and have substantial opportunity to sharpen their skills through the calisthenics of case analysis and other class exercises. Joint sessions of the course will be held with other first-year courses. (1.5 credits)

**Wake Forest Business Solutions (MGT 2201)**

Required of all students with less than three years of relevant work experience. This course allows MBA students an opportunity to deal directly with organizations and their managers. During the practicum, student teams act as project consultants to a local, regional, or national business or nonprofit organization. They apply the skills acquired in the first year of the full-time program to an actual business problem. Typical projects include planning a fund-raising and marketing campaign, developing a restructuring study, examining operating or computer systems for consolidation, and implementing an activity-based costing system. Students complete a comprehensive written report, make a formal oral presentation to the client, and present an oral defense before faculty members who also act as project advisers. (3 credits)

**SECOND YEAR ELECTIVE COURSES:**

All of the courses listed are not offered each year – check the current schedule.

**Advanced Branding (MKT 5482)**

Advanced Branding is a capstone course that requires application and integration of concepts and frameworks you have encountered in other marketing courses, as well as astute observations from internship and work experiences and insights from your own interactions with brands in the marketplace. The purpose of the course is to deepen your acquaintance with concepts, methods, and tools involved in building and assessing the drivers of brand equity. The centerpiece of your work will be the interpretation of results from a current survey of brand perceptions. Your primary challenge will be to apply contemporary branding models and trends, as well as your own insights, to understand why some brands currently hold stronger positions than do others, even in the same product categories. Building on this analysis, consideration will also be given to larger trends and best practices. (1.5 credits)

**Advanced Business Analytics (OPS 5510)**

This course integrates the advanced Business Analytics topics of data mining, multinomial logistic regression, and agent based modeling. Respectively, these topics target three stages of Business Analytics: Descriptive, Predictive, and Prescriptive analytics. Descriptive Analytics is the use of data to report and understand past and current business performance. Predictive Analytics builds models to forecast behavior of the business. Prescriptive Analytics determines, based upon the predictive models, the best (optimum) decisions to make. (1.5 credits)

**Advanced Financial Management (FIN 5110)**

This course focuses on value creation by utilizing financial architecture to enhance the corporate strategy of firms. Advanced valuation techniques (option pricing, adjusted present values, discounting equity, and capital cash flows) are used to evaluate leveraged buyouts, leveraged recapitalizations, initial public offerings, restructurings and real options embedded in investment decisions. Financing growth, the use of private equity, securitization, syndication and risk management also are covered. (3 credits)
**Advanced HRM Concepts (MGT 5944)**

The purpose of this course is to examine the important human resources management (HRM) skills that are frequently used by managers. Upon completion of the course, students should be literate in HRM concepts, knowledgeable of the line managers’ responsibilities and skilled in HRM applications, including how HR practices vary across the globe.

(1.5 credits)

**Advanced Six Sigma (OPS 5498)**

It is widely accepted that the environment confronting organizations today is becoming increasingly competitive as the length of product life cycles continue to decrease, the marketplace becomes increasingly global, and the pace of technological change accelerates. As a result, many organizations are redesigning and/or continuously improving their business processes in pursuit of attaining a sustainable competitive advantage. The focus of this course is on the detailed analysis of processes utilizing the popular Six Sigma methodology.

(1.5 credits)

**Advertising Management (MKT 5120 or MKT 5121)**

MBA students whose career plans involve making marketing-mix decisions need to understand advertising management. In addition to advertising, this course addresses elements of a marketing communications program such as promotions, direct mail, publicity, packaging, and point of sale material. The objectives are: (1) to increase students’ understanding of important issues in planning and executing marketing communications campaigns; (2) to introduce students to theories and models that will improve their abilities to make marketing communications decisions; and (3) to acquaint students with contemporary research in marketing communications.

(1.5 credits or 3 credits)

**Application Development (ITM 5712)**

The overall objective of this course is to enhance the student’s ability to understand, apply and communicate application programming and development concepts. More specifically, the course focuses on developing students’ familiarity with the logic and process of programming languages and other business application development tools. Typical topics include: the constructs of structured programming, modular development, and the development of decision support systems. Hands-on development exercises and projects are included, using tools such as Visual Basic and Excel.

(1.5 credits)

**Applied Security Analysis and Portfolio Management (FIN 5761)**

This course develops and hones skills for security analysis and portfolio construction. Students analyze securities for possible inclusion in the student-managed First Union Securities Fund. The course is designed for students seeking a career in the investment industry, particularly security analysis, security sales, and portfolio management. The course also benefits the corporate finance specialist who deals with investor relations. Students are selected each year by application. FIN 5760 Investments and Portfolio Management is a pre/co-requisite.

(3 credits)

**Asia Management Program – India (MGT 3704)**

The India program is an experiential course designed to familiarize participants with the challenges and opportunities of doing business in, and with, one of the world’s largest emerging economies. The program includes visits to, and discussions with, various Indian and multinational companies and managers in locations throughout India. The program also includes visits to major historical and cultural sites as part of the educational experience.

(3 credits)
Bankruptcy (FIN 5118)
The course examines the basic legal framework for unsecured asset-backed lending and securitization; the rights of creditors under state law against a firm in financial distress; and the preemptive relief and opportunities for corporate reorganization and other restructuring under federal bankruptcy law. The fundamental aspects of Chapter 7 liquidation are explained because they underlie reorganization law. However, the main subjects of the course are the principal contours and mechanisms of the Chapter 11 process. (1.5 credits or 3 credits)

Brand Management (MKT 5480 or MKT 5481)
Because product management provides general management experience in an entry-level position, it is a popular career choice among MBA graduates. The recent growth of private-label brands and the increasing use of price promotion as a competitive strategy make it essential that managers understand how to build and maintain brand equity. The course acquaints students with the dynamic aspects of product management and offers them an opportunity to confront actual problems and challenges faced by product managers. (1.5 credits or 3 credits)

Business Plan Practicum (ENT 5448)
Starting a new venture is risky and often ends in failure. An effective tool for entrepreneurs who want to reduce risks and better ensure success is a convincing business plan. A business plan serves two purposes. It acts as a roadmap for managers and helps to secure financing. This course focuses on the critical components of a business plan. The major course assignment is to prepare a business plan for a business opportunity chosen by the student. (3 credits)

Business Process Management (OPS 5875)
It is widely accepted that the environment confronting organizations today is becoming increasingly competitive as the length of product life cycles continue to decrease, the marketplace becomes increasingly global, and the pace of technological change accelerates. As a result, many organizations are redesigning their business processes and developing new business models in pursuit of attaining a sustainable competitive advantage. There are three philosophical principles upon which this course is based. First, although they may not be organized as such, businesses are fundamentally comprised of processes. Second, information technology is now an integral part of a business and its operations. Third, the management of business processes often requires sophisticated analytical techniques. The course is organized into three modules. The first module addresses issues related to the design of business processes. A guiding principle is the need to understand the relationship between an organization’s overall strategy and its process goals. Of course, simply designing and implementing superior business processes does not automatically translate into a long-term sustainable competitive advantage. Given the highly competitive environment, once designed, business processes must also be continuously improved. Therefore, Module 2 addresses business process improvement from the popular six sigma perspective. Finally, Module 3 focuses on analyzing and evaluating processes with the aid of computer simulation. It is demonstrated in class that computer simulation is a powerful tool for both business process design and business process improvement. (3 credits)

Business Process Modeling (OPS 5500)
A business process describes how something is done in an organization, and these processes can occur in any function or across functions. This course will provide students with an in-depth understanding of various analytical tools that are used to model and analyze business processes.
Discrete event simulation methods will be the focus of this course, but other methods discussed may include flowcharting, queuing models and deterministic models for cycle time analysis and capacity decisions. Additional topics covered in this course include process flow measurement, flow-time and flow-rate analysis, lean operations, and theory of constraints.

(1.5 credits)

**Buyer Behavior (MKT 5800)**

Marketing begins and ends with the customer – from determining customer needs and wants to providing customer satisfaction. Thus, a clear understanding of buyer behavior is critical to successful marketing. Buyer Behavior is designed (1) to help students recognize the importance, to a firm’s success, of understanding its customers; (2) to introduce students to theories and empirical findings underlying current knowledge in buyer behavior; and (3) to improve students’ abilities to identify potential applications of buyer behavior concepts to marketing problem-solving and strategy developments. Discussions, mini-cases, in-class exercises, and a project are among the instructional methods used in the course.

(1.5 credits)

**Capital Markets and Institutions (FIN 5620)**

This course is about financial or capital markets—how they work, how they might work better, and, in some instances, how they do not work at all. Students concentrate on the following major topics: (1) the pricing of financial assets, (2) the determination of interest rates in a competitive international financial market, (3) the organization and regulation of financial markets, (4) the development of innovations in financial markets, and (5) the basic characteristics of the financial markets and institutions, and the impact of changes to the system.

(3 credits)

**Case Writing Practicum (MGT 5156)**

The focus of this course is to help students bridge the theory-to-practice gap of a management/industry/functional area/other issue through writing a teaching case with teaching notes. This is an individualized course with directed readings under the supervision of a faculty member. The selection of case issue(s) and organizational site are by mutual agreement of student and supervising faculty member. Normal course credit for this elective is 1.5 hours. Each practicum must receive prior consensus of the participating faculty member.

(1.5 credits)

**Clinical Immersion in Healthcare (MGT 5784)**

This course is divided into two modules. The first module, “Clinical Immersion,” will provide the student a wide breadth of clinical experiences including inpatient and outpatient environments. The second module, “Continuity of Care,” will allow the student to identify a single patient as they enter the healthcare system and follow that patient through the system. This will allow the student to experience the healthcare system from the patient’s perspective as the patient travels through the inpatient and outpatient settings.

(3 credits)

**Commercializing Innovation (ENT 5450)**

This course teaches techniques to evaluate ideas for commercial viability, how to select the best innovation to pursue from several candidates, and how to begin to bring an innovation to reality. The course is lecture and project based using actual innovations needing evaluation from a variety of sources including OTAM, TSI, WFU Institute for Regenerative Medicine, WFU Health Sciences, The Nanotech Center, BDI, and North Carolina startup companies.

(3 credits)
Competing in and Dealing with Competitors from Emerging Markets (MGT 5450)
With growth tapering in developed countries and increasing in emerging markets, it is imperative that the manager of today have an understanding of the challenges of competing in and dealing with competitors from emerging markets, particularly the BRIC countries. The course is designed to provide a comprehensive overview of these issues.
(3 credits)

Contemporary Issues in Business and Foundations of Capitalism (MGT 5420)
Explores current business issues such as corporate social responsibility, government regulation of business, health care policy, stakeholders versus stockholders, and the sources of economic development. To do so we examine the foundations of capitalism, its intellectual underpinnings, and the principal arguments that challenge and support capitalism and free markets. This will be accomplished by reading a combination of novels and works of political economists who have shaped generations of thinking.
(3 credits)

Contemporary Topics in Accounting (MGT 5180)
This course is designed to make students aware of recent developments in the field of accounting that affect management behavior and decisions. It is intended to re-sharpen students’ awareness that many reporting options exist and that management is responsible for selecting alternatives that are consistent with an organization’s strategy. The goal is not to prepare students to be CPAs, but rather to be more effective managers or analysts.
(1.5 credits)

Cost Analysis (MGT 5190)
It is complicated to evaluate the performance of managers, products, and segments of an organization that has automated its manufacturing facilities or management methods. This course focuses on product costing systems and the ability, or inability, of these systems to assign costs. Cost allocations and activity-based costing are covered in detail. Other topics include Flexible Manufacturing Systems (FMS), Just-In-Time Inventory systems (JIT), performance measurement, strategic cost analysis, and accounting for the costs of quality.
(1.5 credits)

Curricular Practical Training (MGT 5999)
The focus of this course is to help students bridge the theory-to-practice gap of a management/industry/functional area through the writing of a report relating their summer internship experience to management theory. This is an individualized course under the supervision of a faculty member. The selection of the report topic and expectations will be met by mutual agreement of the student and supervising faculty member prior to enrollment in the course. Enrollment in the course may be limited and determined based on application.
(1.5 credits)

Database Management (ITM 5700)
Database systems are a fundamental part of information infrastructure for a modern organization. Data, information and knowledge are key corporate assets that require careful management. This course examines the organizational role that database systems play and provides a practical introduction to the design, implementation and use of Database Management Systems (DBMS). One requirement of the course is the development of a prototype system using a DBMS such as Microsoft’s Access.
(1.5 credits)
Database Marketing I (MKT 5580)
Database Marketing I focuses on the role of information systems—and especially relational database management systems—in database marketing performance. Working within a database/direct marketing framework, students are expected to cope with issues of logical and physical database design, managing a customer database, and deciding whether to outsource database processing.
(1.5 credits)

Database Marketing II (MKT 5581)
Database Marketing II focuses on the design and implementation of marketing programs intended to create exchanges without benefit of salesperson/customer face-to-face interaction. Students examine key decisions and activities throughout the process of designing and implementing a database marketing program. Special emphasis is placed on performance forecasting and segmentation. Database Marketing I is a prerequisite for this course.
(1.5 credits)

East Asia Management Program (MGT 3700)
This program runs from late-May to early June each year and includes group visits to various companies in PR China or Japan. The Japan trip also incorporates home stays with individual Japanese families.
(3 credits)

Emerging Information Technologies (ITM 5711)
The objective of this course is to enhance the student’s ability to communicate with IT technical personnel in the work environment. Current and emerging technologies are examined within an organizational strategy framework. Managerial concepts are developed and employed to help understand and assess information technologies such as emerging computer platforms, telecommunications, networking, and wireless communications. The focus is on understanding relevant managerial issues relating to information technologies, rather than on the design or development of such technologies.
(1.5 credits)

Energy Industry and Renewable Energy Sources (MGT 3705)
This course includes an intense trip to a foreign location during Spring break. The course is designed so that you will be able to (1) compare and contrast U.S. and other country government policies and procedures related to environmental degradation and challenges with fossil fuels, climate change and costs of energy; and (2) to obtain first-hand knowledge of the strategies and business models related to renewable energy technologies and environmental businesses that are in other countries.
(3 credits)

Entrepreneurship (ENT 5446)
Entrepreneurship is an eclectic field, drawing from such areas as strategy, economics, psychology, and business functional domains (marketing, finance, and operations). Entrepreneurs are concerned with the relentless pursuit of opportunities and the goal of this course is to teach students to identify and act on new opportunities. The context is important and this course will focus on: new venture creation, social entrepreneurship, corporate entrepreneurship, and small business. By the conclusion of this course, students should understand their potential role as an entrepreneur and have the skills to systematically analyze opportunities for exploitation.
(3 credits)
Environmental Sustainability Strategy (MGT 5680)
This course examines firm-level strategy through the lens of sustainability. The core question addressed is: “how do firms adopt environmental sustainability principles and practices within their core strategies?” This is a strategy elective. The course examines a company’s business strategies and corporate strategy with a sustainability lens.
(1.5 credits)

European Business Studies Program (MGT 3701)
This two-week course runs from late-May to early June and focuses on business developments in the European community. Students select a trip to either Oxford University in England; or Vienna, Austria, Budapest, Hungary, and Prague in the Czech Republic; or cities in France and Germany.
(3 credits)

Family Business Dynamics (ENT 5447)
If you are not directly involved in your own family’s business, most likely you will be as a professional manager, accountant, lawyer, psychologist or employee. This course explores the business, personal and interpersonal issues associated with a family-owned and managed company. We examine such issues as (1) your role in a family business, (2) strategic family and business planning, (3) succession planning, (4) family business conflict resolution and (5) estate planning.
(1.5 credits)

Fast Growth Management (ENT 5449)
The most challenging, exciting, and rewarding experiences for the entrepreneur is the growth of her/his new venture. However, achieving operational success poses daunting challenges to your management and analytical skills. This course first helps students to learn to anticipate the challenges that entrepreneurial companies face during periods of fast growth. The course also provides students with concepts, techniques, and skills needed to respond to the challenges of managing fast growth. It is intended for students interested in start-up companies, as well as new business ventures within existing organizations.
(1.5 credits)

Financial Modeling (OPS 5549)
This course has a two-pronged approach. First, it is desired for the student to become acquainted with the tools of Crystal Ball- an Excel add-in that permits users to simulate the stochastic (random) behavior of spreadsheet cell entries. The stochastic behavior of these cell entries impacts other values that we wish to study (and sometimes optimize), such as return-on-investment, profit, bond prices, etc. Second, it is desired for us to apply these tools in the area of finance, so that we can study real-life uncertainties, such as interest rates, stock prices, etc., and make the most optimal decisions in the face of such uncertainty.
(1.5 credits)

Financial Risk Management of Financial Institutions (FIN 5331)
This is a seminar course focusing on the risk management of financial institutions. The structure of the course is designed around the contemporary literature in financial institutions risk management. The course addresses topics such as industry structure and governance of financial intermediaries, market discipline and information disclosures of financial institutions, assessment of bank performance, and the management of interest-rate risk, credit risk, and the risks associated with non-traditional bank activities.
(1.5 credits)
**Financial Statement Analysis (MGT 5990)**
This course helps students develop the skills needed to interpret and analyze financial accounting information. Financial statements should be viewed as an imperfect model for measuring corporate performance and achieving goals and strategies. Therefore, the effective analysis of a set of financial statements requires study of (1) the characteristics of the industry in which the firm competes, (2) the specific strategies by which the firm competes, and (3) the accounting procedures underlying the financial statements and how these can be adjusted to better reflect economic reality. The course is designed primarily for individuals who will be intensive users of financial accounting reports.
(1.5 credits)

**Financing the Entrepreneurial Venture (ENT 5440)**
New venture formation and small business have been major forces in the growth and vitality of the global economy, and the flow of innovation and new jobs. This course is about financing high potential ventures. Specific topics include (1) techniques for evaluating new venture opportunities, (2) strategies of starting versus buying an existing firm, (3) valuation of closely held companies, (4) venture capital and other financing sources, (5) aspects of organizational form, taxes, and securities regulations, (6) techniques of structuring and negotiating a deal, and (7) ethical issues. Students study a variety of businesses through readings, case studies and guest lectures.
(1.5 credits)

**Forecasting (MGT 5220)**
This course provides practical training and experience in forecasting using both structural and time-series approaches. Under the structural approach, the focus of the course is on alternative functional forms, violations of basic assumptions under ordinary least squares, and decomposing forecast errors. Time series approaches include vector auto-regression (VAR). Students use actual economic and financial data to conduct experimental forecasts using alternative forecasting techniques. Thus, students gain an awareness of the forecast accuracy of the various models as forecasts are compared for each series.
(1.5 credits)

**Healthcare Finance (FIN 5788)**
This course provides an overview of the three major components of the US Health Care Delivery System: Patients, Providers, and Payers, and the interactions among them with respect to patients being served by providers effectively and efficiently, and providers being paid fairly for the services they provide. Health care service delivery and payment within the context of the free market system prevalent in the US will be examined, along with the unique characteristics of health and health care compared with other goods and services.
(1.5 credits)

**Healthcare Issues and Reform (MGT 5785)**
The course introduces American healthcare, its business dimensions and public policy concerns. The focus is on the policies, issues, deficiencies and opportunities of our US healthcare system which are the primary drivers behind healthcare reform. It reviews how technology impacts healthcare and the opportunities present to add better value. It explores demographic demand and utilization factors, regulatory compliance and risk, and the related strategy and planning concepts of healthcare organizations.
(1.5 credits)
Healthcare Operations Management (MGT 5786)
This course provides concepts used to manage continuous financial performance and quality improvements within the Health Care industry. It provides a thorough understanding of the main concepts of operations management with a focus on key performance improvement integrative frameworks that provide the foundation for successful applications of these approaches. It will teach you to evaluate methods of performance management with particular emphasis on the Improvement and maintenance of the quality of care.
(3 credits)

Independent Study (MGT 5900-5909)
Individualized courses, directed reading courses, research projects, and study tours conducted under the supervision of a faculty member may be allowed as credit toward graduation. Normally, these are considered only as elective; however, in exceptional circumstances, requests to substitute an independent study for a required activity may be granted. Depending upon content and duration, the credits awarded for independent study will vary. All independent studies must receive prior approval of the Certification Committee.
(Credits to be determined each offering)

Information Resource Management (ITM 5715 or ITM 5716)
This course leverages the introductory material that was presented in the first-year core course into a deeper exploration of how a firm can 1) create the most appropriate portfolio of IT projects and 2) manage their IT resources to deliver that portfolio most efficiently and effectively. Using a combination of lectures and cases, the course will employ well-established theories and models to illustrate various approaches to aligning a firm’s IT portfolio with its strategy.
(1.5 credits or 3 credits)

International Finance (FIN 5260)
The course provides students with an understanding of the foreign exchange market, the impact of foreign exchange volatility on the cash flows and competitive positions of firms, and the use of derivative contracts (forwards, futures, options and swaps) for risk management. Use of foreign direct investment strategies, strategic investment decision-making and financing international growth are discussed in the context of value creation in a globally competitive environment.
(3 credits)

International Marketing (MKT 5600 or MKT 5601)
The course examines the issues involved in entering foreign markets and conducting marketing operations on a global scale in consumer, industrial, and service sectors. Students learn to identify and evaluate opportunities in overseas markets, develop and adapt marketing strategies to specific national market needs and constraints, and coordinate strategies in world markets. The thrust is strategic and integrative. In addition, the class studies global marketing strategies adopted by companies in Japan and Europe, as well as newly developed countries.
(1.5 credits or 3 credits)

Internet Marketing (MKT 5583)
The purpose of this course is to provide students with conceptual tools to compete effectively in the new digital economy. The focus will be on the marketing issues that managers must address as they consider how to develop successful commercial strategies on the Internet and other emerging electronic media. Drawing on existing scholarly research as well as current industry practices, the course will examine, analyze, and evaluate marketing challenges that need to be tackled to compete in this revolutionary environment. The intent of this course is to look at the Internet from a strategic, not a technical perspective.
(1.5 credits)
Introduction to the Health Care Industry (MGT 5782)
This course examines the organization, financing and delivery of health services in the United States and relates these three input variables to the three output variables of the health care system: cost, quality and access. (1.5 credits)

Investments and Portfolio Management (FIN 5760)
This course introduces students to the basic types of investment securities, the concept of investment risk and investment management. Students examine security valuation, risk measurement, portfolio diversification and portfolio performance measurement. Also covered are the basics of options and futures pricing. Students also learn how derivative securities can be used to change the payoff structure of portfolios of financial assets. (3 credits)

Latin American Management Program (MGT 3702)
This experiential program runs from late May to early June. The trip is designed to help participants build a broader, deeper, and richer understanding of the economic, cultural, political, and social context of present-day Latin America. (3 credits)

Law and Economics (MGT 5971)
This course involves an economic analysis of legal reasoning as applied to common law doctrines in contracts, property, and torts. The emphasis is on managerial and legal insights for corporate attorneys and business managers. The course addresses both the efficiency rationale for landmark opinions as well as the economic evolution of legal rules (e.g., from explicit and implicit privity of contract, to the introduction of a new tort of products liability, to product negligence rules, qualified strict product liability, strict liability, absolute produce liability, elective no-fault and other proposals for reform). Managers who understand the efficiency rationales behind alternative commercial contracting mechanisms, measures of damages, property rights and governmental takings, and standards for product hazard warnings can better assess the recommendations from their corporate counsel. (1.5 credits)

Law and Valuation (MGT 5972)
This course considers the intersection of law and modern valuation techniques. We look at the basics of financial valuation theory and methods, and their use (and misuse) in various legal contexts. The course begins with a primer on the legal process and valuation methods. We then turn to the use of various valuation techniques in legal contexts such as safety regulation, toxic torts, bankruptcy, equitable distribution, medical malpractice litigation, government takings and corporate buyouts. Students work in teams to prepare weekly “case critiques” and individually write a short paper on a legal valuation topic of their choice. (The course is cross-listed in the School of Law and the Graduate Schools of Business.) (1.5 credits)

Leading Change (MGT 5115)
The focus of this course is applying the knowledge, understanding and insights gained in Behavior and Leadership in Organizations. It emphasizes the topics of team building, conflict management, and approaches to self-management and organizational development. The pedagogical method for dealing with these topics is highly experiential as it is generally recognized among learning theorists that skill-building is most effectively accomplished when one takes an active part in the learning. (1.5 credits)
Legal Environment of Business (MGT 5970)
The overlap between law and business is extensive and continues to grow. Working managers increasingly find their actions and decisions significantly affected by federal and state statutes, administrative agency rules and regulations, and attendant case law. The general manager must have an adequate understanding of the impact of the law upon the firm and the reasons those public policies have been adopted. This course provides basic knowledge and skills necessary to identify and address intelligently the salient legal dimensions of business decisions. This course is not open to JD/MBA Program students. (1.5 credits)

Management Control (MGT 2121)
Planning and control systems influence and direct managerial behavior consistent with corporate goals and objectives. This course introduces students to issues relating to the development, application, implementation, and evaluation of those systems. It focuses on the formal mechanisms available to implement corporate strategies. Successful management systems, based on collective decisions, create value for organizations. Through the exploration of major factors that influence management system effectiveness, students develop a key aspect of their management styles: a philosophy about planning and control systems. (1.5 credits)

Management of Financial Service Institutions (FIN 5330)
This course applies the principles of corporate finance to the analysis and management of depository financial institutions. The operation and management of commercial banks are the primary areas of emphasis. The course concentrates on (1) the financial and regulatory environment in which depository institutions operate, (2) the microeconomics of modern depository institutions, and (3) the nature of the decision-making processes in depository institutions. (3 credits)

Management of Process Technology (OPS 5741)
Management of Process Technology I (OPS 5742)
Management of Process Technology II (OPS 5743)
These courses examine the critical role of process technology in the global competitiveness of the firm. They investigate both how process technology can be used to gain competitive advantage and the tools/techniques for managing process technologies. Both new manufacturing and service technologies and their potential applications are considered, and in a variety of settings. Specific topics may include process design analysis, flexible technologies, cellular manufacturing, robotics, service operations technologies, new technology startup, operations infrastructure development for new process technology, accounting and finance issues related to evaluating new process technologies, and a country-to-country comparison of process technology use and its development. (1.5 credits or 3 credits)

Management of Service Operations I (OPS 5340)
Management of Service Operations II (OPS 5341)
Management of Service Operations (OPS 5342)
This course focuses on the unique challenges of managing service operations and how manufacturing-based approaches and techniques can be adapted to service operations. Issues include (1) capacity management in organizations that do not maintain inventory, (2) maintenance of quality in services that are simultaneously produced and consumed, (3) demand forecasting and employee scheduling, (4) demand management, (5) service operations location and (6) service operations facility layout. Students examine the management of organizations in banking, health care, hospitality and consulting. (1.5 credits or 3 credits)
Managing e-Operations and the Supply Chain (OPS 5825)
Managing e-Operations and the Supply Chain I (OPS 5826)
Managing e-Operations and the Supply Chain II (OPS 5827)

Today's e-business environment is one where products and processes can be outmoded within months. Survival in this environment of fierce competition, shorter product life cycles and heightened customer expectations is a key issue. The supply chain choices that today's organizations make have a critical influence on strategic business outcomes. Recent developments in information technology have created the opportunity to revolutionize how organizations design and manage their supply chains in order to gain a strategic competitive advantage. One such development has been the introduction and rapid rise in popularity of enterprise resource planning (ERP) systems. While supply chain management has been primarily tactical in the past, this course focuses on the important strategic concepts surrounding supply chain management. Issues to be addressed include: (1) identification of supply chain design with product and process development; (2) identification and implementation of ERP systems; (3) supply chain integration with e-business strategies; (4) strategic partnering and outsourcing; and (5) supply chain dynamics.

Managing International Operations (OPS 5671)
Managing International Operations I (OPS 5672)
Managing International Operations II (OPS 5673)

This course explores how managers can create substantial value by coordinating international material flows and international process development. Specific topics include international sourcing, international site selection, international logistics, manufacturing and service in developing countries, multi-plant network issues and the impact of technology and flexibility on international operations. International supply chain concepts also are discussed.

Marketing of Services (MKT 5845)

Managers must understand the similarities and differences between product and service marketing. This course covers the problems and issues service marketers face, along with the tools and techniques they use. It integrates three perspectives of marketing: (1) a strategic thrust pursued by top management; (2) a set of functional activities performed by line management, and (3) a customer-driven orientation for the entire organization.

Marketing Performance Assessment (MKT 5980)

In this course, students will learn the processes and skills needed to assess, improve, and persuasively demonstrate the financial contributions of marketing activities. The course is divided into three parts: Making the Business Case, Valuing Marketing Assets, and Marketing Planning, Execution, & Assessment.

Marketing Research (MKT 5380)

This course includes topics such as information systems, syndicated data services, secondary and primary data collection, and data analysis and interpretation. Student groups follow the process of developing, implementing, and managing a market research project. Particular emphasis is placed on projects involving primary data collection.

Marketing Strategy & Planning (MKT 5390 or MKT 5391)

This is a decision-oriented course concerned with solutions to problems of product, price, promotion, and distribution channels. Students are expected to locate their own marketing plan.
projects and to prepare a professional marketing plan. The course makes extensive use of case studies and instructional methods include slides, examples, and videotapes.
(1.5 credits or 3 credits)

**Negotiations (MGT 5360)**
Modern managers negotiate every day, in both their professional and personal life; however, most managers have no formal training in the negotiations process. This course fills that void by empowering students with an understanding of the dynamics underlying the negotiations process. That understanding will provide the baseline from which students can first identify, then refine, and ultimately optimize their particular negotiating styles. The course focuses equally upon the theoretical, conceptual, and operational dimensions of the topic. Class sessions are devoted to lecture, discussion, and negotiations exercises.
(1.5 credits)

**New Product Introduction (MKT 5430)**
This course gives students hands-on experience in the process by which new consumer products are introduced and marketed. Instructors provide the new product idea. Beginning with research to identify a viable target segment and a positioning strategy, students proceed from the estimation of sales and profit potential to the development of a marketing plan. The instructors, who include professional advertising and brand management practitioners, function as management consultants. Students work in teams to prepare short oral and written reports of weekly progress. The course ends with team presentations to a "board of directors" composed of managers and executives from local companies.
(1.5 credits)

**Operations Strategy I (OPS 5690)**
**Operations Strategy II (OPS 5691)**
**Operations Strategy (OPS 5692)**
This course describes the various common types of operations strategies used in organizations and how these strategies are typically used as a competitive weapon. It includes readings and cases describing the strategies and their implementation in specific settings. Specific topics include capacity strategies, technology strategies, vertical integration and sourcing strategies, facilities strategies, matching process technology with product/market requirements, and building the competitive potential of the operations function in an organization.
(1.5 credits or 3 credits)

**Operations Systems Management (OPS 5871)**
**Operations Systems Management I (OPS 5870)**
**Operations Systems Management II (OPS 5872)**
This course promotes an understanding of the relationships among an organization’s productive systems and functional areas. It examines issues related to capacity planning, process mapping, process design analysis, re-engineering, cellular manufacturing and assembly line layout. Students use tools for analyzing systems management issues including simulation and queuing theory.
(1.5 credits or 3 credits)

**Overview of U.S. Healthcare Delivery (MGT 5783)**
The course provides an overview of US health and the historical and cultural forces that have shaped and sustained key stakeholders and generated different incentives and perspectives. These are linked to current policies and policy directions in order to aid health leaders in anticipating future changes and potential impediments to those changes. The historical and current role of the