analysis, audits, metrics, vulnerability assessment, capital budgeting, return on security investment, legal and regulatory compliance, and security best practices. The course will prepare students to be successful in taking on leadership roles in assuring the security of an organization's operations.

Credits: 2.00

BU.330.780

Data Science and Business Intelligence

This course introduces a set of fundamental principles and a framework that guide extracting business insights from data to generate competitive advantage. We will discuss how the ubiquity and massiveness of digital data and the application of business intelligence have changed competitive landscapes. The business intelligence techniques that will be covered in this course include data visualization, online social network and sentiment analysis (for user-generated content), and predictive analytics (e.g. classification and clustering), which are widely used in the real world. The topics and cases discussed in this course cover a wide range of fields, including marketing, finance, health care, and more. This course is not a statistics or computer programming course. The emphasis will be on applications and interpretations of the results from business intelligence techniques for making business decisions. Students will apply these techniques in hands-on exercises as we analyze strategic concepts, which will allow students to deepen their understanding of the fundamentals and the applicability of business intelligence.

Credits: 2.00

Prerequisite(s): BU.510.650 **and** (BU.920.610 **or** BU.350.620)

BU.330.790

Applied IS Architecture

This course provides students with an integration over prior learning and an application of IS principles and practices in a challenging setting of a significant case or real organization. Within this project-based context, students investigate contemporary information systems and technology architectures that constitute operational and productivity platforms for modern enterprises.

Credits: 2.00

Prerequisite(s): BU.330.705

BU.350.620

Information Systems

This course addresses how markets, market mechanisms, and channels of product and service delivery are impacted and often transformed by information and communication technologies. Students will learn how technology, brought together with people and processes into systems, contributes to leveraging the creation of business value. The course considers different elements of the information architecture of the corporation and its impact on the nature of the work and the structure of the corporation.

Credits: 2.00

BU.350.710

IT and Global Sourcing Strategy

This course covers information technology developments and global-sourcing strategies. Specifically, it includes two interrelated topics. First, it covers strategic planning models in which it examines business and corporate strategies which require students to assume the role of a general manager or chief technology officer (CTO) where they have to cope with tremendous complexity, uncertainty, and inadequate information to make strategic decisions. Second, this course covers how advances in telecommunication technology along with the process of global collaboration and value creation enable the creation and delivery of new products and services. The course also explores various country evaluations and risk analyses techniques, and the opportunities and threats that business organizations face as a result of these business and technological trends. Finally, this course examines various global-sourcing and collaborations strategies, the role of standardization in global supply chains integration, and how technology influences new forms of value creation such as public-private partnerships and hybrid entrepreneurial forms in developing economies and how their businesses can develop capabilities, capacities, and competencies required to participate in global collaboration and value creation networks.

Credits: 2.00

Prerequisite(s): BU.350.620

BU.350.720

Emerging Frontiers in Health Care: Strategy & Technology

Advances in information and communication technologies, when coupled with advances in diagnostic and other medical technologies, have resulted in the emergence of new business models as well as new strategies for the delivery of health care to populations that are characterized by wide heterogeneity of wealth, education, and access to medical services. Health care providers—ranging from the large multi-specialty, tertiary-care-delivering hospitals to small physicians' practices—need to be aware of the rapidly changing terrain of health care delivery and how the changing economics of care delivery can produce disruptive business practices by entities in the health care ecosystem.

Credits: 2.00

Prerequisite(s): BU.350.620 **or** BU.920.610

BU.355.475

Project Management

In this course, students learn how to effectively plan and manage projects. Successful project management requires a blend of both technical knowledge and non-technical skills such as effective communication, organization, and leadership. Students will learn techniques and best practices for all phases of the project life cycle: project initiation and scope, stakeholder management, risk management, work breakdown structure, planning, cost analysis, personnel management, team building, resource estimation, scheduling, monitoring and controlling, documentation, project closure, and transition to operations.

Credits: 3.00

BU.360.701

Competitive Intelligence

Competitive Intelligence (CI), as defined by the Society of Competitive Intelligence Professionals (SCIP), is a systematic and ethical program for gathering, analyzing, and managing external information that can affect an organization's plans, decisions, and operations. Students learn to apply the CI process and CI-related methodologies, techniques, and tools to better analyze an organization's current and future competitive position. Students apply analytical and socio-technical techniques to improve organizational decision making as related to CI, and should understand the issues related to the collection, analysis, and management of external information.

Credits: 2.00

BU.410.001

Marketing Management Waiver Exam

This exam affords students the opportunity to confirm proficiency in Marketing Management. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.410.620.

Please note: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. The exam will be completed online in Blackboard within the timeframe stipulated listed within this course description. Students will be required to use Remote Proctor for the actual completion of the exam.

Credits: 2.00

BU.410.601

Marketing Research

Students will examine the fundamental concepts and techniques used in marketing research as decision-making tools. Problem formulation, research design, primary data collection, types of information and measurement scales, and evaluation and utilization of secondary data will be discussed. Other topics that will be discussed include structured and unstructured interviews, focus groups, exploratory research, causal research, sampling, survey design, qualitative versus quantitative data analyses, and interpretation. Students will receive hands-on experience with the SPSS statistical package for analyzing data.

Credits: 2.00

Prerequisite(s): (BU.410.620 **or** BU.911.610) **and** (BU.510.601 **or** BU.914.610)

BU.410.620

Marketing Management

This course covers principles of market-driven managerial decision making that determine competitiveness in dynamic consumer and organizational markets. Particular areas of emphasis include industry analyses, dynamics of competition, market segmentation, target marketing, channels of distribution, and product and pricing decisions. In-depth analytical skills are developed through case analyses, class discussions, role playing, and applied projects.

Credits: 2.00

BU.420.710

Consumer Behavior

This course provides students with a solid foundation in consumers' decision making based on theoretical and empirical findings from the fields of psychology, anthropology, and sociology. Topics include consumers' knowledge and involvement, attention, comprehension, learning, attitude, and purchase intention. Strong emphasis is given to the design and modeling of response patterns, diffusion of innovations, and consumer behavior for specific products and services. Also explored is the practical impact of consumer behavior analysis on marketing mix strategies, market segmentation/positioning, brand loyalty, persuasion process, and promotion.

Credits: 2.00

Prerequisite(s): BU.911.610 **or** BU.410.620

BU.420.720

Customer Relationship Management

Students investigate the critical role and impact that customer relationship management (CRM) plays in marketing and business decision making. Topics include CRM history and evolution, database marketing, big data, customer lifetime value, predictive modeling, analytics, key performance indicators (KPIs), multichannel customer management, and CRM platform systems. Course content begins with the definition and overview of CRM, and then proceeds to detail the evolutionary trend from database management to the current use of big data and analytics in the multichannel environment. Students are expected to understand how data can be leveraged by marketers to quantify marketing results, forecast marketing goals, and realize marketing objectives. The course is divided into three sections: (1) Customer Centricity & Data Evolution; (2) Leveraging & Quantifying Data; and (3) CRM Management.

Credits: 2.00

BU.420.730

Behavioral Analysis for Marketing Decisions

Marketing, in particular, begins and ends with the consumer – from determining consumer needs to ensuring customer satisfaction. In this course, we will explore the most recent scientific research in marketing, psychology, and behavioral economics on judgment and decision making. We will develop your ability to understand and influence what people want, how people decide what and when to buy, and whether people will be satisfied or dissatisfied with their decisions. These psychological insights are not only particularly useful for marketing management decision making such as target marketing, brand positioning and marketing communication, but also yield insight into common biases in judgment and decision making, beyond marketing, to which you would otherwise fall prey. Why people are willing to drive across town to save \$5 on a tank of gasoline, for example, when they would not drive a minute to save \$5 on a refrigerator. We will discuss some of these applications in class. In addition, we will examine the methodology of market research to build the tools you will need to interpret consumer behavior and base decisions on it. Readings will include primary empirical research articles, business journal articles, and research reviews. Students cannot earn credit for both BU.420.730 and BU.141.720 as they are equivalent courses.

Credits: 2.00

Prerequisite(s): BU.410.620 **or** BU.911.610

BU.430.710

Branding and Marketing Communications

A brand is a name, term, sign, symbol, or design—or a combination of these—intended to identify the goods and services of one seller or group of sellers, and to differentiate those of the competition. The essence of formulating competitive strategy is relating a brand to its environment. Although the relevant environment is very broad, encompassing social as well as economic forces, the key aspect of the brand's environment is the industry(ies)

in which it competes. Therefore, the goal of competitive strategy for a brand is to find a position in the industry where the brand can: 1) articulate a compelling value proposition, 2) defend itself against competitive forces, and 3) leverage communication resources to sell the brand message and build brand equity.

In this course, students examine how a favorable brand and memorable brand experiences can influence a firm's ability to withstand competitive pressures and thrive in dynamic market conditions. Students will study brand management from the consumer perspective to highlight the importance of customer perceptions in bringing brands to life and the role of brand knowledge in building brand equity. Students will become acquainted with cutting-edge frameworks, concepts, and tools that have been adopted across industries and around the globe to build lucrative brand franchises. Additionally, students will consider the role of marketing communication vehicles and platforms in effective brand management.

Credits: 2.00

Prerequisite(s): BU.410.620 **or** BU.911.610

BU.430.720

Competitive Pricing Analysis

Pricing is one of the most important and least-understood marketing decisions. This course aims to equip students with proven concepts, techniques, and frameworks for assessing and formulating pricing strategies. The objective is to prepare students for addressing strategic and tactical pricing issues and identifying profit-boosting changes in pricing practices across a range of professional contexts – as product/service managers, business unit managers, management consultants, entrepreneurs and M&A advisors.

Credits: 2.00

Prerequisite(s): (BU.410.620 **or** BU.911.610) **and** (BU.510.601 **or** BU.914.610)

BU.430.740

Sales Force and Channels of Distribution

A well-staffed sales function and full knowledge of the available channels of distribution is vital for business success. They go hand in hand with the goal of revenue generation for all organizations—profit, non-profit, product-based, and/or service-based. This course takes a close examination into the synergy of sales force and channels of distribution with a hands-on approach through simulation, role playing, case studies, readings, and interaction with marketing professionals who manage the dynamics of sales and channels management.

Credits: 2.00

Prerequisite(s): BU.410.620 **or** BU.911.610

BU.445.315

International Marketing Strategy

A managerial approach is used to examine the forces that control product demand, policies and marketing channels globally. Concepts, techniques, and frameworks for better supply chain performance are discussed, and how information technology and e-commerce strategies enable companies to be more efficient and flexible in their internal and external operations are explored. Class members critique various strategies and tactics used in the international marketing arena and examine international law and regulation as it applies to marketing.

Credits: 3.00

BU.450.630

Field Experiments: Innovation and Evidence for Business and Policy

Did the new Facebook format increase user activity on the site? Did a charitable organization's program to train community leaders lead to positive changes in the community? Do charter schools increase student achievement and, if so, what types of students respond most? Cause and effect questions like these are crucial to developing evidence-based practice in business, nonprofits and the government. Yet answering these questions is difficult when a new idea is not implemented with the explicit intent of measuring its impacts.

This class aims to teach students how to develop empirical evidence about the best ways to achieve their aims, whether these aims are to increase profits or to address social problems. The use of randomized controlled trials to test program impacts is becoming increasingly popular in businesses and government. An employee estimated that the average Facebook user is a participant in about 10 randomized controlled trials at any point in time. The U.S. government recently created a "Nudge Squad" that works with federal agencies to test new ideas through randomized controlled field trials. Experiments are an integral part of the 'big data' revolution going on in business, nonprofits and government. Importantly, they do not require advanced statistics or powerful computers to implement and interpret.

The course will blend lectures, group discussions, readings, homework, a group project, and guest speakers from private industry, nonprofits and government agencies. I am a firm believer that the most fundamental principles can be stated in plain English. Thus the course stresses intuition (in English) over math and mechanics.

Whether you are a student with substantial experience with empirical methods or a student with only the pre-requisite covered, you should expect to gain a deeper understanding of an important approach to answering causal questions and of the nature of evidence itself. Importantly, you will learn an approach to creating.

Credits: 2.00

Prerequisite(s): BU.510.601 **or** BU.914.610

BU.450.710

Marketing Strategy

This course provides students an in-depth understanding of marketing strategy. It is designed to help students experience the role of senior business executives in formulating, implementing, and evaluating marketing strategies for a variety of complex, real-world business scenarios. Students will analyze and learn the key factors underlying the successful and lackluster marketing strategies of both major corporations and smaller firms across different industries, across different tiers of brands and products (luxury versus mass-market), and across the globe. Topics covered include industry and market analyses, dynamics of competition, value creation, branding, segmentation, targeting, positioning, product development, pricing, distribution, and promotion. Through case analyses, in-class discussions, course assignments, and a research project, students will develop skills in devising, executing, and evaluating marketing strategies, as well as working in teams on complex business projects.

Credits: 2.00

Prerequisite(s): BU.410.620 **or** BU.911.610

BU.450.730

Design Leadership

This course offers students the opportunity to learn and participate in design thinking: a human-centered process utilized by some of the most creative and competitive business organizations. With emphases on research, ideation, and prototyping, design thinking helps students leverage their creativity and collective expertise to achieve innovative solutions. During this course, students will work in teams to solve complex problems while applying the entire design thinking process. A large component of the course is experiential, but students will examine design thinking through multiple academic lenses (design and design theory, organizational behavior, and social psychology).

Credits: 2.00

BU.450.750

Strategic Market Intelligence

This course is focused on understanding advanced issues in marketing strategy and processes that determine marketing competitiveness in dynamic consumer and organizational markets. An important objective of the course is to teach students the skills of anticipating a competitor's next marketing moves and incorporating them when setting their own marketing strategies. Students will learn to apply game theoretic tools in various marketing contexts to understand the strategic implications of competitors' as well as own marketing decisions. The course also aims to prepare students to design products with the right attributes, predict their performance in the market, anticipate competitive response, and forecast adoption using the right set of models.

Credits: 2.00

Prerequisite(s): BU.410.620 **or** BU.911.610

BU.450.760

Marketing Analytics

This course introduces students to the modern practice of marketing analytics. Its main goal is to illustrate how marketing practitioners can improve decision-making by leveraging scientific approaches in the analysis of big data. Leading analytical techniques and data structures are illustrated in the context of their most prominent applications. For example, predicting customer responses to marketing campaigns, and managing customer churn. The class has a strong “hands on” component, enabled by several in-class examples and group assignments (implemented on Microsoft Excel and the statistical language “R”). Students are not expected to become expert programmers or statisticians, but to acquire basic skills and knowledge to orchestrate an effective analytics strategy, given the firm’s goals.

Credits: 2.00

Prerequisite(s): BU.510.601 **or** BU.914.610

BU.460.710

Business-to-Business Marketing

This course provides a managerial introduction to the strategic and tactical aspects of business marketing decisions. Students examine the strategic concepts and tools that guide market selection, the development of a customer value proposition, and successful competitive differentiation in contemporary business markets. They also study how this strategic analysis serves as the integrating theme for creating a firm’s B2B marketing programs and managing strategic customers as assets. A mixture of lectures, discussions, cases, and readings are used to examine how product and service decisions are designed to deliver the B2B value proposition, how pricing captures customer value, how value is communicated to and among customers, and how marketing channels are used to make this value accessible to target customers. Students will compare and contrast how the strategic and tactical processes of developing and managing value-generating relationships differ between B2B and B2C markets.

Credits: 2.00

BU.460.730

New Product Development

This course focuses on the process whereby innovators solve consumer problems by innovating new products or services. Identification of the needs and wants of consumers are the starting point and the axis around which class contents revolve. Students are introduced to the techniques and insights required to navigate the processes of ideation, idea management, product development, and commercialization. They are presented with industry examples for the application of these methods and concepts, and required to apply them in a group project.

Credits: 2.00

BU.460.740

Advanced Design Leadership

Credits: 2.00

BU.475.601

Foundations of Design Leadership

A rapidly changing market place demands leaders who must be intellectually dexterous and possess a range of skills and knowledge reflecting a multitude of creative disciplines. Foundations of Design Leadership surveys the language, tools, principles, and theories of the fields of design, engineering, and business as they apply to the generation of innovative design solutions. Focus is on a synthesis of design, technology, and business goals through the development of basic knowledge related to a range of topics including, aesthetics, ergonomics, finance, marketing, prototyping, creativity, accounting, manufacturing, economics, etc. Students with varied backgrounds representing the fields of business, engineering, and design, share their experience through seminars, lectures, and projects while gaining new knowledge about industries in which they have limited background. The goal of Foundations of Design Leadership is to establish a common set of knowledge among the programs diverse cohort.

Credits: 4.00

BU.510.001

Statistical Analysis Waiver Exam

This exam affords students the opportunity to confirm proficiency in Statistical Analysis. Students who successfully complete the waiver exam will be granted a waiver with replacement for BU.510.601.

Please note: Waiver exams may only be taken once per student, in the first or second semester of registration in a new program. The exam will be completed online in Blackboard within the timeframe stipulated listed within this course description. Students will be required to use Remote Proctor for the actual completion of the exam.

Credits: 0.00

BU.510.601

Statistical Analysis

Students learn statistical techniques for further study in business, economics, and finance. The course covers sampling distributions, probability, confidence intervals, hypothesis testing, regression and correlation, basic modeling, analysis of variance, and chi-square testing. The course emphasizes statistics to solve management problems. Case studies, spreadsheets, and Excel Add-in Data Analysis ToolPak computer software are used.

Credits: 2.00

BU.510.650

Data Analytics

This course prepares students to gather, describe, and analyze data, using advanced statistical tools to support operations, risk management, and responses to disruptions. Analysis is done targeting economic and financial decisions in complex systems that involve multiple partners. Topics include probability, statistics, hypothesis testing, regression, clustering, decision trees, and forecasting.

Credits: 2.00

Prerequisite(s): BU.510.601 **or** BU.914.610

BU.520.601

Decision Models

This course discusses quantitative methods that have proven to be particularly useful for decision making in business settings. The course covers a variety of models and methodologies. While a number of software programs are available, the course will leverage the capabilities of Excel for a large number of topics. An emphasis will be placed on formulating problems, translating those formulations into useful models, optimizing and/or displaying the models, and interpreting results. The lessons of this course prepare students to perform the analysis required in subsequent courses and in practice. Topics such as Linear and Integer Linear Programming, Network Flow, Decision Analysis, and Monte Carlo Simulation will be discussed to demonstrate applications in planning and control for different types of business decisions.

Credits: 2.00

Prerequisite(s): BU.510.601 **or** BU.914.610

BU.520.620

Advanced Business Analytics

This course trains decision makers to function in the face of multi-dimensional uncertainty, through the development and use of optimization models. Mathematical abstractions are created which deal with issues including resource allocation, scheduling, pricing, and other responses to the realization of a variety of “known unknowns”. Topics include linear programming, dynamic programming, multi-criteria optimization, and non-linear optimization.

Credits: 2.00

Prerequisite(s): BU.520.601 **or** BU.913.610

BU.520.701

Enterprise Risk Management Frameworks

This course provides an introduction to the formal principles and practices of modern enterprise risk management (ERM). The course provides a framework that integrates the core, foundational, and elective courses in the school’s Enterprise Risk Management Curriculum. A combination of didactic lectures, group conversation, and student presentations will be used to impart the material and bring it alive.

Credits: 2.00

BU.520.710

Big Data Machine Learning

This course provides students with a firm understanding of the mathematical and statistical theories that underlie the foundations of big data and machine learning. Students will be engaged in solving real-world problems by directly applying their data science skills through the implementation of code and rigorous analysis of financial data sets. In particular, this course will highlight some of the challenges and limitations of applying such machine learning algorithms. Focus will be on understanding the subtle differences in each technique. This course will be hands-on with weekly homework assignments and a final presentation geared towards fully immersing students in the data science process. Students will program in Python (e.g. Pandas, NumPy, Scikit-Learn, Matplotlib, pattern, NLTK, etc). Topics that will be covered include: Principle Components Analysis, Multinomial Logistic Regression, Naïve Bayes, Perceptron, Support Vector Machines, Random Forest, Neural Networks, model evaluation ROC/AUC, k-fold cross-validation, etc.

Credits: 2.00

Prerequisite(s): (BU.510.650 **or** BU.914.610) **and** (BU.231.620 **or** BU.910.611)

BU.550.605

Legal Foundations of Health Care

This course provides students with an overview of the legal environment as it affects medicine and business. Cutting-edge cases are utilized as students explore medical malpractice, negligence, liability (physician, product, and corporate), intellectual property, criminal aspects of health care, patient consent and rights, and health care reform. Please note: Students cannot earn credit for both 551.640 and 550.605, as they are equivalent courses.

Credits: 2.00

BU.550.610

Health Care Financing

This course covers the analysis of the major financial decisions of corporations in the health care industry and application of techniques of corporate finance in the health care industry. Financial and operating decisions in the health care industry are discussed as is the valuation of profitability and cost performance of service and product lines, the impact of cost containment and competition on hospitals and integrated delivery systems and other providers, modeling of cost drivers in health care including cost and production functions, cost accounting systems and concept of price and value. This course will also deal with managed care and risk management in relation to the relative roles of private sector and public sector insurance and providers, and the effect of delivery system design on cost, quality, and efficiency and equity. Topics related to the payment for the elderly, the poor, medically indigent and the underinsured are covered. Finally, innovations such as insurance exchanges and changing models of employer self-insurance are explored.

Credits: 2.00

BU.550.620

Innovations in Health Care Delivery

This course provides an overview of the health care delivery system in the United States as compared to other models internationally, and explores the drivers of change that are creating opportunities for innovation and improvements in the cost, quality, and access dimensions of health care services. The course considers the paradox of the U.S. health care delivery system, and how large expenditures on health care have not resulted in best outcomes due in part to issues of cost, access, and quality.

Credits: 2.00

BU.555.610

Leading Health Care Organizations

This course introduces concepts and tools in the management and promotion of change in health care organizations. It covers basic concepts in team science and organizational development, and leadership strategies for creating diverse high performing inter-professional teams. It discusses the unique attributes of the health care workforce in relation to compensation and incentives, legal and compliance requirements, workforce planning and development and performance management. Finally, the course introduces the science and practice of patient safety, and process re-engineering in the context of change management.

Credits: 2.00

BU.555.620

Evaluating Health Care Innovations

The course discusses how the different components of the health care value chain contribute to the effectiveness and efficiency of health care innovation and addresses the issues of complementarities and substitutes in the functioning of the different components of the health care value chain. It covers methods of developing and implementing new programs and technologies in health care, using principles of market assessment, technology assessment, and business case analysis. Topics include methods and approaches to evaluating, adoption, and dissemination of new health technologies; techniques for comparative effectiveness analysis; assessing corporate innovation management processes, the design and management of new product development life cycles including processes, outsourcing, distributed design; approaches to implementing of new technologies in various settings.

Credits: 2.00

Prerequisite(s): (BU.220.620 **or** BU.913.611) **and** (BU.510.601 **or** BU.914.610)

BU.555.710

Applied and Behavioral Economics in Health Care

This course covers the application of economic theory to health care markets and decision-making. It explores the economic analysis of the health care industry across the continuum of care, including the role of non-profit and for-profit providers, the nature of competition, the

effects of regulation and antitrust activity on hospitals, the effects of alternatives to hospital care and shifting of services between inpatient and outpatient settings and its effect on health care costs and quality. The course builds on analytical tools of economics applied to issues in health care to explore the use of economic incentives to influence health behavior, the role of asymmetric information and agency in health care, the role of decision-making biases as they apply to health care, the incentive implications of government as payer and regulator, issues surrounding equity and ethics, the role of health insurance in the economics of pricing, and the theory of the firm as it applies to physicians, hospitals, and systems.

Credits: 2.00

Prerequisite(s): BU.220.620 **or** BU.912.610

BU.557.720

Managing Healthcare Services

This course examines the operational processes involved in clinical and hospital management. Using concepts from operations management and Total Quality Management, the course covers such topics as lean health care, customer relationship management, and optimization for service delivery. The basic tools of economics and operations research and management are employed to gain critical insights into the structure, conduct and performance of health care organizations.

Credits: 2.00

Prerequisite(s): (BU.510.601 **and** BU.520.601) **or** (BU.914.610 **and** BU.913.610)

BU.610.625

Simulation and Strategic Options

This course covers aspects of spreadsheet models, Monte Carlo Simulation, contingent claims analysis, and scenario planning to formalize the concept of real options as a framework for thinking through contingencies and strategic decisions made in the presence of risk. It uses the logic of options pricing, decision trees, and decision analysis to position the manager to deal with risks embedded in the use of real assets. Emphasis will be placed on taking advantage of the up-side of risks, and the application of rigorous approaches to thinking through "optionality" in the real world.

Credits: 2.00

Prerequisite(s): (BU.231.620 **or** BU.910.611) **and** (BU.520.601 **or** BU.913.610)

BU.610.630

Insurance and Risk Management

This course will examine the way in which business and society make assessments of, control and transfer risk. Topics covered will include identification of risks, selection of strategies to manage those risks, implementation of selected strategies, management and monitoring results. Emphasis will be placed on the use on insurance instruments in such strategies.

Credits: 2.00

Prerequisite(s): BU.131.601 **and** BU.231.620

BU.610.705

Crisis Management

In this course we will examine the options faced by managers when organizations face crisis due to external factors outside the organization's control as well as internal failures and/or errors. We will develop tools and methods to identify emerging crises, implement mitigation strategies to limit exposure, manage response teams, and create communications to address stakeholder and public relation issues.

Credits: 2.00

Prerequisite(s): BU.120.601 **or** BU.930.610

BU.610.730

Supply and Service Contracting

This course explores fundamental drivers of human and system behavior embedded in business contracts. These drivers include alignment of incentives for performance and information sharing, provisions for recourse in the face of unsatisfactory performance, and the design of options to facilitate the pursuit of opportunities that arise after contract terms are set. All topics are viewed from both the supplier's and the customer's perspectives. Emphasis will be placed on using contracts to share or minimize risks in global networks.

Credits: 2.00

Prerequisite(s): BU.680.620 **or** BU.912.611

BU.610.750

Global Supply Chain Management

This course introduces the concept of supply chain coordination. It then applies this idea to consider its implications regarding supply chain disruptions, response, and repair. Particular attention will be given to supply chains that deal with humanitarian missions, and supply of critical goods including food, water, and medical supplies.

Credits: 2.00

Prerequisite(s): BU.680.620 **or** BU.912.611

BU.680.620

Operations Management

The production of goods and services requires obtaining resources, transforming them into products, and then moving them through a distribution system to reach customers. Students take a process view of these value-added functions that lead to an understanding of how to make design choices that lead to more efficient and effective production.

Credits: 2.00

Prerequisite(s): BU.913.610 **or** BU.520.601

BU.805.490

Senior Capstone I

The Senior Capstone course requires students to integrate and apply previous course work through a process of critical thinking, writing, research, and presentation skills developed throughout their undergraduate program. Students integrate and apply previous course work to strategic management problems. Analytic, integrative,

communication, leadership, and decision-making skills are developed through classroom discussions, applied projects, client interaction, and team presentations. In addition, they will have the opportunity to work on skills development and academic planning for: establishing career plans and obtaining industry/occupation information, developing interpersonal and interview skills, networking, time management, leadership, professional imaging and branding, conflict-resolution, international professional etiquette, US business culture and positive psychology.

Credits: 3.00

BU.805.495

Senior Capstone II

The Senior Capstone course requires students to integrate and apply previous course work through a process of critical thinking, writing, research, and presentation skills developed throughout their undergraduate program. Students integrate and apply previous course work to strategic management problems. Analytic, integrative, communication, leadership, and decision-making skills are developed through classroom discussions, applied projects, client interaction, and team presentations. In addition, they will have the opportunity to work on skills development and academic planning for: establishing career plans and obtaining industry/occupation information, developing interpersonal and interview skills, networking, time management, leadership, professional imaging and branding, conflict-resolution, international professional etiquette, US business culture and positive psychology.

Credits: 3.00

BU.863.610

The Wire: Business Solutions to Urban Economic, Social and Public Health Issues

This course provides students with the opportunity to study "business with humanity in mind" using Baltimore as a case study of the effects of the long-time economic decline of a city on the health status and quality of life of the people who live in it. We will study social determinants of health and focus on leadership and management strategies to effect change. Students will develop and assess the feasibility of an innovative solution to an urban health issue. In addition to the use of video as a text, students will read and discuss assigned articles and book chapters.

Credits: 2.00

BU.881.700

Health Care Overview Bootcamp

This case-based course provides an overview of the strategic and policy challenges of delivering health care around the world, summarizing the philosophy, pedagogical approaches, and courses in the program. Over a two-week introductory period, discussions will focus on the 4 Managerial Skills (Sense Making, Problem Solving, Sense Giving, and Global Mindset) and 4 Strategic Pillars (Quality, Access, Cost, and Innovation) that leaders in the industry require to achieve the triple aim of high quality, efficiency, and optimal health outcomes.

Credits: 0.00

BU.881.701

Fundamentals of Health Care Systems

Ensuring comprehensive access to health services, improving the quality of care, and containing the growth of health care expenditures is a dynamic that exists in health systems around the world. This course provides an overview and synthesis of health systems in different countries, and the challenges and opportunities for developing and strengthening systems to maximize population health. Students learn about the four major models of health systems, systems thinking, management concepts relevant to the analysis of health systems, and performance of health systems. We analyze the health systems of five countries in detail. The strengths and weaknesses of these various national health systems—including macroeconomics, models of public financing, political economy, public choice, individuals/communities, and delivery infrastructure—are identified, evaluated, and discussed.

Credits: 2.00

BU.881.702

Frameworks for Analyzing Health Care Markets

This course introduces students to basic economic concepts and the language used to analyze market structure, conduct, and performance, as well as nonmonetary outcomes including health outcomes and distributional issues. Students learn to discuss system changes and challenges faced by health care providers and patients, facility managers, insurers, and product manufacturers. Lectures and cases explore the drivers of costs, prices, access, innovation, and outcomes.

Credits: 2.00

BU.881.703

Health Care Law and Regulation

This course provides students with an overview of the legal environment as it affects medicine and business. Cutting-edge cases are utilized as students explore medical malpractice, negligence, liability (physician, product, and corporate), intellectual property, criminal aspects of health care, patient consent and rights, and health care reform. This is the foundational course in the health services management curriculum.

Credits: 2.00

Equivalent(s): BU.550.605

BU.881.704

Providers and Payers

This course focuses on strategies and tactics for provider networks and payers to manage resource constraints as well as insurance and reimbursement issues in order to deliver quality, ethical, and efficient care. Interactions between providers and payers are a critical topic, along with how these interactions lead to changes in health care provision and policy change.

Credits: 2.00

BU.881.705

Health Marketing and Access

This course focuses on how standard marketing techniques do, and do not, apply within the health sector, which poses several important constraints and challenges. Students explore the implications of these for marketing analysis, tactics, and strategy. We do so by reviewing existing applied work within the topic area of health care marketing and by leveraging students' experiences in this sector. The main topics covered include product, pricing, distribution and communications to patients, providers, and external stakeholders, such as regulators and nongovernmental organizations. Other topics of discussion include the role of marketing to encourage access; pricing as part of decisions on access; and the role of marketing communication to foster community health.

Credits: 2.00

BU.881.706

Health Innovation and Evaluation

This course focuses on emerging models of health care provision, including the role of information technology, mobile technologies, point of care diagnostics on a chip, health care at home, telemedicine, and technology-mediated innovations in health care for both consumers and providers. The course discusses various models of evaluation and how health care innovation is valued, funded, and commercialized.

Credits: 2.00

Equivalent(s): BU.555.620

BU.881.710

Research and Policy Seminars in Health I

These seminars—conducted by industry experts and faculty from the Johns Hopkins Carey Business School, School of Medicine, Bloomberg School of Public Health, School of Nursing, and Whiting School of Engineering, and the University of Maryland Carey School of Law—focus on current issues and cutting-edge research related to health care. Deliverables include a research paper on a topic approved by the instructor, and a reflection paper of a personal development plan for how the student will keep abreast of the field.

Credits: 1.00

BU.881.711

Research and Policy Seminars in Health II

These seminars—conducted by industry experts and faculty from the Johns Hopkins Carey Business School, School of Medicine, Bloomberg School of Public Health, School of Nursing, and Whiting School of Engineering, and the University of Maryland Carey School of Law—focus on current issues and cutting-edge research related to health care. Deliverables include a research paper on a topic approved by the instructor, and a reflection paper of a personal development plan for how the student will keep abreast of the field.

Credits: 1.00

BU.883.701

Health Care Operations

This course focuses on designing, measuring, and improving processes that deliver care in both inpatient and outpatient settings. The course provides an introduction to process analysis, queuing theory, capacity management, cost measurement, and the metrics of process flow.

Credits: 2.00

Equivalent(s): BU.557.720 **or** BU.816.610

Prerequisite(s): BU.520.601 **or** BU.913.610

BU.883.702

Emerging Frontiers in Health Technologies and Strategies

This course examines health care organizations from the perspective of managing the information systems that exist within the enterprise. Identifying the clinical and health care delivery processes and how they relate to information systems is the main focus. The intent of the course is to identify key issues confronting the management of today's health care information systems and health care organizations, examine their causes, and develop reasonable solutions to these issues. Specific federal regulations, vendor solutions, and financial implications as they relate to health care information systems are also examined.

Credits: 2.00

Equivalent(s): BU.350.720

BU.883.703

Medical Devices and Diagnostics

The goal of this course is to provide the latest market trends and industry analysis for products, services, and technologies in the medical device and diagnostics industry, as well as an assessment of market needs in the context of changing global demographics. The course discusses the barriers to and triggers for innovation with reference to the role of culture, regulation, cost effectiveness, and appropriate pricing. Students are introduced to medical device innovations across various geographic markets and industry sectors.

Credits: 2.00

BU.883.704

Biotechnology and Pharmaceuticals

Based on an overview of scientific, clinical, legal, financial, strategic and ethical perspectives, this course focuses on new developments in the biotechnology and pharmaceutical industries. Topics covered include business strategies in R&D, patent law, the need for nimbleness in regulatory bodies, and pricing and marketing in the pharmaceutical industry. It explores fast evolving market models for innovation in pharmaceutical and biotechnology in the context of changing global demographics and population health crises.

Credits: 2.00

BU.883.705

Health Care Financing and Financial Management

This course covers the analysis of the major financial decisions of corporations in the health care industry and application of techniques of corporate finance in the health care industry. Financial and operating decisions in the health care industry are discussed, as are the valuation of profitability and cost performance of service and product lines, the impact of cost containment and competition on hospitals and integrated delivery systems and other providers, modeling of cost drivers in health care including cost and production functions, cost accounting systems, and the concept of price and value. This course also covers managed care and risk management in relation to the relative roles of private sector and public sector insurance and providers, and the effect of delivery system design on cost, quality, and efficiency and equity. Topics related to the payment for the elderly, the poor, medically indigent, and the underinsured are also discussed. Finally, innovations such as insurance exchanges and changing models of employer self-insurance are explored.

Credits: 2.00

Equivalent(s): BU.550.610

BU.883.706

Leading High Reliability Health Care Organizations

This course focuses on the art and science of leading for highly reliable performance in the modern health care industry. Through discussion of evidence-based practices, opportunities to engage in experiential learning, and case examples related to decision-making, teaming, and organizing in various health care settings, students will learn how individuals can engage in efforts at multiple levels within and across organizations to ensure high reliability. The course pays special attention to the cognitive and affective dimensions of leading in today's uncertain and dynamic health care environments, whether that means motivating a clinical care team, launching a new medical product, ensuring quality and payment coverage across a health care system, or coordinating patient access to health services.

Credits: 2.00

Equivalent(s): BU.555.610

BU.883.707

The Wire: Business Solutions for Community Health Improvement

This course provides students with the opportunity to study “business with humanity in mind” using Baltimore as a case study of the effects of the long-time economic decline of a city on the health status and quality of life of the people who live in it. We will study social determinants of health and focus on leadership and management strategies to effect change. Students will develop and assess the feasibility of an innovative solution to an urban health issue. In addition to the use of video as a text, students will read and discuss assigned articles and book chapters.

Credits: 2.00

Equivalent(s): BU.863.610

BU.890.711

Health Policy Design and Implementation I

This course is the first part of a two-part course. Students travel to Washington, D.C., and Annapolis, MD, to visit federal and state institutions, advocacy groups, and nongovernmental organizations that are critical to the development of health policy, technology, and the delivery of health care services. Students write a significant scholarly paper, with the appropriate literature reviews, to address a critical policy debate, using the frameworks and perspectives from their core courses and the seminar series.

Credits: 2.00

BU.890.713

Client Consulting Practicum I

This course is the first part of a two-part course. This course examines business strategies for health care industries and services. It requires the student to assume the role of a consultant or decision maker in a complex organization who has to cope with tremendous complexity, uncertainty, and inadequate information. The focus throughout is on strategic management—the process of choosing and defining purposes and objectives, formulating and implementing a viable strategy, and monitoring strategic performance. The emphasis is on the kinds of problems and issues that affect the success of the entire organization.

Credits: 2.00

BU.890.714

Client Consulting Practicum II

This course is the second part of a two-part course. Students enhance their business education by developing collaborative consulting engagements with businesses and nonprofit organizations in which students assist their client organizations in addressing existing and emerging challenges in the health care space. These clients may be domestic or international.

Credits: 2.00

BU.890.715

Health Services Improvement I

This course is the first part of a two-part course. Students work with clinical clients in the Baltimore/Washington, D.C. area to measurably improve the costs and quality aspects of their organization. The typical “real-world lab” for this project is a working facility within the Johns Hopkins medical system. While our efforts will evolve as we gather data and insight into actual operations, our focus will be on three interrelated sets of issues: physical flows, information flows, and cash flows. Physical flows include the movement of human assets such as medical staff and patients. Information flows involve data shared between agents via direct communication or via information systems. Cash flows include the assessment of cost savings and/or revenue enhancement projected to stem from project outcomes.

Credits: 2.00

Equivalent(s): BU.816.610

BU.890.716

Health Services Improvement II

Credits: 2.00

Prerequisite(s): BU.890.715

BU.890.717

Commercializing Biomedical Innovations I

This course is the first part of a two-part course. Students are required to take both parts. The focus of this course is the commercialization of scientific and technological discoveries. Upon completion, students should be able to assess the feasibility of commercializing a discovery, define the process required to bring it to market, and recommend the best strategy to do so. The course uses lectures, case analyses, and experiential learning projects. Students work in small teams on early-stage invention projects sourced by the instructor from university and government technology transfer offices. This course will help answer questions such as: When is an idea an invention? Who owns the invention? How can the invention be protected to maximize its commercial value? What are the steps to bringing the invention to market? What are the strategic options, and which best fits the situation?

Credits: 2.00

BU.890.718

Commercializing Biomedical Innovations II

This course is the second part of a two-part course. The focus of this course is the commercialization of scientific and technological discoveries. Upon completion, students should be able to assess the feasibility of commercializing a discovery, define the process required to bring it to market, and recommend the best strategy to do so. The course uses lectures, case analyses, and experiential learning projects. Students work in small teams on early-stage invention projects sourced by the instructor from university and government technology transfer offices. This course helps answer questions such as: When is an idea an invention? Who owns the invention? How can the invention be protected so as to maximize its commercial value? What are the steps to bringing the invention to market? What are the strategic options, and which best fits the situation?

Credits: 2.00

BU.910.610

Financial Resources

This course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. The course touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions.

Credits: 2.00

BU.910.611

Financial Resources II

This Part 2 course studies corporate finance and capital markets, emphasizing the financial aspects of managerial decisions. The course touches on all areas of finance, including the valuation of real and financial assets, risk management and financial derivatives, the trade-off between risk and expected return, and corporate financing and dividend policy. The course draws heavily on empirical research to help guide managerial decisions.

Credits: 2.00

BU.911.610

People & Markets

This course focuses on the requisite knowledge, skills, and attitudes that employees in a high performance organization need to compete for, attract, and keep valuable customers in a sustained fashion. The course examines the essential principles for productive investments in human capital, which allow firms to thrive by encouraging innovation and creative thinking. This course further explores the formal and informal processes for promoting creativity and innovation at the individual and organizational levels. The combination of highly motivated employees and a culture for innovation to consistently deliver a competitive value proposition that builds a firm's customer equity.

Credits: 2.00

BU.911.611

Strategic Human Resources

Developing and managing human capital is vital for the success of any organization. In this course, students will examine ways in which Human Resources Management can be used to enhance organizations' competitive capabilities. The goal of this course will be to understand how an organization can select, train, and retain the right employees, and how it can effectively motivate them to make decisions that will allow the organization to successfully implement its overall strategy, while taking into account the interests of other relevant stakeholders and the constraints posed by the outside market and institutional forces. The tools learned in this course will be broadly applicable to a wide range of organizations.

Credits: 2.00

BU.912.610

Competitive Strategy

This module requires students to assume the role of a general manager. General managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a general manager's job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieving success, and so is the ability to execute and manage day to day. The concepts and frameworks to be covered in this course include Porter's 5-forces Analysis, PEST Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix, GE Growth/Share Matrix, Resource-Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life-Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity-Based Accounting, and Queueing Theory.

Credits: 2.00

BU.912.611

Operations Management

This Part 2 module requires student to assume the role of a General Manager. General Managers have to cope with tremendous complexity, uncertainty, and inadequate information. An important requirement of a General Manager's job is the ability to think in a cross-functional and holistic manner. Creativity and innovation are critical to achieve success, and so it the ability to execute and manage day to day. The concepts and frameworks to be covered include Porter's 5-forces Analysis, PEST Analysis, SWOT, emergent versus deliberate strategy, McKinsey Matrix, GE Growth/Share Matrix, Resource Based View of the Firm, Core Competencies and Dynamic Capabilities, Cost Leadership Strategies, Differentiation Strategies, Vertical Integration, Diversification, Life Cycle Theory, Cost Accounting, Business Process Management, Inventory Management, Newsvendor Problem, Value Chain Analysis, Activity Base Accounting, and Queueing Theory.

Credits: 2.00

BU.913.610

Business Analytics

This course lays the analytical foundation for modeling that supports many managerial decisions that entail tradeoffs among competing objectives. Building on concepts from Operations Research, Economics and Probability Theory, this course provides a basic introduction to a variety of resource allocation problems.

Credits: 2.00

BU.913.611

Managerial Decision Behavior

Managerial Decision Behavior builds on the normative managerial economics and management science principles addressed in Business Analytics. The course contains two segments. The first segment introduces how principles of classical and Bayesian statistical analysis are used to account for the uncertainty and risks inherent in managers' decision environments. The second segment of the course examines behavioral principles, showing how the normative tenets of decision making are often systematically influenced by managerial cognitive capabilities, motivational and emotional states, and socio-cultural factors. We use cases and experiential exercises to examine how these influences may be managed to enhance the quality and effectiveness of managerial decisions.

Credits: 2.00

Prerequisite(s):

BU.914.610

Quantitative Methods

Students learn statistical techniques for further study in business, economics, and finance. The course covers descriptive statistics, probability, discrete and continuous random variables, hypothesis testing, and analysis of variance. The course emphasizes statistics to solve management problems. Case studies, spreadsheets, and computer software are used.

Credits: 2.00

BU.920.610

Management of Technology

Advances in communication and information technologies have had far-reaching impact on markets, on price discovery mechanisms and the structure of the channels through which products and services are delivered. This course addresses how markets, market mechanisms and channels of product and service delivery have been impacted and often transformed by Information and Communication technologies. The nearly instantaneous transmission of rich information across the boundaries of the corporation and across geographical boundaries have enabled the enterprise-wide systems of corporations to connect to each other and enable business-to-business transactions and orchestrate complex, electronic, settlement and fulfillment mechanisms that bring together multiple value chain and supply chain partners. Students learn how B2B markets are evolving and their implications for businesses.

Credits: 2.00

BU.921.610

Networked Organizations

This course considers the evolving new models of innovation and value creation networks being introduced across different industries, and examines such critical managerial issues as product and process technology strategy, operational innovation, knowledge management, IT infrastructure, leadership and organizational processes, governance, and finance. Utilizing a series of case studies from across a range of industry networks, students will get a chance to learn how companies can participate in such inter-firm networks and what unique business resources and capabilities they can employ to enhance the probability of commercial success.

Credits: 2.00

BU.930.610

Thought and Discourse Seminar: Strategic Communication

Effective writing, presentation, and interpersonal communication skills are essential elements of the manager's tool kit. The first Thought and Discourse Seminar focuses on strategic communications, a decision-making process that requires consideration of multiple personal and organizational variables. Students apply a strategic model to business cases involving crisis and cross-cultural communication. This involves careful analysis of purpose, audience, cultural context, and channel choice in creating persuasive messages. In addition, students explore nonverbal and visual communication, the use of digital media, and other current topics.

Credits: 1.00

BU.930.630

Solving Organizational Problems

This course aims to equip GMBA Innovation for Humanity (I4H) teams with the fundamental knowledge and skills needed to thrive in their I4H projects and future organizational problem-solving endeavors. It differs from other management courses in its focus on the specific challenges faced by problem-solving teams (e.g., I4H teams) versus teams or individuals in other organizational settings (e.g., decision-making situations, organizational change efforts). It includes units intended to help students set up a problem-solving team for success, follow the iterative problem-solving process, adapt that process to manage scope and ambiguity, and both collect and evaluate the quality of problem-relevant evidence. Students will leave with foundational abilities needed to solve organizational problems.

Credits: 1.00

BU.930.631

Effective Management

The goal of this course is to help students translate research about individuals and groups into capabilities to become effective leaders. The course will provide students with analytical frameworks that will help them understand behavior in organizations, along with the practical experience to put that understanding into action. Key to developing this experience is using the classroom as a forum to apply knowledge and develop skills through immersive exercises, cases and interaction with practitioner experts.

Credits: 0.00

BU.930.632

Foundations of Management and Organizations

The purpose of this course is to introduce students to fundamental topics related to managing, leading, and working in modern organizations. The course exposes students to a broad array of frameworks for understanding individual, team, and organizational behavior, with particular emphasis on the design of work, interpersonal dynamics, organizational innovation and change, global work environments, and crafting meaningful careers. This breadth of topics, ranging across organizational levels and career stages, distinguishes the course and is meant to complement students' later coursework focused on individual decision-making, solving problems in teams, and avoiding pitfalls of early career managers.

Credits: 2.00

BU.932.610

Thought and Discourse Seminar: Ethical Leadership

In this course, students will be challenged to think critically the ethics of organizational life. What is an organization's or leader's ethical obligation to the people they serve? How can ethics and pragmatism in business co-exist? And, why do individuals within organizations fall prey to unethical behavior? With cases and empirical research as a backdrop, this highly interactive seminar will challenge students to examine these and other fundamental questions, in an effort to cultivate the skills and dispositions that are required of an effective leader.

Credits: 2.00

BU.933.610

Thought and Discourse Seminar: Governance and Accountability

Corporate scandals such as those involving Enron, WorldCom, Lehman Brothers, and AIG have drawn increasing attention to corporate governance. What gives rise to the kinds of risky behavior that these scandals reveal? What mechanisms do—or should—corporations have in place to prevent such disasters? To whom are they ultimately responsible: shareholders and owners or a wider spectrum of stakeholders? What are the roles and responsibilities of boards of directors normally and in times of crisis? How do boards monitor performance and compliance among corporate officers, and what kinds of reporting structures exist? What laws and regulations seek to limit and punish corporate malfeasance? How do the approaches to self- and external-regulation of companies differ in other countries and in a global context? These are some of the questions addressed in this seminar. Through lectures, guest speakers, case studies, and team projects, students explore corporate governance with an eye to best practices.

Credits: 2.00

BU.940.609

Innovation for Humanity Project

This experiential learning course is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world. The course is consistent with the Carey Business School's signature theme of "teaching business with humanity in mind" and it provides an understanding of the needs of developing communities around the world. Students will work domestically and abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs.

Credits: 0.00

BU.940.610

Innovation for Humanity Project: Country Group

This experiential learning course is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world. The course is consistent with the Carey Business School's signature theme of "teaching business with humanity in mind" and it provides an understanding of the needs of developing communities around the world. Students will work domestically and abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs.

Credits: 0.00

BU.940.611

Innovation for Humanity Project: Assessment Phase

This experiential learning course is designed to develop agile and creative business leaders who understand how to build sustainable, impactful businesses within developing communities around the world. The course is consistent with the Carey Business School's signature theme of "teaching business with humanity in mind" and it provides an understanding of the needs of developing communities around the world. Students will work domestically and abroad engaging with entrepreneurs, public officials, faculty and NGOs, exploring critical development issues. The students will learn to understand the complex systems that prevail in the emerging economies, the role of appropriate technologies and interventions in solving pressing problems, and to recognize the sustainable business opportunities embedded in these community needs.

Credits: 3.00

BU.950.610

Discovery to Market

The focus of this course is the invention and commercialization of technological discoveries.

Technological advances are the underpinning of global economic development, and often represent significant business opportunities. This course covers the concepts and organizational issues involved in generating innovations, identifying opportunities and creating strategies to bring them to market. This course will help answer questions such as: When is an idea an invention? Who owns the invention? How can the invention be protected so as to maximize its commercial value? What are the steps to bringing the invention to market? What are the strategic options and which best fits the situation? The course includes both classroom learning and project work in which inventions from universities and government laboratories are assessed. As a result of this course students should be able to assess the feasibility of commercializing a scientific discovery, define the process required to bring it to market and recommend the best strategy to do so.

Credits: 2.00

BU.950.611

Discovery to Market II

This is a continuation of BU.950.610 Discovery to Market I. The focus of this course is the invention and commercialization of technological discoveries.

Technological advances are the underpinning of global economic development, and often represent significant business opportunities. This course covers the concepts and organizational issues involved in generating innovations, identifying opportunities and creating strategies to bring them to market. This course will help answer questions such as: When is an idea an invention? Who owns the invention? How can the invention be protected so as to maximize its commercial value? What are the steps to bringing the invention to market? What are the strategic options and which best fits the situation? The course includes both classroom learning and project work in which inventions from universities and government laboratories are assessed. As a result of this course students should be able to assess the feasibility of commercializing a scientific discovery, define the process required to bring it to market and recommend the best strategy to do so.

Credits: 2.00