

# Academic Catalog

2016–2017



JOHNS HOPKINS  
CAREY BUSINESS SCHOOL

## Course Description

The following courses may be offered during the 2016-2017 academic year. Updates to the course information shown below may take place before the course is offered.

### **BU.001.315**

#### **Business English for Undergraduates**

This undergraduate level course emphasizes academic writing and speaking on business topics with a focus on creating clear and coherent texts and accurately using grammatical structures, vocabulary, expression, and pronunciation. Through analysis of texts, discussion, in-class writings and speaking exercises, and instructor feedback, the course is designed to expand students' academic and business communication competencies. Students are required to have a recording device for class that can send audios to the instructor - either a smartphone or a tablet or laptop computer with a microphone for recording themselves in class. It meets once each week for 3 hours for 13 weeks. (0.00 credit)

### **BU.001.340**

#### **First Year Seminar Series I**

This course, offered in the fall semester, offers a speaker series on academic topics. The seminar series also emphasizes career skills and professional development. In addition, the course provides students with tools and activities to enhance their overall academic and student success. To demonstrate learning students will be expected to prepare reflection papers, participate actively in classroom and out-of-classroom discussions and activities, and submit documentation related to their career development. Note: This course is for first year students only and cannot be repeated. (0.00 credit)

### **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. (0.00 credit)

### **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 are looking for in MBA students. Each session is designed and scheduled so that students may 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. (0.00 credit)

### **BU.001.580**

#### **Johns Hopkins Bootcamp for Technology Entrepreneurs**

The JHU Bootcamp for Technology Entrepreneurs provides students with the basic knowledge and skills they need to turn raw ideas into validated business proposals. Working on their own ideas or those of other participants, students gain knowledge and skills through case studies, lectures, and hands-on activities.

Topics to be covered include the following:

- How to pitch ideas
- Intellectual property
- Technology transfer and licensing
- Regulatory and reimbursement strategies
- Market analysis
- Business models and capitalization
- Building and managing a venture team

The course is open only to non-Carey degree students. (2.00 credits)

### **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. (0 credit)

### **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 English Speaking and Writing for Graduate Business Students II. It meets for 3 hours a week for eight weeks. (0.00 credit)

**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. (0.00 credit)

**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. (2.00 credits)

**BU.001.900****Final Project (Continuation)**

Students who enroll in the final project courses in their graduate degree programs (referred to informally as, e.g., capstone, practicum, or integrated field experience; see specific course numbers below) are expected to complete the required work during the semester in which they are enrolled. In the event that the project work is not completed by the end of the semester, students must register for this course in every ensuing semester, including summer, until they complete their work and a final grade is submitted. There are no academic credits associated with BU.001.900 but registering for the course requires the payment of an administrative fee each semester the course is taken until a final grade has been submitted. With respect to the registration for this course and payment of the fee, it is not possible to take a semester off or take a leave of absence. This fee is charged to cover institutional support costs that occur, regardless of the number of credits or location of the course, for services available to students such as libraries, administrative support, and general costs of keeping the student's university records active. The requirement to register in this continuation course applies to students who have not completed their project work during the semester in which they are originally enrolled in the course. Students are reminded that graduation is subject to approval that all degree requirements have been completed. (0.00 credit)

**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. (3.00 credits)

**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. (2.00 credits)

**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. (2.00 credits)

**BU.125.301****Managerial Communications**

No skill is as important to managers as the ability to communicate effectively with others. This requires not merely the ability to speak and write clearly, but to listen to and understand others; to analyze audience, purpose, and cultural context; to select appropriate media and formats; to gather, analyze, and evaluate information effectively; and perhaps most importantly, to persuade and motivate others to act together toward a common end, using all the logical and emotional tools at hand. Participants practice effective strategies, styles, and tools for oral and written communication that are critical to success for today's manager. They learn how to write clearly and concisely, make a compelling oral presentation, use interpersonal and nonverbal skills in meetings and interviews, and develop crisis- and cross-cultural-communication strategies. (3.00 credits)

**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. (2.00 credits)

**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. (2.00 credits)

**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. (2.00 credits)

**BU.135.301****Ethics, Governance & Accountability**

This course examines the role of ethics in business decision making, with an eye to corporate governance and accountability. Beginning with an exploration of their own values and beliefs, students develop an awareness of the role of emotion, reason, and culture in moral judgments. Through readings, films, and discussion, students sharpen their ability to argue and negotiate from ethical principles. They then apply these tools to an examination of issues impacting contemporary business, ranging from work/life balance to intellectual property, whistleblowing, and insider trading. The course concludes with a look at recent scandals (Enron, WorldCom, the subprime mortgage crisis) and the role of boards of directors, shareholders, managers, employees, governments, rating agencies, and other stakeholders in holding businesses accountable, in the United States and globally. (3.00 credits)

**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. (2.00 credits)

**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. (2.00 credits)

**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. (3.00 credits)

**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. (2.00 credits)

### **BU.151.790**

#### **Strategic Management**

This course is concerned with the formulation and analysis of business strategy. Business strategy is the set of objectives and policies that collectively determine how a business creates economic value for its owners and 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, evaluating business strategies, and identifying and analyzing specific business options. (4.00 credits)

*Prerequisite(s): BU.120.601 AND BU.131.601 AND BU.232.701 AND BU.680.620*

### **BU.152.740**

#### **City Lab Toolkit: Intro to Urban Social Enterprise**

The CityLab is an urban social enterprise laboratory applying business and management knowledge and tools to create social value in an economically distressed and 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, which 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. (2.00 credits)

### **BU.152.745**

#### **City Lab 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. (2.00 credits)

*Prerequisite(s): BU.152.740*

### **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. (2.00 credits)

### **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. (2.00 credits)

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

### **BU.215.315**

#### **Advanced Accounting**

A study of accounting's role in aiding in decision-making is an important tool of good fiscal management. Emphasis is placed on understanding the roles of external accounting entities and how they impact the accounting process, how accounting data is used by management in planning, controlling, and evaluating business initiatives. Topics include GAAP and IFRS; the AICPA Conceptual Framework Project and the resulting Statements of Financial Accounting Concepts (SFAC); introduction to cost accounting; cost volume profit analysis; budgeting; and other quantitative applications which aid in management decision making. (3.00 credits)

**BU.220.610****The Firm and The Macro-economy**

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. (2.00 credits)

**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. (2.00 credits)

*Prerequisite(s): BU.510.601 OR BU.790.616 OR BE.790.616 OR BU.790.003 OR BU.755.616 OR BE.790.003 OR BE.755.616*

**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. (2.00 credits)

*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. (2.00 credits)

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

**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. (2.00 credits)

*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. (2.00 credits)

*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. (2.00 credits)

*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. (2.00 credits)

### **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. (2.00 credits)

*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. (2.00 credits)

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

### **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. (2.00 credits)

*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.

(2.00 credits)

*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. (2.00 credits)

*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. (2.00 credits)

*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. (2.00 credits)

*Prerequisite(s): BU.210.620 OR BU.910.611 AND BU.230.620 OR BU.922.610*

**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. (2.00 credits)

*Prerequisite(s): BU.231.620 OR BU.910.611 AND BU.232.701*

### **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. (2.00 credits)

*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. (2.00 credits)

### **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. (2.00 credits)

**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. (2.00 credits)

**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. (2.00 credits)

**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. (2.00 credits)

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

**BU.249.701****Special Topics in Real Estate and Infrastructure**

This course provides students with the opportunity to focus on a special topic in real estate. The topic varies and is based on current and relevant issues/trends faced by the real estate professional. Students work with an instructor and must receive permission before enrolling in this course. (2.00 credits)

*Prerequisite(s): BU.234.610 OR BU.241.610*



**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. (2.00 credits)

**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. (2.00 credits)

**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, healthcare, 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. (2.00 credits)

*Prerequisite(s): BU.510.650 AND BU.920.610 OR BU.350.620*

**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. (3.00 credits)

**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. (2.00 credits)

**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. (2.00 credits)

**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. (2.00 credits)

*Prerequisite(s): BU.410.620 OR BU.911.611*

**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. (2.00 credits)

**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. (2.00 credits)

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

### **BU.445.301**

#### **Marketing & Consumer Behavior**

Why do some products fail in the marketplace while others succeed? The answer often lies in marketing— understanding why consumers behave the way they do and meeting their needs. Students in this course examine strategies for successfully targeting markets and positioning products as they apply the elements of marketing: developing product lines, designing promotional strategies, doing industry analyses, dynamics of competition, market segmentation, target marketing, understanding distribution channels, and product and pricing decisions. (3.00 credits)

### **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 (3.00 credits)

### **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 evidence that you can apply in your job after leaving Carey.

(2.00 credits)

*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 wide 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 vs. 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 team on complex business projects. (2.00 credits)

*Prerequisite(s): BU.410.620 OR BU.911.611*

### **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. (2.00 credits)  
*Prerequisite(s): BU.410.620 OR BU.911.610*

### **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. (2.00 credits)

### **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. (2.00 credits)

### **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. (4.00 credits)

### **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. (2.00 credits)

### **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. (2.00 credits)

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

### **BU.515.315**

#### **Advanced Business Statistics**

Students learn statistical techniques for further study in business, economics, and finance. Building on the prerequisite basic statistics course, the course covers analysis of variance, chi-square testing, simple and multiple regression, model building, time series forecasting, processes, and control charts. Case studies, spreadsheets, and computer software are used. A laptop computer (PC or Mac) is required. (3.00 credits)

### **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. (2.00 credits)

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

**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. (2.00 credits)

**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. (2.00 credits)

*Prerequisite(s): BU.550.620*

**BU.550.620****Innovation 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 American 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. (2.00 credits)

*Prerequisite(s): BU.550.610*

**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. (2.00 credits)

### **BU.555.710**

#### **Applied and Behavioral Economics in Health Care**

This course covers the application of economic theory to the 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 it applies 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. (2.00 credits)

*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 healthcare, 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 healthcare organizations. (2.00 credits)

*Prerequisite(s): BU.510.601 AND BU.520.601 OR BU.914.610 AND BU.913.610*

### **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. (2.00 credits)

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

**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. (2.00 credits)

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

**BU.790.039****Discourses in Ethical Leadership**

In this course, students will be challenged to think critically about 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? 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. (1.00 credit)

**BU.790.040****Leading Technology Commercialization**

The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs or devices as well as intangible co-products or "know-how." This course covers the concepts and organizational issues involved in selecting an invention or discovery and converting it to a viable business. This course enables the student to recognize and screen technology opportunities. You will learn the ins and outs of intellectual property creation, protection, sale and acquisition, how to license technology that others have patented, and how to license your own technology to others to create diverse revenue streams. Largely focusing on biotechnology inventions and discoveries originating in universities, the course covers the ownership of the invention, protecting the intellectual property, forming a company, overcoming regulatory hurdles, and other related issues common to this type of enterprise. Particular attention will be paid to economic issues ranging from when and how to raise initial capital to strategies to harvest the profits. (3.00 credits)

**BU.790.046****Leading with Business 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 gain an understanding of the issues related to the collection, analysis, and management of external information. (2 credits)

#### **BU.790.047**

##### **Innovating Businesses in Emerging Markets I**

This course involves a team-based service learning experience focused on the challenges of building sustainable, impactful businesses in emerging regions. The course aims to create in each executive an appreciation of opportunities in critical sectors of human need in these complex, resource-constrained markets that are plagued by fragmented infrastructure. Executives will learn first-hand how businesses serving these needs contribute to community development and 'do well by doing good.' The course has three phases. In Phase 1, executive teams conduct background research to gain perspective on the region-market context and project sector priorities. Executives are assigned to a sponsoring organization to address a specific business problem (the project). Teams interact with designated sponsor staff to agree upon a project work plan, and define appropriate deliverables that meet both the sponsor's needs and course learning objectives. In Phase 2, the executive teams arrive on location to implement the approved work plan in the field and create the deliverables. At the conclusion of this phase, executive teams develop an initial project presentation for the sponsor and receive feedback on the report. In the final phase, teams use the feedback and related insights to develop a graded final report that is shared with the sponsor. (0.00 credit)

#### **BU.790.049**

##### **Advanced Financial Management and Innovation**

Business executives are increasingly selective on how they approach the allocation of firm resources. While textbook finance dictates that a project with a positive net present value (NPV) should be approved, in many cases, the organization has a finite budget with competing business unit project requests. In the short term, these capital budgeting decisions will influence the U.S. economy's unemployment situation; in the intermediate-long term they will affect firm value. This course focuses on the practical elements of allocating resources from two diverse perspectives: corporate finance executives, managers, investors, investment bankers, and equity analysts. The first part of the course takes a long-term view in the value creation process and focuses on the key value drivers that affect corporate value. The second part of the course will introduce short-term managing, focusing on net working capital management and the interrelationship with growth decisions and the impact on valuation. This part also addresses the issue of financing decisions and the impact on valuation. In this context, the course will present the difficulties embedded in each context of corporate management and entrepreneurship management. (2.00 credits)

## **BU.790.050**

### **Capstone Project: Proposals**

This course examines business and corporate strategies and requires you to assume the role of a general manager. General Managers have 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 course is predicated on the thesis that the role of the policy course in the business school curriculum is to develop an ability to see the enterprise as a whole and to understand how and why the various functions of the business are interdependent and need to be coordinated.

Hence, the thrust of the course is the organization in its totality - the environment in which it operates, and its internal administrative activities. The emphasis is on the kinds of problems and issues that affect the success of the entire organization. A serious attempt is made to elaborate on the general applicability of the strategy-policy disciplines to all sizes and types of organizations, although the major emphasis will focus on profit-oriented enterprises operating in a competitive environment. An important requirement of a general manager's job is the ability to think in a cross- functional and holistic manner. Very often, decisions that are optimal for an individual business unit or department are not in the best interests of the whole firm. Creativity and innovation are critical to achieve success; as to follow often-traveled strategic paths is unlikely to result in a superior performance.

Creativity can be exercised in both analysis as well as implementation. The orientation is consistently pragmatic and managerial. By use of the case method and the consulting project, students are placed in managerial roles where they can apply the concept of strategy in characteristically management situations. (2.00 credits)

## **BU.790.051**

### **Leading Organizational Change**

A core leadership challenge is strategically, efficiently, and fluidly guiding others through processes of organizational change. Change is an important aspect of life for people, groups, and especially organizations. Change is ever more important as we, and the organizations in which we work, face multiple and shifting imperatives. We often muddle through change satisfactorily. Yet, we can improve our success if we apply frameworks, techniques, and perspectives that elevate our abilities beyond the common-sense level of performance. We do this by analyzing the forces that drive organizations to change, examining impediments to change, and surveying approaches for making organizational change more effective. The concepts and tools learned in the course will be brought to life during this course by using an interactive simulation. This will give you the opportunity to demonstrate and improve your capabilities to manage change in a dynamic, competitive, and complex environment. (2.00 credits)

**BU.790.052****International Finance**

This course is intended to provide Executive MBA students with an understanding of the international economic relations among countries and issues related to financial decision making in the global environment. Topics covered will include 1) macroeconomic relations between countries and the international monetary system; 2) the foreign exchange and international money markets, and the conditions that define their interrelation; 3) the definition of and ways to manage exchange rate risk; 4) financing in global markets. The discussion in the course will combine both theoretical frameworks of how to think about the problems and issues and discussions of real world experience with cases drawn from the student background professional experience as well as the news. A special attention will be paid to the connections between United States, China, the Euro Area and the rest of the world. (2.00 credits)

**BU.790.056****Business-to-Business Marketing**

Most marketing principles are focused on marketing to the end consumer. This course examines the strategies employed in marketing products and services to businesses. The primary learning outcome is for executives to understand the similarities and differences between marketing to consumers and marketing to businesses. This course begins by discussing the main marketing concepts that are common to both domains. The emphasis is largely on areas related to strategy and the types of analyses needed to make informed decisions. Executives learn through the use of readings, case studies, and rigorous analysis. (2.00 credits)

**BU.790.059****Discourses in Corporate Governance**

The value of a firm depends on corporate governance practices that protect the shareholders (investors). Greater investor shareholder protection lowers the cost of capital. Thus, the set of governance practices, rules, and regulations that promote private business development also promote firm value. Topics include shareholders rights, separation of ownership and control, agency theory, resolution of conflicts of interest, corporate pyramidal structures, hostile takeovers and the failure of the market for corporate control, mutual fund governance, executive compensation policies, boardroom structure and practices, corporate transparency, responsibility, accountability and fair and equitable treatment of all shareholders and the value of the shareholder vote. (1.00 credit)

**BU.790.065****Innovating Businesses in Emerging Markets II**

(4.00 credits)

**BU.790.066****Leading Technology Commercialization II**

This is a continuation of BU.790.040 Leading Technology Commercialization. The focus of this course is the commercialization of technological discoveries: tangible products like compounds, drugs, or devices, as well as intangible co-products or “know how.” This course covers the concepts and organizational issues involved in selecting an invention or discovery, and converting it to a viable business. This course enables the student to recognize and screen technology opportunities. You will learn the ins and outs of intellectual property creation, protection, sale and acquisition, how to license technology that others have patented, and how to license your own technology to others to create diverse revenue streams. Largely focusing on biotechnology inventions and discoveries originating in universities, the course covers the ownership of the invention, protecting the intellectual property, forming a company, overcoming regulatory hurdles, and other related issues common to this type of enterprise. Particular attention will be paid to economic issues ranging from when and how to raise initial capital to strategies to harvest the profits. (3.00 credits)

**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. (3.00 credits)

**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. (0.00 credit)

**BU.881.701****Health Systems around the World**

This course provides a detailed overview of the health care system's segments and stakeholders, analyzes the industry's evolution, and addresses likely near-term changes domestically and globally. It includes global aspects of health care management having to do with differences and similarities in beliefs about patient rights, aging, disease management, and public expenditures on health. (2.00 credits)

**BU.881.702****Frameworks for Analyzing Health Care Markets**

This course provides students the economic/productivity language, along with other considerations (such as ethics and distributional issues), to discuss system change and challenges faced by product manufacturers, insurers, health care providers, and patients. Lectures and cases explore the drivers of costs, prices, access to health care services, and innovation. (2.00 credits)

**BU.881.704****Providers and Payers**

This course focuses on organizational innovation, specifically 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 innovations, discontinuities in health provision, and policy change. (2.00 credits)

**BU.881.705**

**Health Marketing and Access** This course focuses on the specifics of the marketing mix in health care. The main topics covered include pricing, distribution and communications to patients, providers, and external stakeholders, such as regulators and non-governmental organizations. The role of marketing to encourage access, pricing as part of decisions on access, particularly in Bottom of the Pyramid markets, and the role of marketing communication to foster community health are discussed. (2.00 credits)

**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. (2.00 credits)

**BU.881.710****Research and Policy Seminars in Health I**

These seminars, conducted by industry experts and faculty from the Carey Business School, School of Medicine (therapies and diagnostics), School of Public Health (public health policy and epidemiology), School of Nursing (community health), School of Engineering (devices), School for Advanced International Studies (international development and health), School of Arts and Sciences (social determinants of health) focus on current issues, cutting edge research, and discourse. One of the deliverables will be an integrative paper with a personal development plan discussing how students will keep abreast of the field and an articulation of their growth as leaders. (1.00 credit)

**BU.881.711****Research and Policy Seminars in Health II**

These seminars, conducted by industry experts and faculty from the Carey Business School, School of Medicine (therapies and diagnostics), School of Public Health (public health policy and epidemiology), School of Nursing (community health), School of Engineering (devices), School for Advanced International Studies (international development and health), School of Arts and Sciences (social determinants of health) focus on current issues, cutting edge research, and discourse. One of the deliverables will be an integrative paper with a personal development plan discussing how students will keep abreast of the field and an articulation of their growth as leaders. (1.00 credit)

**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. (2.00 credits)

**BU.911.611****Strategic Human Resources**

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. (2.00 credits)



**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. (2.00 credits)

**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. (2.00 credits)

**BU.930.630****Solving organizational problems**

Without education and experience, managers tend to solve problems alone, without building the support of others. This course will immerse students in the idea that the most effective managers solve problems collaboratively from start to finish, using artful questions and active listening to engage and draw upon others' perspectives. They use an extended, iterative process, switching back and forth between the problem and the evidence as new insights emerge. And they continuously motivate the people around them—both inside and outside of the team—to act. Upon successful completion of the course, students will understand and apply this broader view of organizational problem solving, demonstrating both familiarity and facility with collaboration, iteration, and motivation. (2.00 credits)

**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. (2.00 credits)