**ACCOUNTING B60**

**B60 ACCT 5001. Introduction to Financial Accounting**  
*1.5 credits*

In this course we will study the three fundamental financial accounting issues 1) recognition, 2) measurement/valuation and 3) classification/disclosure—and consider how business transactions are reflected on the financial statements using generally accepted accounting principles (GAAP). We will cover the four primary financial statements (balance sheet, income statement, statement of stockholders’ equity and statement of cash flows), the supporting footnotes to these statements and several reports (annual reports, proxy statements and press releases). The course incorporates both a preparer’s perspective (i.e., how to apply GAAP requirements for recording and presenting financial information) and a user’s perspective (i.e., how an investor or analyst can interpret and use financial statement information).

**B60 ACCT 5002. Strategic Cost Analysis**  
*1.5 credits*

This course provides an introduction to cost concepts, cost behavior and cost systems. Understand how strategy, technology and the environment affect a firm’s choice of cost system type and system design alternatives. Discuss how cost system choices, in turn, influence tactical and strategic managerial decision-making. Tools such as cost-volume-profitability analysis, customer profitability, value chain analysis and relevant-cost analysis are presented. Case discussions illustrate the application of course topics.

**FINANCES B62**

**B62 FIN 5203. Financial Management**  
*3.0 credits*

Students will learn in this class how the decisions of a company affect shareholder value and what decisions can increase it. To understand the perspectives of shareholders, we will study basic principles of investing: time value of money, valuation of debt and equity securities, discounted cash flow as a foundation for stock prices, the impacts of diversification and leverage on portfolio risk, the relationship between risk and expected return in securities markets, and capital market efficiency. We will use these principles to analyze capital investment decisions by estimating cash flows and discounting them at the appropriate cost of capital. We will also study how shareholder value is affected by a firm’s financing decisions, such as the choice of using debt or equity capital.

**MANAGEMENT B63**

**B63 MGT 5301. Introduction to Management and Strategy**  
*1.5 credits*

This course focuses on the job, perspective and skills of the general manager—an individual charged with developing and implementing the long-term strategy of a business organization. The course helps students develop skills in identifying and analyzing past and current strategies and with formulating and implementing new ones. During the course, students are introduced to concepts around strategy formulation, resource and capabilities assessment, and industry and competitor analysis.

**B63 MGT 5316. Leadership Communication**  
*0.5 credit*

The objective of this course is to help you better communicate your ideas about unstructured business problems, some of which involve multiple functional areas of business (marketing, operations, finance, etc.). The course follows from MGT 5315, which was focused on critical thinking. In this course, we’ll focus particularly on developing your presentation skills, and on combining those skills with your critical thinking skills.

**B63 MGT 5317. Values-Based/Data-Driven Decision Making**  
*1.0 credit*

In a world of rapid technological change, data-rich production processes, a purpose-driven talent pool, globally integrated value chains and calls for greater business accountability to society, business leaders must be equipped to make decisions that are both data-driven and values-based. That is, they must have the tools to critically evaluate and strategically utilize vast quantities of rapidly changing data using the latest analytic tools and techniques. And they must also have the clarity, courage, and leadership skill to make decisions that respect personal/organizational values and societal responsibilities. This course presents a framework and set of tools for making values-based/data-driven decisions that will serve as a foundation for other Olin coursework.
Professional MBA

REQUIRED COURSES

MANAGERIAL ECONOMICS B64

B64 MEC 5406. Managerial Economics
3.0 credits
This course introduces the basic principles of economics and their applications to managerial decision making. The course begins with the analysis of the decision making of individual consumers and producers. The course then examines how consumers and producers interact with one another in a variety of market settings ranging from situations in which firms have many competitors and few tactical options to those in which there are a small number of firms competing vigorously along several strategic dimensions. Applications covered include decision making in risky situations, pricing policies in firms, and the relationship between market structure and the strategic choices that are open to the firm.

MARKETING B65

B65 MKT 5503. Marketing Management
3.0 credits
The purpose of this course is to familiarize students with the foundational elements of marketing strategy and execution in various managerial contexts. Class sessions emphasize customer/market focus and competitor analysis to coordinate marketing tactics in a manner that drives growth in revenues and earnings. The course primarily uses case discussions, with lectures where appropriate. The cases provide students an opportunity to develop their oral and written skills in formulating and defending their marketing proposals. Recent developments in theory and practice are integrated into the course as appropriate.

OPERATIONS AND MANUFACTURING MGMT B67

B67 OMM 5704. Operations Management
3.0 credits
This course discusses the main principles and concepts in managing operations for competitive success. Among the topics covered are operations strategy, capacity analysis and organization, queuing theory, service management, quality management, inventory management and a brief introduction to supply chain management. Students learn the basics of how to manage the operations of a firm, and how operational issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. Most sessions consist of in-depth case discussion, integrated with theory.

B67 OMM 5705. Quantitative Decision Making
1.5 credits
This course has the following objectives: a) to introduce students to the science of quantitative decision making; b) to enhance and reinforce students’ analytical skills and their ability to intelligently use information; c) to teach the art and science of spreadsheet modeling; and d) to expose students to different approaches, support tools and analytical methods for decision making, particularly those analytical methods useful for later courses. These objectives will be facilitated through the following key tools taught in this course, which are spreadsheet modeling, decision analysis, simulation for risk-analysis and modeling uncertainty, and optimization tools. The course will be taught from an interdisciplinary standpoint and examples will be provided from a variety of functional areas.

ORGANIZATIONAL BEHAVIOR B66

B66 OB 5601. Organizational Behavior
1.5 credits
Develops conceptual tools and basic skills for managing people in organizations. The course focuses on the basic problems that confront every manager: communicating effectively, negotiating sound agreements that build lasting relationships, managing the inevitable conflicts that arise in every organization and exercising leadership in work teams.

CAPSTONE

B63 MGT 5321. Business, Government and Society
3.0 credits
All firms operate within competitive and institutional landscapes shaped and framed by government. Yet firms have the power to help shape the role of government through non-market strategy, to protect their own interests as well as to help improve the efficacy of the public-private partnership. Furthermore, managers must navigate the complex intersection between business objectives and the values, norms and expectations of the societies in which they operate. This course harnesses Olin’s unique partnership with the Brookings Institution to access high-level experts from agencies and institutions in the federal government found only in the capital area. We will focus on how a better understanding of the mindset, objectives and operations of these institutions can help managers better shape strategy and activities at the intersection of the public and private sectors. This course requires travel to Washington, D.C., during two days within a week as well as a weekend in St. Louis.
Prerequisite: Core courses completed
B60 ACCT 500E. Information Technology Control and Audit  
1.5 credits
This course is designed to provide students with an introduction to and overview of the field of information technology (IT) auditing. It is intended to provide students with an understanding of risks in the IT environment, general computer and application control concepts, and the basics of how to perform an IT audit. The course will also introduce students to the ISACA COBIT framework and the concepts of IT governance and assurance.
Prerequisite: ACCT 5001 and completion of or concurrent enrollment in ACCT 564

B60 ACCT 500G. Analysis of Financial Institutions & Financial Instruments 1.5 credits
The main goal of the course is to give you an in-depth understanding of how financial reports provide unusually accurate and detailed (but not perfect) information about the risks and performance of firms in the financial services industries. These firms’ financial statements increasingly are based on fair value accounting and their financial reports typically include extensive risk and estimation sensitivity disclosures. Both fair value accounting and risk and estimation sensitivity closures are necessary ingredients for financial reports to convey the risk and performance of financial services firms in today’s world of complex, structured and risk-partitioning financial instruments and transactions. While financial services firms often apply fair value accounting and risk and estimation sensitivity disclosures imperfectly (or worse), careful joint analysis of the information they do provide invariably yields important clues about their risks and performance.
Prerequisite: ACCT 501B

B60 ACCT 500M. Ethical Decision Making In Accounting I  
1.5 credits
This course has been designed to help the student understand ethical reasoning and behavior and in so doing define their own moral compass. The primary goal is to make the student a role model to others in ethical behavior—not just in determining what is the proper ethical choice, but, more importantly, effectively implementing the behavioral changes required to achieve solutions to ethical dilemmas. To quote while paraphrasing the authors of the textbook, “We strive in (these courses) not only to educate accounting students to be future leaders in the accounting profession but to stimulate (the students) ethical perception and cultivate virtue, thereby awakening (their) sense of duty and obligation to the public interest.”

B60 ACCT 501. Introduction to Financial Accounting II  
1.5 credits
This course is effectively the second half of ACCT 5001. The goal of ACCT 5001 was to introduce you to the fundamental concepts of financial accounting. As in ACCT 5001, the focus of this course will be on training you to be a knowledgeable consumer of accounting information, rather than a producer of such information. In particular, the emphasis will be on the uses and limitations of financial accounting information. This course will extend the understanding gained in ACCT 5001 into specific accounting areas (such as treasury stock, off-balance-sheet financing and inter-company investments). In particular, we will focus on the limitations and weaknesses of accounting rules, and consider ways in which you can become a more sophisticated user of financial accounting information.

B60 ACCT 502. Managerial Control Systems  
1.5 credits
Organizations face both information and incentive problems, usually simultaneously. Managerial control involves developing policies and systems to cost-effectively minimize these problems while helping the organization achieve its objectives. The course focuses on control issues by analyzing the financial aspects of planning, feedback and performance measurement. Topics include responsibility accounting, budgeting, benchmarking, target costing, variance analysis, productivity measures, transfer pricing and optimal design of performance measures.
Prerequisite: ACCT 5002

B60 ACCT 503. Business Analysis Using Financial Statements 1.5 credits
In this course we use concepts from financial accounting, finance and strategy to develop models used by financial analysts in valuing equity securities (although we will focus on equity valuation, our approach is applicable to issues faced by managers considering investment opportunities). We will discuss/review a variety of models, including the dividend model, the free cash flow model, the method of comparables/multiples and the asset-based valuation model. These more traditional models will be contrasted with the residual income valuation model—a relatively recent valuation innovation.
Prerequisites: ACCT 5001, ACCT 501 and FIN 5203
B60 ACCT 503B. Advanced Business Analysis Using Financial Statements 1.5 credits
This course builds on ACCT 503. We investigate approaches to forecasting future value drivers of firms and then the preparation of pro forma financial statements based on these forecasts. The concepts will be applied by having students prepare an equity analyst report. The report is the communication of evidence collected from a systematic study of a firm, its environment, and its future prospects to justify a recommendation.
Prerequisite: ACCT 503

B60 ACCT 505. Advances in Management Accounting 1.5 credits
This course focuses on current management accounting techniques, including activity-based costing, target and kaizen costing, international management accounting and management accounting in Internet companies. Investigating these topics will include use of ABC software to illustrate the process of implementing an ABC information system. Also new in this course will be a project focused on comparing and contrasting management accounting techniques of traditional and Internet companies.
Prerequisite: ACCT 5002

B60 ACCT 507/FIN 536. Financial Issues in Leasing 1.5 credits
This course is devoted to studying the various elements that are involved in identifying leasing opportunities and structuring a lease. Topics to be covered include the legal and financial structure of a lease, options embedded in lease agreements, accounting and tax issues related to leases, and the marketing and negotiation of leases.
Prerequisites: FIN 5203 and ACCT 5001

B60 ACCT 508. Financial Reporting from the CFO’s Perspective 1.5 credits
This course will 1) enhance students’ understanding of the role of the CFO (of publicly traded firms) in financial reporting and the related roles of the CFO in issues of corporate governance and investor relations; 2) provide students with a strong understanding of the impact of Sarbanes-Oxley on financial reporting for public companies, as well as requirements of the SEC in financial reporting; 3) develop students’ skills in using the authoritative accounting and regulatory literatures when preparing financial reports; 4) examine issues related to financial reporting for specific accounting issues and in times of financial crisis; and 5) provide a basis of understanding the technological changes affecting financial reporting.
PMBA Prerequisites: ACCT 5001, ACCT 501 and FIN 5203

B60 ACCT 509. Tax and Business Strategy: A Planning Approach 1.5 credits
This course is intended to provide business students with an overall framework for taking tax considerations into account when making business decisions. More specifically, as the textbook authors point out in the preface to the book, the course is intended to provide students with “a solid understanding of the decision contexts that give rise to tax planning opportunities, how to integrate tax strategy into the bigger picture of corporate decision making, and the dramatic impact that changes of transaction structure can have on after-tax cash flows.” This course is not intended to provide students with an understanding of the technical tax rules that will be discussed during the course. However, many technical tax rules will be mentioned throughout the course and a general framework of the tax rules will be provided so as to facilitate a discussion of how these tax rules affect business decision-making.

B60 ACCT 555. Accounting Policy and Research 3.0 credits
This course is designed for students in the Masters in Accounting Program (MACC) and integrates material from previous accounting courses and professional experiences. This course will enable students to develop their knowledge and appreciation of current debates that surround the accounting profession. Students will develop critical thinking skills regarding these issues and form and defend opinions about contemporary regulatory and market issues. The course will also provide an opportunity for students to learn important technical and research tools used by accounting practitioners. Finally, students will get an appreciation of the primary methods underlying academic research in accounting.
Prerequisites: ACCT 562 or instructor permission
Students must be enrolled in the MACC program or have prior instructor approval.
ACCOUNTING B60

B60 ACCT 564. Auditing
3.0 credits
This course deals with the professional service industry of auditing. The auditing industry provides the service of objectively obtaining, evaluating and communicating evidence regarding managerial assertions about economic events. Specifically, auditing ascertains the degree of correspondence between managerial assertions and established criteria. The course is organized around the basic categories of 1) the economic role of external corporate auditing in securities markets; 2) the composition of the firms in the auditing industry; 3) the regulatory environment of auditing; 4) litigation issues facing the accounting/auditing industry; and 5) the requirements for conducting audits. Topics included in the last area include a consideration of the scope and application of Generally Accepted Auditing Standards (GAAS) and the general technology of auditing, which are some general auditing topics typically covered on the CPA exam. Grading is based on homework, a group-based project and two exams.

B60 ACCT 567. Federal Income Taxes
3.0 credits
This course provides an introduction to federal income taxation with primary emphasis on the tax implications of business transactions. The objectives of the course are to develop a basic understanding of federal income tax laws and to provide a framework for integrating income tax planning into the decision-making process. The course is of value to all students who need to recognize the important tax consequences of many common business transactions and is not intended solely for accounting majors or those students interested in becoming tax specialists.

Prerequisite: The first 30 units of required courses; ACCT 562 recommended. Required course for MACC students.

B60 ACCT 570. International Financial Reporting Standards—DAY CLASS 3.0 credits
The early part of this course will cover an overview of international financial reporting standards and the International Accounting Standards Board, as well as the advantages and disadvantages of adopting IFRS from the viewpoints of users, preparers, auditors, developing countries, developed countries, and others. The course will also provide an overview of the SEC staff’s findings and observations regarding certain issues in adopting IFRS in the United States and related observations from the perspective of the IFRS Foundation and staff. The remainder of the course will be devoted to the key differences between IFRS and GAAP in such areas as revenue recognition; inventories; long-term assets, including property, plant and equipment; intangible assets; research and development costs; borrowing costs; and impairment.

Prerequisite: Successful completion of or concurrent enrollment in ACCT 563

B60 ACCT 571. International Financial Reporting Standards II—DAY CLASS 1.5 credits
This course will be a continuation of ACCT 500H and will be devoted to the key differences between IFRS and GAAP in such areas as provisions, contingent liabilities and contingent assets; leases; income taxes; employee benefits; share-based payments; business combinations; consolidations and investments in related entities; financial instruments; cash flow statements; operating segments; interim financial reporting; accounting policies; changes in accounting estimates; errors; events after the balance sheet date; related party transactions; earnings per share; discontinued operations; and changes in foreign exchange rates. The course also will cover management opportunities and issues when converting from GAAP to IFRS.

Prerequisite: ACCT 500H

FINANCE B62

B62 FIN 500Q. Quantitative Risk Management
3.0 credits
Risk management is an increasingly important, but often misunderstood, aspect of corporate financial policy. This course is designed to provide solid theoretical and technical foundations for financial risk management with applications to a variety of different industries and firms. Measures of risk, regulatory requirements for risk control and risk management strategies employing derivative securities against market and credit risks will be analyzed. In addition, risk management methods and tools that are commonly used in practice will be introduced.

Prerequisites: FIN 524 and FIN 524B
FINANCE B62

B62 FIN 500X. Venture Capital Practice
1.5 credits
This course is the capstone for students interested in early-stage investing. The course objective is to develop practical skills for angel and early-stage investing in private companies. Students will partner with professional investors in the St. Louis community to perform various activities, including finding deals, performing evaluations of investment opportunities and, where appropriate, negotiating, arranging financing and closing investments. The course also relies on bringing in investment professionals from the local community to provide real-world perspective on early-stage investing.

Prerequisites: FIN 500W and instructor approval

B62 FIN 500Y. Private Equity Methods
1.5 credits
This course will provide the student with an understanding of the basic terminology, due diligence and analytical methodologies critical to evaluating private equity investments. The course will also cover the history of private equity and the different roles of private equity—growth capital, LBO/MBO, roll-up, etc., in the evolution of the firm. Private equity funds in the context of the overall market (strategic vs. financial acquirers) will be discussed, as will be the role of leveraged lending and bank financing of financial sponsors. Private equity as an investment and its role in portfolio construction will be analyzed. Finally, the legal structure of private equity funds in the context of firm control and governance will be reviewed.

B62 FIN 500Z. Private Equity Practice
1.5 credits
This course is the Capstone for students interested in pursuing careers in private equity. Students will develop practical skills for investing in private companies. Students will partner with professionals in the St. Louis community to perform various activities, including transaction sourcing, evaluating investment opportunities and, where appropriate, negotiating, arranging financing and closing investments. The course also relies heavily on bringing in professionals from the local community to provide real-world perspectives on private equity investing.

Prerequisites: FIN 500Y and instructor approval

B62 FIN 523B. Mergers and Acquisitions
1.5 credits
This course focuses on identifying ways to increase firm value through mergers and acquisitions (M&A). We will survey the drivers of success and failure in M&A transactions, develop your skills in deal design, explore the deal process and develop LBO and merger models similar to those used by investment bankers. Other topics addressed in the course are M&A regulation, the sell-side and buy-side M&A process, valuations, takeover strategies and antitakeover defenses, structuring of transactions to minimize tax consequences, the acquisition method of accounting, merger arbitrage and auction vs. negotiation sale processes.

Prerequisites: FIN 5203 and FIN 534

B62 FIN 524. Options & Futures
1.5 credits
Focuses on futures with an introduction to options. Discusses forward and futures pricing, and the use of various futures contracts to hedge commodity price risk, interest risk, currency risk, stock portfolio risk and other risk exposures.

Prerequisite: FIN 5203

B62 FIN 524B. Derivative Securities
1.5 credits
Provides an in-depth analysis of valuation and trading strategies for options and other derivative securities which have applications across areas of finance, such as hedging, swaps, convertible claims, mortgage payments, index arbitrage, insurance, capital budgeting and corporate decision making, and are responsible for many new innovations and developments of the financial markets.

Students may not receive credit for both this course and FIN 5460.

Prerequisites: FIN 5203 and 524

B62 FIN 525. Fixed-Income Securities
1.5 credits
This course analyzes investment in bonds and related fixed-income instruments. Major topics are bonds, interest rate risk and related securities. Bond topics include yield curves and forward interest rates. Risk analysis covers duration, convexity and immunization.

Prerequisite: FIN 5203
FINANCE B62

B62 FIN 527. Financial Markets  
1.5 credits
This course will facilitate further learning in the finance track by providing insights into various financial markets, financial institutions, associated market participants, select representative transactions and industry conventions. Students will examine the role of regulators, rating agencies, commercial and investment banks, and investors in the debt, equity and derivatives markets. In addition, in the context of the financial crisis, the role of regulation, monetary policy, leverage and human behavior will be discussed as possible root causes of the crisis, with an emphasis on the various market failures in specific markets and their impact on market participants. Lastly, the role of revised regulations and the future of financial innovation will be debated.

Prerequisites: FIN 5203 or DAT 5402

B62 FIN 528. Investments Praxis  
3.0 credits
In this course students serve as managers of a portfolio, the Investment Praxis Fund, which is owned by the school. Students will analyze investment opportunities in various industries and present recommendations to the class for possible purchases or sales of securities. Students must demonstrate that their investment decisions are consistent with the style and objectives of the fund. Valuation tools, financial statement analysis and investment techniques are emphasized as part of a thorough analysis. The course will blend theory with practical advice from investment professionals, such as portfolio managers, securities traders and consultants.

Prerequisites: FIN 532 and FIN 534

B62 FIN 530. International Finance  
1.5 credits
Measuring and hedging exposures to exchange rate fluctuations is a central topic of this course. The relationships among spot and forward exchange rates, interest rates and inflation rates are described. Additional topics include capital budgeting for international projects, international capital markets and international portfolio diversification.

Prerequisite: FIN 5203

B62 FIN 532. Investment Theory  
1.5 credits
This is a master’s-level introductory course on the theory and practice of investments. The primary goals are to 1) develop an understanding of financial markets; 2) build a set of tools for portfolio optimization; and 3) understand how risky assets are valued in equilibrium. Specific topics include utility theory and risk aversion, portfolio choice, mean-variance analysis, no arbitrage pricing, the CAPM and other factor models, interest rates and fixed-income securities, and market efficiency.

Prerequisite: FIN 5203

B62 FIN 532B. Data Analysis for Investments  
1.5 credits
The objective of this course is to obtain an in-depth understanding of some of the major empirical issues in investments. Based on recent research articles and cases, students are required to learn the facts, theories and associated statistical tools to analyze financial data. The topics for this course include models of stock returns, Bayesian and shrinkage estimations for expected returns and covariances, multifactor asset pricing models, GARCH models, principal components, asset allocation, stock screening, predictability, performance evaluation, anomalies, limits to arbitrage and behavioral finance.

Prerequisites: FIN 5203 and FIN 532

B62 FIN 533. Valuing Strategic Corporate Investments  
(formerly Real Option Valuation)  
1.5 credits
The objective is to obtain both an in-depth understanding of the real option theory and the associated implementation skills in real-world applications. The theoretical tools are binomial models and Monte Carlo simulations. The application topics cover all types of typical real options, cases of leasing, R&D, takeover, market expansion, growth values, dot-coms, staged investments and multiple project uncertainties, ranging from standard European and American options to compound and rainbow options.
B62 FIN 534. Advanced Corporate Finance I—Valuation 1.5 credits
This course considers issues faced by corporate financial managers with respect to the valuation of projects, divisions, and entire companies. The prime focus is on assessing the profitability of different business alternatives in a forward-looking sense. The impact of financing decisions on the valuation of business alternatives is explicitly considered. Also covered is an introduction to measuring the role of flexibility inherent in business alternatives. The course is “hands-on” and focuses heavily on direct applications of the theory and the individual development of spreadsheet modeling skills.
Prerequisite: FIN 5203

B62 FIN 534B. Advanced Corporate Finance II—Financing 1.5 credits
This course considers a broad range of issues faced by corporate financial managers with respect to the financing of investment opportunities. In this course, we turn to the right-hand side of the balance sheet as a direct follow-up to the skills acquired in Advanced Corporate Finance I—Valuation, a course that focused on the left-hand side of the balance sheet. The course is designed to be “hands-on,” and we will heavily focus on direct applications of the theory of financing to business practice. To that end, we will cover topics related to the valuation of bond and convertible securities, estimating the costs of financial distress, the reorganization of firms in financial distress, deriving an optimal capital structure and the effects of management stock option grants on valuation.
Prerequisites: FIN 5203 and 534

B62 FIN 534C. Advanced Corporate Finance III—Frontiers of Valuation 1.5 credits
The course addresses advanced valuation topics, and applies both theory and practical valuation methods to value real-world companies—instead of case studies. You will be valuing foreign and U.S. companies in various industries such banking, industrials, mining and information technology. This course assumes that you have basic valuation knowledge and exposes you to the complexities involved in performing real-world valuations, and the myriad of issues that practitioners must address.
Prerequisites: FIN 5203 and 534

B62 FIN 536/B60 ACCT 507. Financial Issues in Leasing 1.5 credits
This course is devoted to studying the various elements that are involved in identifying leasing opportunities and structuring a lease. Topics to be covered include the legal and financial structure of a lease, options embedded in lease agreements, accounting and tax issues related to leases, and the marketing and negotiation of leases.
Prerequisites: FIN 5203 and ACCT 5001

B62 FIN 537. Advanced Derivative Securities 3.0 credits
This course focuses on implementation of models for pricing and hedging derivative securities in the equity, currency and fixed-income markets. Students will learn to write programs in a programming environment such as MATLAB to implement the Black-Scholes model, binomial models, Monte Carlo methods and finite-difference methods. The derivatives studied will include exotic equity and currency derivatives and caps, floors and swaptions. The goals of the course are to learn more about the various instruments that are traded, the various assumptions and methods that may be chosen in modeling them, and the importance of the assumptions in determining the prices and hedges that are chosen. The course will be especially useful to students pursuing careers in sales and trading who will interact with research departments, and students pursuing careers in asset management.
Prerequisites: FIN 524 and 524B

B62 FIN 549H. Special Topics: Real Estate Finance 1.5 credits
This course provides a broad introduction to real estate finance and investments. Topics include both equity and debt. We begin with an overview of real estate markets in the United States. On the equity side, students will be introduced to the fundamentals of real estate financial analysis, including pro forma analysis and cash flow models, and elements of mortgage financing and taxation. Ownership structures including individual, corporate, partnerships and REITs will also be covered. On the debt side, we examine a number of financing tools in the context of the evolution of the secondary mortgage market—both residential and commercial. Additional topics related to real estate finance are covered in Fixed Income Securities (FIN 525).
Prerequisite: FIN 5203
B62 FIN 550A. Legal, Compliance & Taxation Aspects of Wealth Management 1.5 credits

The course will cover topics in law, compliance, risk management and taxation in wealth management at both the firm and client levels. Topics covered include firm regulation, advisor compliance licensing and education, firm risk management, ethics, and taxation of client assets as they relate to wealth planning and related firm services required. At the conclusion of this course, students will understand the major management issues involved in running a wealth management firm, the obligations of an advisor and the major non-investment considerations for clients of wealth management firms.

Prerequisite: FIN 5203

B62 FIN 550B. Wealth Management – Practice 1.5 credits

The course will help students to apply the many holistic concepts of wealth management by reviewing topics covered in previous courses, and emphasizing the importance of synthesizing, communicating and executing the various planning strategies used to meet the individual needs of clients. Students will be split into small groups; each group will receive a distinct client case study in the first class, and each group will develop a wealth management plan over the course of the semester to be presented to a hypothetical client in the last class. Every class will review planning topics including investment concepts, estate planning, tax management, insurance planning, retirement funding and education funding, with a focus on practical application that will inform the recommendations in the wealth management plans.

Prerequisite: FIN 5203

B62 FIN 550C. Endowments, Foundations & Philanthropy 1.5 credits

The course will cover topics in endowment and foundation governance, grant making and investment management as well as fundamentals of philanthropic giving at both the foundation and personal levels. Topics covered include investment policy statements, spending policies, portfolio construction, giving priorities, socially responsible / environmental-social-governance investing, impact investing, program-related investments and tax considerations.

Prerequisite: FIN 5203

B62 FIN 550D. Hedge Fund Strategies 1.5 credits

This course provides both an overview of hedge funds and an in-depth analysis of their trading strategies. Topics covered include structure, incentives and performance evaluation of hedge funds, regulatory and taxation aspects of hedge funds, common trading strategies of hedge funds (e.g., market neutral, global macro, forex, activism and event driven) and the academic evidence on the performance and influence of hedge funds.

Prerequisite: FIN 532 or instructor approval

B62 FIN 550E. Behavioral Finance 1.5 credits

The course will cover topics in behavioral finance, which is a field of finance applying psychology to decisions of investors and corporate managers. Topics covered include prospect theory and non-expected utility preferences, behavioral biases and heuristics, limits to arbitrage, anomalies and their behavioral explanations, bubbles and their behavioral explanations, behavioral biases of individual vs. professional traders and behavioral corporate finance. The course will cover theoretical aspects, empirical and experimental evidence, and practical implications.

B62 FIN 552. Fixed Income Derivatives 1.5 credits

This is an advanced course in fixed income, focusing on risk-neutral model-based pricing of fixed-income securities. We will cover both analytic and Monte Carlo pricing of various types of fixed-income derivatives, including caps/floors and swaptions in the context of key “factor models” of the swap term structure and LIBOR Market Model (LMM). Students will apply the theory in a practical group project by calibrating Bloomberg data to interest rate models. In addition, an introduction to the Local Volatility and Stochastic Volatility LMM (SABR) model and basic frameworks of structural and reduced form credit-risk models will be given. We will briefly consider how to use these models to price various types of exotic interest rate derivatives and credit-risky bonds and credit-default swaps commonly seen in practice. Practitioner-focused real-life applications and recent market developments (OIS, CVA) will also be discussed.

Prerequisites: FIN 525, FIN 537 and completion of or concurrent enrollment in FIN 539
**FINANCE B62**

**B62 FIN 555. Risk Management and Insurance**

1.5 credits

This course will provide an introduction to risk management and insurance. We will explore enterprise risk management broadly and understand what risk is, and how risk can be managed and/or mitigated. We will understand the different kinds of risk and the difference between insurance and hedging. We will study the various insurance markets and the basics of how they operate. We will especially focus on the issues of risk management and insurance from an insurance issuer’s perspective and from a corporate risk manager’s perspective. We will also review the insurance operations of Berkshire Hathaway to understand the operations of a diversified insurance company and of Allstate Corporation and State Farm Insurance as we review the basics of auto and homeowners insurance respectively.

**B62 FIN 560A. Research Methods in Finance**

3.0 credits

The course is designed to prepare students for independent research in finance by exploring methods and techniques in a manner that will allow students to implement them correctly and efficiently. The curriculum will emphasize practical applications of empirical methods used in financial research and how to implement them. Students in the course will learn empirical methods in corporate finance and asset pricing; obtain basic knowledge of and familiarity with the databases used in common finance research; get exposure to recent research in finance which applies the methods covered; and learn how to implement the methods covered using relevant programming languages.

**Prerequisites:** QBA 120, QBA 121 and FIN 340

**MANAGEMENT B63**

**B63 MGT 500T/S50-5060. Social Entrepreneurship**

3.0 credits

Social entrepreneurship refers to the practice of combining innovation, resourcefulness and opportunity to address critical social and environmental challenges. Social entrepreneurs focus on transforming systems and practices to enable human potential and to create sustainable systems change. We will learn how social entrepreneurs have responded to social challenges through creating companies. What are the strengths and weaknesses of this approach compared to “traditional” nonprofit management, activism and social justice movements? Students will learn the basics of entrepreneurship, and work with selected student and community entrepreneurs on developing a business impact plan. Students who are interested in developing an existing minimum viable product (i.e., prototype of a viable idea) or project in the class should contact the instructor in advance. However, if you are wanting to develop an idea and test if it is viable, you should consider the Social Innovation course (S50 SWSA 5063). The Social Entrepreneurship class is directed toward students who a) have a project that is past the idea stage (i.e., you have a minimally viable product); or b) students who may not have their own idea/project but wish to work on a business impact plan in a team. The deliverable for this class is a business impact plan, the standard reporting document for Ashoka fellows.

*This course fulfills 3.0 credits in Leadership/Management.*

**B63 MGT 501. Management Center Practicum**

3.0 credits

Students work in four-person teams on consulting projects, applying insights from their coursework to real-world business problems under faculty supervision. Each student is expected to spend about 150 hours on the project. Grades are based on the quality of the final written and oral reports, as determined by the faculty supervisor. Students are eligible to participate in only one Practicum course per semester, if selected.

**Prerequisite:** You must apply for Practicum projects.

*Students are notified when projects are available.*
**ELECTIVE COURSES**

**MANAGEMENT B63**

**B63 MGT 501C. CEL Entrepreneurial Consulting Team**  
*3.0 credits*

The CELect program is a consultative experiential course that provides students the opportunity to work directly with startup businesses. Early-stage companies provide a unique environment for students to make a meaningful impact on the future trajectory of a growing organization. CELect is an experiential learning course that matches teams of Washington University students with St. Louis area startup ventures to perform defined management consulting projects. In addition to the required day-long orientation and concluding sessions taught at the T-Rex incubator downtown, students will work directly with the professor and with their client company on a consistent, but variable, schedule depending on the needs over the course of the semester. In addition to being embedded on a project for an early-stage company, students will have the opportunity to engage with other entrepreneurship support organizations such as local accelerators, venture capital firms and incubators. Each student is expected to spend 110 hours during the semester project.

*NOTE: A required orientation session will be held on the second Friday of the graduate business semester. Students are required to have the class time listed available each week.*

**Prerequisite:** Application required via “CEL Campus Groups.”

**Enrollment is limited.**

**B63 MGT 501F. Olin Board Fellows**  
*3.0 credits*

As future business leaders, Olin MBAs will have the unique opportunity to impact their communities as board members for nonprofit organizations. The Center for Experiential Learning’s Board Fellows Program will offer a high-impact way for students to serve their communities while gaining valuable experience coupling their business acumen to the mission of a nonprofit organization. As Board Fellows, students will develop skills for effective and thoughtful community leadership and gain business and communication skills as they relate to addressing nonprofit sector issues, collaborating with other board members and spearheading a project relevant to the board’s current initiatives.

Unique to the CEL, the course is one year in duration beginning in the spring semester and wrapping up at the end of the following fall semester. While run throughout a semester calendar, students are expected to connect with their agency over the summer, either in person or through remote access. Students accepted into the program register for both sections of this class (501B in spring and 501F in fall for a total of 3.0 credits for the year).

**Prerequisite:** Completion of spring semester coursework for this class

**Enrollment is limited.**

**B63 MGT 501P. CEL Practicum**  
*3.0 credits*

The CEL Practicum is a consultative experiential course that provides students the opportunity to work directly with established for-profit and nonprofit entities in the form of a comprehensive strategic engagement around some of their most complex problems. Partnering with regional, national or international businesses, students work in four- to six-person teams on consulting projects, applying insights from their coursework to real-world business problems under direct faculty advising.

Each student is expected to spend 150 hours during the semester project.

**Prerequisite:** Application required.

**Enrollment is limited.**

**B63 MGT 501T. Taylor Community Consulting Program**  
*3.0 credits in Fall and Spring; 1.5 credits in Summer*

The CEL’s Taylor Community Consulting Program is a consultative experiential course that partners students with local, regional, and national nonprofits to support their strategic development. Students work in four six-person teams on consulting projects, applying insights from their coursework to real-world business problems under faculty supervision.

Each student is expected to spend 150 hours during the semester project.

**Enrollment is limited**

**B63 MGT 502. Ethical Issues in Managerial Decision Making**  
*1.5 credits*

This course consists of a seminar, which focuses on ethical issues in management. This course is “team taught” and surveys a number of ethical standards or levels by which managers make decisions involving most functional areas of business. Course will emphasize discussion by students of cases and problem situations which confront managers and for which ethical dimensions are a significant part of the business choices. Course grade is determined by class participation and a written summary paper.

*See instructor for additional information*
**B63 MGT 511A. Law and Business Management**

1.5 credits

We will review different rules of substantive law which affect the conduct of individuals and businesses. We will analyze different legal theories and rules of substantive law which regulate the conduct of individuals and businesses, and which impose liability for damages on individuals and business entities when those rules are violated. We will survey basic rules of criminal law, intentional torts and negligence. We will next focus on the rules affecting the making and performance of contracts, and the liability which results from breach of contractual relationships. This will include general contract law, as well as specific rules that exist in the sale of goods and merchandise, and in the purchase, ownership and sale of real property. In addition, we will also analyze and compare the choices available for dispute resolution, including mediation, arbitration and trial in court.

**B63 MGT 511B. Legal Issues at Business Stages**

1.5 credits

An analysis of legal issues affecting business, from startup and operation to the sale or closing of the business, including mergers and acquisitions. Startup analysis will include a comparison of business entities available and the factors to be considered in choosing one form of entity over another. We will compare general partnership, limited partnership, corporate and limited liability company forms of doing business, and basic rules of taxation of business entities, including an understanding of pass-through entities for tax purposes. Specific issues to be considered in the operation and conduct of the business will include a review of the law of agency, employment law, intellectual property law, securities regulation and antitrust. We will conclude with a review of legal issues affecting the sale or closing of a business, including mergers and acquisitions. We will discuss specific issues affecting seller and buyer, including representations and warranties by seller, successor liabilities and indemnification arrangements.

**B63 MGT 512. International Business**

3.0 credits

Examination of management strategies of global businesses. We use a network approach, though not exclusively, to understand firm strategies. Business networks are linked to knowledge clusters. Discussion of rationale for going global and internal organizational architectures and models that firms use for global management. Global strategy of firms influences their external networks and how they deal with technological change. Examination of how logistics and finance relate to global business strategy. Consideration of political-economy of business and global economic crisis. The course will have a case dealing with a current strategic challenge of a global corporation. The company will present a problem/case on the first class day. Concurrently with the coverage of concepts of global business, selected class periods will cover themes applicable to the case. Students will propose a strategic solution in group case presentations to company executives on the last class day, and the executives will give their final reactions in the last period.

**B63 MGT 513N. Employment Laws**

1.5 credits

As you are or will be hiring and managing people during your career, knowing the discrimination laws (NLRA, ADA, Title VII, Age Discrimination Act, FMLA, etc.), the wage and hour laws, and noncompete laws and being exposed to their practical application will make you an effective manager and an asset to your employer. This course is designed to give you the practical knowledge of how to avoid violating the law and how to effectively deal with employees without incurring liability to you and your employer. More specifically, by taking this course you will 1) be able to identify potential legal issues associated with managing employees (for example, discrimination problems); 2) learn effective strategies to avoid lawsuits against yourself and your company; and 3) learn how to earn the respect of and bring out the best in the employees you manage.
B63 MGT 521. Introduction to Entrepreneurship  
3 credits

This course is designed not only for the student with a burning passion to start his/her own business, but anyone who believes that entrepreneurial skills are an essential element of business success. “Introduction to Entrepreneurship” is taught primarily via the case method. Most case discussions will be followed by a relevant guest speaker—either an experienced entrepreneur or a professional from the investment community. You will hear from entrepreneurs and corporate managers with an entrepreneurial flair, some who have experienced great success, and others for whom success has been elusive.

The structure of this course follows the evolutionary process of a new venture. Topics covered include Idea Assessment, Organization Formation, Capitalization, Growth and Exit. Corporate Entrepreneurship also will be explored. This course integrates much of what you have learned in your core courses and challenges you to apply those learnings. In each class you will be expected to make difficult business choices with less than perfect information, dealing with ambiguity and uncertainty, much like a real-life entrepreneur. Analytical rigor will be emphasized throughout and you will be expected to have “run the numbers” for each case. A central element of this course is the opportunity to pitch your “business idea” to classmates via a five-minute “elevator pitch.” Those with the winning business concepts will recruit classmates to join their team to conduct a comprehensive feasibility analysis. Your “final” will consist of a formal 20-minute dress presentation of your idea—much as you would pitch your business concept to a potential investor. It is the professors’ objective that by the end of this course you will 1) better understand entrepreneurship and the entrepreneurial process; 2) be an incisive analyst of a business and/or business concept; 3) be a more persuasive seller of your business ideas.

Prerequisites: Introduction to Entrepreneurship (MGT 521), Social Entrepreneurship (MGT 500T or S-50-5060) or instructor permission

B63 MGT 529. Management and Corporate Responsibility  
1.5 credits

Our goal is to help managers incorporate corporate social responsibility demands into their actions within their firms. Assuming that no managers wish to work at a socially irresponsible company, this requires us to understand precisely what these socially responsible demands entail and how they might run counter to taking actions that increase value for the firm’s owners. We will take care to rigorously define these socially responsible demands and subject them to philosophical and economic examination, so we can assess and implement them. This inquiry would also require us to understand the public relations and political implications of outsiders’ perceptions about the social responsibility of the actions of the firm and its managers with an eye on improving these perceptions and reducing political costs.

B63 MGT 530. Asian Business Networks  
1.5 credits

To engage successfully with the dynamic economies of Asia, business leaders and their firms need to understand how the region’s business networks operate. This course examines the structures and the behavioral principles which govern the major business networks of Asia, including the Japanese keiretsu, Korean chaebols, overseas and mainland Chinese, and the Indian networks. We also will consider successful and failed strategies of non-Asian headquartered firms that have attempted to participate in Asian networks. Business actors are placed in social organizational, economic and political contexts, and a rich set of case studies constitute the core of the evidence.
B63 MGT 533. Effective Managerial Communication  
1.5 credits
This course expands MBA candidates’ competencies in writing the emphatic and active voice style for different stakeholders, presenting under difficult or unplanned circumstances, evaluating the work of others and delivering constructive feedback, running better meetings, and writing and evaluating strategic documents. MBA candidates benefit from constructive feedback provided by the instructor and an international range of classmates. Assignments are drawn from real organizational cases requiring solid tactical thinking to ensure that communication is received well.

B63 MGT 534. Corporate Strategy  
1.5 credits
This course explores the unique strategy issues that arise within multi-business firms. The course examines how value is created or destroyed through the process of combining businesses, and examines strategic issues surrounding mergers and acquisitions. Discussion within the course will critically evaluate patterns of diversification and growth within firms. The course will address issues of vertical integration, exploring the limits of firm size. It will also address the unique organizational design choices that emerge in multi-business settings, including an exploration of corporate governance. 

Prerequisite: MGT 5301

B63 MGT 535. Strategic and Crisis Communication  
1.5 credits
This course refines MBA candidates’ competencies in delivering strategic communications related to three concentration tracks (financial, marketing and consulting), communicating with employees and the public during high-risk situations, strategizing and delivering damage control messages and crisis communications, preparing for media coverage and managing media interactions. The videotaped sessions, within the context of simulated high-risk and crisis situations, provide MBA candidates with immediate feedback about the potential consequences of their communication strategy and word choices. Outside speakers provide anecdotal stories and advice. A local businessperson serves as a client for the final business presentation simulation.

B63 MGT 538. Integrated Value Creation: The Wholonics Approach 1.5 credits
The purpose of this course is to develop an integrated model of shareholder value creation in organizations that rely on concepts students have learned in various functional areas, and to show how tangible (six-sigma quality initiatives, EVA, mergers, etc.), as well as seemingly intangible (leadership development, creativity, knowledge, innovation, etc.) forms of value creation affect firms’ market values. This model exposes both the complementarities and the tensions in the four basic ways in which value is created in organizations, and sheds light on how “metric-driven” conflicts arise in organizations to impede effective value creation for shareholders. We will discuss the “rules” of value creation in the four quadrants of the Wholonics model and examine the optimal design of performance metrics in these quadrants. We will examine best practices for different forms of value creation and analyze organizational situations from the perspective of a value-creation consultant. The goal is to develop an improved understanding of how “soft” and “hard” value creation initiatives interact and how one should design, manage and lead an organization.

Prerequisite: Second-year standing
This course is primarily an MBA course, but PMBAs who have completed the core courses may take it if space is available.

B63 MGT 539. The Basics of Bio-Entrepreneurship 3.0 credits
This course investigates issues and choices that inventors / scientists encounter when they are considering the applications and commercialization of early-stage scientific discoveries. This course is intended for anyone interested in careers in the biotechnology, pharmaceutical, medical device or life-sciences industries as a founder, scientist, entrepreneur, manager, consultant or investor. The course introduces students to entrepreneurship, angel investing, venture capital investing, technology transfer, intellectual property, corporate partnerships, business planning and strategy. Students with degrees in biosciences may want to consider entrepreneurship as a career path. The course focuses—through case studies, lectures and class projects—on the issues and decision processes that entrepreneurial researchers and their business partners typically face when considering how a discovery might best be moved from academia to successful commercialization. Industry experts will join us and make presentations to the class.
**MANAGEMENT B63**

**B63 MGT 540. Sports Management**  
*1.5 credits*

This course examines business and management issues involved in the sports industry. This industry is very diverse, ranging from global sports events (such as the Olympic Games, the World Cup, etc.) to major national competitions (such as the National Football League, Major League Baseball, etc.). Engaged in this industry are many different players, including franchises, governing leagues, sponsors, media, stadium owners, government, fans and so forth. This course will take a practical look at the world of sports management and administration, with an eye on extracting key lessons for corporate management and administration.

**B63 MGT 555. Global Management Studies**  
*1.5 credits*

This course encourages MBA students to improve their understanding of business management outside of the USA by allowing them to plan, organize and lead a course that includes field study in foreign nations of their choice. Offered in the spring term of each year, this course is planned, organized and led by a team of students under the direct supervision of an Olin faculty member recruited by the student team. Both a faculty adviser and the GMS policy committee must approve each course proposal. Students are responsible for covering the cost of their travel and all associated costs (visa, immunizations, etc.).  

*Open to MBA degree candidates only.*

**B63 MGT 557. Introduction to Non-Market Environment**  
*1.5 credits*

While a firm’s competitive advantage derives in large part from the development and exploitation of difficult-to-imitate capabilities and resources in the market environment, a firm’s nonmarket business environment also poses important hazards and opportunities for strategy makers. Many barriers to imitation originate from legal rules or government policies that favor some capabilities over others. The rules—and in many cases their enforcement—are not fixed constraints. Rather, they are determined by the competition between interests in public institutions. In many industries, participation in the policymaking and judicial process is a critical component in creating or sustaining a company’s competitive advantage.

This class focuses on the nonmarket environment from the point of view of managers and consultants. Its primary objectives are to examine the nonmarket environments of business in terms of the issues, interests and institutions; to learn a set of conceptual frameworks for analyzing those issues, interests and institutions; and to practice forming effective strategies for managing in a nonmarket environment. Three sets of topics are considered: anticipation and management of nonmarket issues, nonmarket strategies in governmental arenas, and globalization and international business.

**B63 MGT 558. Managing the Innovation Process**  
*1.5 credits*

The course takes the perspective that innovation is a core business process associated with survival and growth of the organization, and it should be managed as such. We view innovation broadly as a process of knowledge creation. Innovation creates new possibilities through combining different knowledge sets. This process is multi-stage and takes place under highly uncertain conditions. The course objective is to help develop for our students the needed managerial skills in managing the multi-stage process of innovation. We focus on the systematic management of innovation processes through careful resource commitment and management of involved uncertainties.

**B63 MGT 560D. U.S. Macroeconomic Policy after the Crisis**  
*1.5 credits*

The course will cover six to seven different topics related to monetary policy, banking supervision and regulation, and financial markets. The course will feature notable speakers as well as lectures by assigned faculty. The goal is to present the best in contemporary thought regarding monetary and fiscal policy, as well as public regulation of the financial sector.
**B63 MGT 560E. Competitive Advantage of Family- and Employee-Owned Businesses 1.5 credits**

This course is designed to introduce students to the unique governance and financing issues faced by owners of closely held businesses and family-controlled firms. The core issue addressed in this course is that of sustainability: what actions are required of the current owners to increase the likelihood that the business will last beyond them? What best practices can we learn from successful multi-generational family businesses, some of which have been in existence for 150 years and longer? There are three target audiences for this course: 1) students who may be or are considering working for a closely held or family-controlled business; 2) entrepreneurs who build successful businesses and want their business to remain privately owned; and 3) students seeking to work in the private equity, investment banking, legal or wealth management industries and who will be calling on this segment of the market. The course will be multi-disciplinary and more qualitative than quantitative. Each class will have a lecture and case component; there will be guest speakers at each session. Students will be required to complete a case study in advance of each class (not more than two pages). There will be no final exam. Class attendance and active participation are expected.

**B63 MGT 560O. Africa Business Landscape 1.5 credits**

Sub-Saharan Africa, with a population of just over 1 billion, which is growing at an annual rate of over 2.5%, offers long-term business opportunities across many sectors. This course covers conceptual frameworks for understanding sectoral opportunities in finance/business services, manufacturing, high technology, agriculture, natural resources (oil, gas, minerals), retail/personal services and tourism. These business opportunities will be framed in the context of political change, the legacy of colonialism, urbanization, and trends in transportation and communication infrastructure development. Industry case studies will be completed to apply the concepts, guest speakers will offer focused insights and student panels will provide opportunity to debate the ideas.

**B63 MGT 563. Olin Grand Rounds 3.0 credits**

Grand rounds in medical schools are a forum for presenting new and challenging clinical problems and cases. The goal of Olin Grand Rounds is to focus on the challenges and solutions facing the business of medicine. The course will therefore provide an introduction to the current issues facing the health care sector that integrates management tools and clinical knowledge. The objective is to provide students new insights into how modern management tools can be combined with scientific and clinical knowledge to manage health care organizations more efficiently, and practice medicine more effectively.

**B63 MGT 564. Health Economics and Policy 3.0 credits**

The basic tenets of health economics will be covered. This course will, however, place a unique emphasis on incorporating materials from three broad source categories: textbook elements, “lay” press and media, and academic journal publications. A particular aim is to foster application of rigorous, critical thought to media presentations of health care economics and policy issues.

**B63 MGT 565. Healthcare Management 3.0 credits**

The goal of the course is to develop facility in applying basic tenets of general management to actual situations and dilemmas that might be faced by health care managers, consultants, financiers, investors, innovators or providers in the course of their work. Issues addressed will include but not be limited to financial issues, management challenges and conduct of operations. The first phase will cover the basic background on the structure and financing of the healthcare industry to include very brief reviews of critical topics like insurance and government-provided health care. A few basic frameworks will then be developed for students to apply to course topics moving forward, such as cost/benefit analysis and evaluation of risk. The remainder of the course will involve critical analyses of health care cases involving varied subjects and management challenges. Sessions will emphasize student-led discussions.
MANAGEMENT B63

B63 MGT 566. Research in Healthcare Management
3.0 credits
This is the capstone course for the health management major, where students learn to apply rigorous statistical and analytical approaches to research questions in health services, including but not limited to questions relating to management, finance and economics, operations and policy. Faculty will identify several available research project options, and present these options in class. The goal is to capitalize on the strength of the university medical school and affiliated medical centers, in addition to capitalizing on existing relationships between Olin and health care firms to identify the student research projects. Students will also be encouraged to formulate their own research questions and to identify potential data sources they could use to address these questions, if they so desire. Students will work in teams of three to four, using the approach developed for the Practicum and Hatchery courses.

B63 MGT 571. Venture Advising
3.0 credits
Students who complete the course will gain a deep understanding of the issues of both operational management and investment management of startup firms. Students will learn of the fundamental strategies and tactics employed by private equity and venture capital firms and will aid in the development of business strategies for the companies in which they invest. Additionally, students will learn how to take into account the macroeconomic, political and cultural issues that affect startup businesses that are both operating internationally and raising capital internationally. Furthermore, students will learn of the subtleties in the complex relationship between the investment firm and the entrepreneur, and will understand both their shared and disparate motivations and objectives. Students who complete the course will develop competency in the research and writing of professional consulting reports and will gain a more sophisticated understanding of both venture capital and entrepreneurship management and strategy. Students will better understand the interpersonal dynamics between the relevant stakeholders, will become proficient in the terminology of private equity investing and will learn how to create structure to unstructured problems, thus improving their ability for critical thinking. Participants will be given the opportunity to apply their efforts beyond their basic functional business skills and toward issues of relationship management and strategy.

Required immersive experience to Herzliya, Israel, in January.
Enrollment is limited to 40 students

B63 MGT 572. Defining Moments: Lessons in Leadership
1.5 credits
Most successful leaders can point to a handful of “defining moments” in their careers—key choice points that defined the trajectory of their character, their career, and/or their company. What are those defining moments and why do they matter? How can aspiring business leaders prepare themselves to face their defining moments with insight and integrity? This course examines these questions by learning from notable leaders who exemplify both business excellence and personal character. Top executives from leading companies will sit down with us to talk about their “defining moments” and to engage with us in considering these questions.

Prerequisite: Core courses completed

MANAGERIAL ECONOMICS B64

B64 MEC 531. The Global Economy
1.5 credits
The purpose of this course is to present current issues pertaining to international economics, macroeconomics, and the global economy. The broad topics to be covered are: macroeconomic principles; exchange rate determination; balance of payments analysis; the choice between fixed and floating exchange rates, and the implications of that choice on the implementation of domestic policies; and finally, a brief treatment of the determinants of economic growth and nations’ development strategies. The material will be presented through a combination of lectures and case discussions.
MANAGERIAL ECONOMICS B64

B64 MEC 538. Economics of the Organization
1.5 credits
Business organizations are complex systems with mutually dependent parts. Understanding the economic factors that influence how the organizational pieces function together can be a daunting task. The goal of this course is to provide an economic framework for the analysis of a variety of challenges that face businesses, at both the organizational and individual employee levels. In this course we will consider what economics can say about the efficient organization of firms and businesses, and consider an economic approach to solving organizational and incentive problems. The aim of this mini-course is to describe general organizational issues facing firms, such as incentive problems arising from adverse selection, moral hazard and agency. We consider alternative solutions to these problems and then apply these lessons to readings and cases.

**Prerequisite:** MEC 5406

B64 MEC 538B. Compensation, Incentives and Organizations
1.5 credits
This course is the second in a linked sequence looking at the study of the economics and management of organizations, and focuses on issues at the individual employee level. We will use the tools developed in MEC 500D, Economics of the Organization, to examine how incentives and performance contracts should be combined in an organizational framework to motivate executive and employee performance. In this course, we consider the economic incentive problems faced by a firm in recruiting, training, motivating and retaining workers in the firm’s internal labor market, as well as economic tools which may be used to construct compensation and non-compensation schemes to address these incentive problems and raise worker productivity. The format of the course is to present the underlying theory or framework for the topic at hand, and then to illustrate how a firm was able (or unable) to implement the recommended approaches for solving the incentive problem.

Students may not receive credit for both this course and MEC 532.

**Prerequisite:** MEC 538 or instructor permission

B64 MEC 540. Macroeconomics for Business Leaders
1.5 credits
An introduction to the U.S. monetary and financial system and its interaction with the overall economy. Among topics considered are the determination of interest rates; the relationship between monetary and “real” sides of the economy, including savings and investment decisions and inflation rates; and the role of capital markets in GDP and productivity growth.

B64 MEC 592. Competitive Industry Analysis
3.0 credits
Uses economic and game-theoretic models to analyze behavior of firms. Focus will be split between evaluating the competitive environment within industries and developing competitive strategies that are responsive to specific competitive forces facing individual firms. Topics typically covered include models of price and quantity competition, barriers to entry, commitment strategies and credible threats, product differentiation, vertical integration, research and development, and patenting strategies.

**Prerequisite:** MEC 5406

B64 MEC 595. Game Theory for Business
3.0 credits
The objective of this course is to provide students with frameworks and capabilities for making smart strategic decisions in evolving markets. Skills of this variety are critical for those intending to pursue careers in management consulting. Markets offering opportunities for improvement in technology or product quality/features are a classic example of the kind of situation to which these skills may be applied. For example, what is the value-maximizing mix of internally oriented (“innovative”) versus externally oriented (“imitative”) R&D investments? Do the life cycles of markets of this kind display common features? And if they do, how can these shared features be used to make smarter R&D mix choices, and to predict or influence the degree to which a firm can appropriate any value it creates?

**Prerequisite:** MEC 5406
MARKETING B65

B65 MKT 500T. Customer Analytics Using Probability Models
3.0 credits
Customer analytics is about using customer data to make business decisions and predict future behavior. This course will build and implement powerful and leading-edge models for customer acquisition, retention and behavioral patterns such as website visits, customer lifetime value and direct marketing responses. The course will provide a unifying framework for thinking about customer data analysis and develop hands-on experience in model building and estimation using Microsoft Excel. These models use basic building blocks from probability theory to offer behaviorally plausible perspectives on what people buy, when they buy and how much they buy. Anyone with interest in the revenues generated by customers (such as managers, consultants, analysts and investors) can benefit from deeper insights and more accurate forecasts that result when accounting for these patterns in their models.

B65 MKT 500U. Digital Marketing
1.5 credits
The aim of this course is to provide a rigorous and comprehensive introduction to technology and methods of conducting marketing activities online. Specific objectives are to introduce students to 1) concepts and terminology of digital marketing; 2) specifics of online consumer behavior and internet-based business models; 3) hands-on experience in creating and running advertising campaigns in social media.

B65 MKT 520. Creating & Building Brand Equity
1.5 credits
A brand is a promise, and this promise is often the most valuable asset of a firm. In this class, students will examine the creation and building of brand equity to create long-term profit for the firm. The class will examine what we know of the science of branding from a consumer psychology perspective. While learning the foundations of brand management, students will develop the skills needed to create a meaningful brand, position a brand, develop brand names and logos, promote a brand, leverage brand equity, extend a brand and communicate brand meaning via traditional and social media.

B65 MKT 523. Sales Management
1.5 credits
Sales management refers to all activities, processes and decisions involved in managing the sales function in an organization. Effective and efficient sales management is an indispensable component of a marketing strategy, especially in business-to-business markets. Companies make significant investments in their sales force, as it is the public face of the company, plays a major role in sales creation and is entrusted with the most important corporate asset—the customer. Primarily through case discussion and industry expert sessions, this course will focus on developing a repertoire of analytic and conceptual skills, and emphasize a decision orientation. Topics covered will include sizing, structuring, designing sales territories, recruiting, motivating, compensating and performance management of a professional sales force.

B65 MKT 555. Analytics-Driven Brand Management
1.5 credits
This course will cover decision support tools that can be effectively used by brand managers to improve the quality of their marketing decisions, such as pricing, advertising, promotions, etc. These decision-support tools typically rely on market-based estimates of demand and competitive conditions, which are often obtained by analyzing historical transactions data (which is the focus of MKT 555A: Data Analysis for Brand Management) and sometimes using consumer surveys (which is the focus of MKT 571A: Marketing Research). The focus of this course will be on the optimization of marketing resources and budgets given such a quantitative understanding of the marketplace. While the focus will be on fast-moving packaged goods categories (coffee, laundry detergents, carbonated beverages, etc.), the course will also deal with durable goods (automobiles), entertainment products (movies), etc. Microsoft Excel will be used for analysis. Recommended prerequisite: MKT 555A
MARKETING B65

B65 MKT 555A. Data Analysis for Brand Management 1.5 credits

Today's brand managers typically have access to large quantities of data. For example, managers of consumer packaged goods brands typically have access to supermarket scanner data that cover thousands of daily transactions in hundreds of product categories at the store. Careful analysis of such data leads to an improved understanding of the marketplace and, in turn, improves the quality of marketing decisions. This course will cover statistical models and techniques that can be effectively used by brand managers on large marketing data sets. While the focus will be on fast-moving packaged goods categories (coffee, laundry detergents, carbonated beverages, etc.), the course will also deal with durable goods (automobiles), entertainment products (movies), etc. Microsoft Excel will be used for analysis.

B65 MKT 558. Pricing Strategies 1.5 credits

This course is designed to equip you with some essential concepts and techniques needed to make profitable decisions about one of the most important marketing variables—price. The course is structured around four fundamental factors that firms need to consider in their pricing decisions: costs, customers, competitors and climate (legal environment). Through case studies, in-class discussions and course project/presentations, this course will provide you with a conceptual framework, grounded in modern economics and consumer psychology, for analyzing a complex marketing environment and designing proactive pricing strategies that are most profitable for your business.

Prerequisite: MKT 5503

B65 MKT 559. Creating and Marketing Innovative Products and Services 1.5 credits

In a rapidly changing business environment where product life cycles are shortening and competition is intensifying, creating new products has become the most significant and most risky activity within a firm. This course is the first of a two-part sequence, which aims to develop an understanding of the “state of the art” strategies, processes and methods used in developing new products. This course focuses on key new product issues, including generation and assessment of ideas, value creation in competitive markets, the impact of disruptive technologies on mainstream industries and the diffusion of innovative new products and services. This is a case-based course, where students participate in a dynamic and interactive group environment to develop the capacity to use the information learned to make informed new product decisions.

Prerequisite: MKT 5503

B65 MKT 559B. Marketing Strategies for Innovative Products and Services 1.5 credits

This course is the second of a two-part sequence. Each part in the sequence focuses on different areas of new product creation, and can be taken as a stand-alone course. However, substantial synergies are gained by attending both courses and attaining extensive knowledge of the strategies, processes and methods used in creating successful new products. This course focuses on issues including business model innovation, marketing mix (4Ps) decisions for new products, concept and market testing, first mover dis/advantage and expanding the product portfolio. This is a case-based course, where students participate in a dynamic and interactive group environment to develop the capacity to use the information learned to make informed new product decisions.
MARKETING B65

B65 MKT 571A. Marketing Research I
1.5 credits
This introductory marketing research course examines the role of marketing research in the formulation and solution of marketing problems. In this course, students develop and apply basic skills in conducting and evaluating marketing research design. The first part of the course will focus on data collection from consumers using techniques such as focus groups, surveys, experiments, etc. The second part will focus on basic analysis of the collected data using techniques such as t-tests, chi-square and linear regression. Students will apply and implement these techniques using standard statistical software (SPSS).
Prerequisite: MKT 5503 or instructor permission

B65 MKT 571B. Advanced Marketing Research
1.5 credits
This course is a follow-up to MKT 571A, and is designed for students wishing to develop advanced techniques in marketing research and analysis. In this course, students will advance their skills in conducting marketing research and analyzing data using sophisticated multivariate techniques such as conjoint analysis, multidimensional scaling, cluster analyses, etc. These analyses will give students the tools to conduct a variety of advanced marketing analyses, such as segmentation and perceptual mapping. The course will teach students how to implement these techniques using standard statistical software (SPSS).
Prerequisite: MKT 571A or instructor permission

B65 MKT 576A. Understanding and Influencing Consumer Behavior 1.5 credits
If consumer behavior were easy to explain, then all products would sell as projected, all ads would be effective, economies would be perfectly efficient and marketing would be a simple prospect. In reality, consumers are frustratingly human: irrational, emotional and difficult to predict. Marketing begins and ends with consumers, and in this class we will discuss foundations of human behavior that will help us understand and predict consumer choices.

B65 MKT 577. Marketing Strategy
3.0 credits
This course will focus on the role of marketing strategy in the success of the firm, and on the formulation of successful marketing strategy. We will use a textbook and a book of supplementary readings. We will also cover seven to10 cases and play the MARKSTRAT marketing strategy simulation game. The class will be organized into groups to play MARKSTRAT. These same groups will be responsible for a paper analyzing the strategy of a firm. The subjects of these papers will all be firms in the same industry. Group presentations and class discussion will further explore the role of strategy in that industry.
Prerequisite: MKT 5503

OPERATIONS AND MANUFACTURING MGMT B67

B67 OMM 500D. Project Management
3.0 credits
Change management has become synonymous with project management, since organizations that want to change their focus or direction increasingly recognize that introducing new products, processes or programs in a timely and cost-effective manner requires professional project management. This course analyzes complex projects and discusses available tools for managing them. Topics covered include life cycle models, project selection, project monitoring and control, planning with uncertainty, project risk management, the critical chain method and managing multiple projects. It also discusses commercial project management software and how to overcome its limited functionality to address the requirements of managing risky complex projects in practice. Students learn project management skills that will be useful throughout their careers. As such, this course is essential for current or future managers regardless of their career concentration.
Prerequisite: OMM 5704 or instructor permission
B67 OMM 500E. Supply Chain Risk Management
1.5 credits
Many events in the last few years have made supply chain managers keenly aware of the multiplicity and diversity of risks affecting them, including fluctuating commodity prices, unstable currencies, hurricanes and earthquakes, fires, terrorist attacks, contaminated material sourced from developing countries and suppliers going bankrupt in tight financial credit environments. Building a functional supply chain requires careful planning and consideration of a variety of disruption risks, and it is of paramount importance to integrate management of physical flows and financial hedges when dealing with such risks. Companies that effectively manage their supply chain risks enjoy a level of robustness (flexibility) and resilience disruption (“proof-ness”) that affords them significant competitive advantage. This course will develop a comprehensive risk management framework for complex supply chains, and introduce students to all needed decision tools for supply management and risk hedging. In addition, it will outline a portfolio of proven strategies to assess, reduce, hedge and mitigate supply chain risks.

Prerequisite: OMM 5704

B67 OMM 554. Operations Analytics
3.0 credits
Examines approaches to problems of operations planning and control in various organizational settings. Topics include demand forecasting (data analysis, forecasting techniques and control of forecasting systems), end-item inventory control (lot sizing, safety stock and evaluation of systems), and materials requirements planning (master scheduling, shop scheduling, aggregate capacity planning and systems implementation).

Prerequisite: OMM 5704 or instructor permission

B67 OMM 558. Advanced Operations Strategy
3.0 credits
This course deals with operations issues having a long-term impact on the corporate strategy and competitive viability of a firm. We develop a general framework for creating and analyzing strategies for managing domestic and international manufacturing and service operations. The strategic decision categories to be examined include product-process technology strategies, facilities and capacity management, performance measurement, managing quality, and productivity, and system design. The course covers productivity measurement, process choice, product profiling, interfaces with marketing, experience costs, process positioning, accounting and financial perspectives, and international operations. It gives equal attention to service operations and manufacturing operations. Emphasis is on the application of systems thinking to case studies and the design of world-class operations. It is valuable for students with an operations or general management focus, as well as for finance and marketing students.

Prerequisite: OMM 5704 or instructor permission

B67 OMM 559. Managing Global Business Process Outsourcing for Competitive Advantage 1.5 credits
The growth of global outsourcing of all types of business processes (e.g., manufacturing to research and development, engineering, call centers, clinical trial tests, IT, accounting, human resources, etc.) with third-party contracting organizations has been heralded by the popular and academic press as the most important business trend of the last decade. As a result of such strategic trends and actions, it becomes essential to strategically manage “global business process outsourcing” as a key business process by itself, and thus to hire and train managers who fully understand the trade-offs, implementation challenges and approaches for managing risks. More importantly, able to manage the business relationships with third-party contracting organizations. This course is intended to provide the fundamental skills necessary to become successful global managers of “virtual” value chains who, when faced with outsourcing decisions, can competently make them within the context of their firms’ strategies, as well as effectively execute all aspects of the outsourcing process while managing the outsourcing relationship with suppliers.

B67 OMM 572. Lean and Six Sigma for Process Improvement 1.5 credits
Discusses the theory and practice of quality management in the business world. Covers operations and marketing issues that are typical for manufacturing and service organizations, a cross-functional perspective emphasizing the interactions between the operations and marketing decisions. Topics include quality strategies and competition; organization and incentives for quality enhancement (the approaches of Crosby, Deming, Feigenbaum, Ishikawa and Juran); quality-function deployment; process mapping; and the role of top management.

Prerequisites: OMM 5704 and MEC 5406
**OPERATIONS AND MANUFACTURING MGMT B67**

**B67 OMM 573. Operations Planning in the Service Industry**  
*1.5 credits*

The service industry is of vital importance to today’s economy. Through a greater understanding of the design and operation of services, productivity improvements can be achieved which result in real growth. In this course we will analyze the strategic issues in service management as well as the particular aspects of running firms. We will discuss important issues in the operations of major service providers such as hotels and restaurants, airlines, retailers, financial services and health care providers. We cover such topics as service design, capacity and demand management, quality in services, variability and bottlenecks, and revenue management. The course will approach services from an operations management viewpoint, though related aspects of strategy, marketing, technology management and organizations will be discussed. Much of the discussion will focus on case studies and articles. Students will be required to write up several cases and complete other written assignments, and may be required to take part in a term project.  

**Prerequisite:** OMM 5704

**B67 OMM 576. Foundations of Supply Chain Management**  
*1.5 credits*

Examines how companies effectively manage the entire set of activities involved in the production and delivery of goods and services to their customers. Supply chain management (SCM) deals with the management of materials, information and financial flows in networks consisting of suppliers, manufacturers, distributors and customers. Recent trends in communication technology, sophisticated information systems, globalization of operations and markets, increased demand for mass customization, and increasing customer expectations have made the coordination and integration of these flows within and across companies critical to the success of businesses. This course focuses primarily on the foundations of SCM, touching topics such as 1) matching supply with uncertain demand; 2) inventory management; 3) logistics; 4) design for variety; 5) global issues in SCM; 6) Quick/Accurate Response; and 7) collaborative processes.  

**Prerequisite:** OMM 5704

**B67 OMM 577. Information Technology and Supply Chain Management—DAY CLASS**  
*1.5 credits*

Recent developments and breakthroughs in information technology have radically changed the business world, offering opportunities not only for new products and services, but also for reengineering supply chains and improving supply chain performance. The course will study how the innovations in information technology affect the ways information flows through the supply chain, which in turn provides opportunities to better coordinate the material and financial flows. The course will review business cases in which companies use supply chain management concepts and emerging technologies to improve business processes, as well as creating value.  

**Prerequisite:** OMM 5704

**ORGANIZATIONAL BEHAVIOR B66**

**B66 OB 500B. Women and Leadership**  
*1.5 credits*

In this course, we will take a multi-faceted approach to learning about women and leadership to better prepare students to lead in organizations. To do this, we will learn from notable leaders who will share their experiences and advice with the class. These conversations will be supplemented with cases and readings of women leaders pulled from a range of organizations, as well as a review of the current state of empirical evidence about the status of women as leaders. Finally, there will be time to engage in deep reflection about what students expect from their careers, as well as a chance to consider the pathways they must take to become effective and inclusive leaders in increasingly diverse organizations.

**B66 OB 500E. Talent Analytics**  
*1.5 credits*

Finding, developing and retaining the best talent has always been the key to sustained success in business. Organizations today have potential access to far more useful information about people than ever before, but most struggle to access and use it effectively. In a highly competitive global market, rigorously analyzing data to enable timely, strategic decisions about talent provides a critical edge. In this course you will learn how to use analytics to bring data and rigorous modeling to bear on people-related issues, such as recruiting, performance evaluation, leadership development and succession, job design, and compensation. Together, these can help organizations achieve long-range strategic goals, rather than simply serving as an administrative support function.
B66 OB 523. Managing Politics and Power in Organizations

3.0 credits

The use of power and politics is inevitable in modern organizations—and the higher one goes, the more of it one encounters. Therefore, the development of real competency in managing power and influence can materially enhance career progression. The objective of this course is to develop such competency through the use of learner-centered instruction, which includes actual application of concepts through class discussion of case histories and the use of a learning journal. The content of the course includes why power and politics occur; when they are particularly prevalent; what the sources of power are; how to build power throughout one’s career; common influence tactics; the importance of political “fit” in job search; and how to avoid political mistakes in a new position.

Prerequisite: OB 5601

B66 OB 524. Negotiation

3.0 credits

Managers spend the majority of their time negotiating—from negotiating schedules and vacation time to negotiating resource allocations to negotiating mergers and major policy decisions and their implementation. Skillful negotiation is a critical component in the toolbox of the successful manager. The purpose of this course is to improve students’ abilities to diagnose conflict situations and to analyze, plan and conduct negotiations. The course material addresses negotiation as an effective means for implementing decisions and strategies, and resolving conflict in a variety of settings. Course format will involve simulated negotiation and experiential exercises, cases, discussion and lecture. Students will be evaluated on the basis of case analysis, negotiating performance and a final project. Occasionally there is a shorter course, OB 561 (not 561C) — students may not take this course and the 561 course for credit. You may take OB 561C. This course (OB 524) covers topics in greater depth than the shorter OB 561 course; offers more opportunities for hands-on practice, learning and feedback; and also covers a wider range of additional topics.

B66 OB 527. Human Resource Strategies for General Managers

1.5 credits

This course will provide a basic understanding of how to gain competitive advantage through developing the right human resource strategy for the business. It will begin with a consideration of how to link the people strategy to the business strategy, move through a discussion of segmenting and analyzing the workforce, and then cover the contribution of human resource functions in creating the right environment to motivate the highest levels of performance. This course is designed for students with full-time work experience.

B66 OB 530. Creative Thinking and Leading the Creative Organization

1.5 credits

This course is for students who want to improve their ability to develop creative and innovative solutions to business problems, and to lead in a way that fosters creativity in others. In a world of rapid technological and product-market change, the ability to constantly refresh existing products through new ideas, to introduce new product or service offerings, and to continuously improve processes and practices is an indispensable element of sustained competitive advantage. Managers who have mastered the skills of creative thinking and can foster those skills in others are therefore in a position to add tremendous value to their firms and, ultimately, to society. This course is designed to help you understand and begin to master those skills.

Prerequisite: Core courses completed or instructor permission

B66 OB 535. People Metrics

1.5 credits

Metrics are at the core of people analytics. The purpose of this course is to introduce you to the foundations of assessing behavior in organizations using novel measurement approaches and large data sets. Through classroom discussions and real-world applications, this course will enable you to add value to organizations through the development, use and interpretation of innovative people metrics. Specifically, after taking this course, you will be able to develop a clear and logical conceptual measurement model which is the foundation for creating useful new approaches for assessing intrapersonal characteristics (e.g., personality) and interpersonal behavior (e.g., knowledge, sharing, teamwork). Identify novel sources of data for innovative people metrics. Organizations are awash in the traces of individual behavior and social interactions. Decoding how data that already exist in an organization can be used to understand behavior is an essential skill for adding value in the field of people analytics. Apply a rigorous process for validating new people metrics. Developing a measurement model and finding sources of data are necessary, but insufficient for adding value through people metrics. New measures must be validated.
B66 OB 562A. Leadership Competence
1.5 credits
This course introduces theories of leadership that identify critical traits, skills and behaviors typical of successful leaders, with a specific focus on developing competencies in the upcoming internship or career. Participants will review assessments of their own traits, dispositions, behavioral orientations and social networks in light of contemporary frameworks for effective leadership. Competence in applying these frameworks will be developed through the development of cases and their analysis in “leadership workshops.” In addition, course participants will engage in constructive leadership development training both as “coaches” and recipients. Based on this feedback, participants will prepare an individual leadership development plan.

Prerequisite: OB 5601

B66 OB 565. Leading Change
1.5 credits
This course introduces the concepts of how leaders create and manage change. It focuses initially on the role of leaders in articulating a new organizational operating model for their constituents. The course focuses on leader perspectives, behaviors and skills required to implement organizational change, including the leader’s role in articulating the organization’s operating model, the roles of those involved in strategic change, how to effectively challenge current processes, building support regarding a new vision and enabling others to act. The class approach will include presentations on leadership experiences, case studies of examples of leaders exhibiting specific behaviors and experiential exercises.

Students cannot take this course and OB 525B for credit.

NOTE: This course will have a lab fee.

B66 OB 566. Leadership in the Trenches
1.5 credits
The course design is based on the idea that effective leadership development combines three elements: a) a challenging leadership experience; b) developmental feedback from coaching; and c) formal instruction. For the experiential component, the course partners with the Center for Experiential Learning and targets those students who have been selected as Practicum team leaders. Similar to leading a team in a consulting firm, these team leaders must manage, organize and motivate team members, manage the relationship with the client to guide expectations and delivery, and work with the faculty adviser and the CEL. Team leaders spend an average of five to 10 hours per week throughout the semester.

Prerequisite: Instructor permission

B66 OB 568E. Mindfulness and Performance in the Workplace
1.5 credits
Throughout corporate America and contemporary society, we frequently hear people touting the value of “mindfulness.” What exactly is this concept—and how can it foster performance in the workplace and improve the quality of workers’ lives? This course addresses these questions. More specifically, this course examines a large and growing body of research on mindfulness and mindful organizing, and incorporates a number of cases and activities designed to hone your attention-related skills and highlight applications of the course material. By the completion of the course, you should be finely attuned to the nature and relevance of mindfulness for organizations and their members—and able to think and behave more mindfully on an everyday basis.