

MBA Course Descriptions

Graduate Programs Office

Academic Year 2010/2011

Course descriptions may be found online by clicking the course number while viewing the schedule on the student Link.

Required

AC710 Financial Reporting and Control

Credits: 3 Prerequisites: none

Reserved for first year full time cohorted MBA students

An introduction to accounting, and an examination of how it helps in decision-making. Financial accounting (information needs of stockholders, creditors, and analysts) and managerial accounting (information needs of managers) are stressed equally. Topics covered include income statement and balance sheet format, purposes, and limitations; statement of cash flows; analysis of financial statements; cost behavior; use of relevant costs in decision making; budgeting; and divisional performance measurement.

AC711 Financial Reporting and Control

Credits: 4 Prerequisites: none

An introduction to accounting, and an examination of how it helps in decision-making. Financial accounting (information needs of stockholders, creditors, and analysts) and managerial accounting (information needs of managers) are stressed equally. Topics covered include income statement and balance sheet format, purposes, and limitations; statement of cash flows; analysis of financial statements; cost behavior; use of relevant costs in decision making; budgeting; and divisional performance measurement.

ES700 Executive Presentation

Credits: 1 Prerequisites: none

A presenter's delivery skills impact the audience's image of the presenter and the clarity of the message being communicated. A combination of lecture, discussion, and hands-on practice and simulation, this course is designed to help you exercise leadership through verbal communication.

ES701 Executive Written Communication

Credits: 1 Prerequisites: none

This course is a combination of lecture, discussion, and hands-on practice. It's designed to help you exercise leadership through writing and understand how strategies of written communication are an essential aspect of effective management, working relationships in the network era, and overall business strategy.

ES707 Managing Career Growth

Credits: 1 Prerequisites:

Students who took ES711, ES713, ES715, or ES717 may not take this class.

The MBA is simply a step along the path of a career. It provides the skills and tools necessary to take many steps forward, but you must manage where those steps lead and how. Managing Career Growth will provide you the understanding of to managing your own career going forward.

The class will cover:

Career self-assessment (interests, values and skills)
Networking and developmental relationships
Career management/advancement strategies
Developing your career marketing plan and professional portfolio

All with the purpose of providing a foundation to not only manage your next steps but continuously assess, network, market and manage yourself. You are indeed a business of one and you are the one responsible for managing that business.

ES740 Career Management

Credits: 2 Prerequisites:

The Career Management course is jointly sponsored by the faculty, the Feld Career Center staff, and student clubs. This professional development course is designed to assist you in transforming your personal interests into professional goals, and these goals into an MBA level, candidate-driven internship and job search.

The Career Management course integrates a set of complementary resources and activities: self-assessment, career management tools, skill building opportunities, and active involvement in a career development community. The overall objective is to help you:

1. Determine your professional goals,
2. Develop and implement a plan for achieving them,
3. Acquire the specific skills and experiences needed to become market ready, and
4. Build your personal brand and professional network.

ES741 Career Community**Credits: 0 Prerequisites:**

Early in semester 1, students will enroll in one section of ES741 that best aligns with their career interests and needs (ES741). There are nine career communities to choose from, as listed in the syllabus for ES740. Each Career Community will have a minimum of two meetings during each semester. Students will enroll in ES742 for second semester, and ES743 for the third semester. Generally, students will sign up for the same Career Community each term, unless they decide that another community aligns better with their evolving career interests and needs. Credit for participation in a Career Community is given for ES743 as students near the end of their MBA program.

ES742 Career Community II**Credits: 0 Prerequisites: ES741**

Early in semester 1, students will enroll in one section of ES741 that best aligns with their career interests and needs (ES741). There are nine career communities to choose from, as listed in the syllabus for ES740. Each Career Community will have a minimum of two meetings during each semester. Students will enroll in ES742 for second semester, and ES743 for the third semester. Generally, students will sign up for the same Career Community each term, unless they decide that another community aligns better with their evolving career interests and needs. Credit for participation in a Career Community is given for ES743 as students near the end of their MBA program.

ES743 Career Community III**Credits: 1 Prerequisites: ES741 and ES742**

Early in semester 1, students will enroll in one section of ES741 that best aligns with their career interests and needs (ES741). There are nine career communities to choose from, as listed in the syllabus for ES740. Each Career Community will have a minimum of two meetings during each semester. Students will enroll in ES742 for second semester, and ES743 for the third semester. Generally, students will sign up for the same Career Community each term, unless they decide that another community aligns better with their evolving career interests and needs. Credit for participation in a Career Community is given for ES743 as students near the end of their MBA program.

FE721 Financial Management**Credits: 3 Prerequisites: CD710 or OB710/711 or OB712/713*****Reserved for first year full time cohorted MBA students***

Financial Management examines three sets of problems: 1) saving and investment decisions by households, 2) investment and financing decisions by corporations, and 3) the role of securities markets and financial intermediaries in the economy. Decisions today affect the timing of and uncertainty about future flows of income; both timing and risk determine the current value of those future flows. This course develops the tools required to analyze these decisions and their interaction within the financial system.

FE722 Financial Management**Credits: 4 Prerequisites: OB712/713, AC710/711 (or concurrently)**

Financial Management examines three sets of problems: 1) saving and investment decisions by households, 2) investment and financing decisions by corporations, and 3) the role of securities markets and financial intermediaries in the economy. Decisions today affect the timing of and uncertainty about future flows of income; both timing and risk determine the current value of those future flows. This course develops the tools required to analyze these decisions and their interaction within the financial system.

FE727 Economics and Management Decisions**Credits: 3 Prerequisites: CD710 or OB710/711 or OB712/713*****Reserved for first year full time cohorted MBA students***

The aim of the course is to present many of the decision problems managers face and to present the economic analysis they need to guide these decisions. In the first half of the course, microeconomic tools are used to structure complicated decision problems about production, pricing, investment, and other strategic issues, address uncertainty through probabilistic forecasts and sequential decisions. An additional goal is to distinguish different market structures and apply competitive strategies using game theory. In the second half, the focus shifts to the study of the national and global economic environments within which companies operate. We identify the drivers of fluctuations in GDP, inflation, interest and exchange rates, and other key features of the economies. Since governments play key roles in determining the fate of economies and companies, the final theme is the rationale for and efficacy of government policy tools.

FE730 Economics and Management Decisions**Credits: 4 Prerequisites: OB712/713 (Recommend QM 717)**

The aim of the course is to present many of the decision problems managers face and to present the economic analysis they need to guide these decisions. In the first half of the course, microeconomic tools are used to structure complicated decision problems about production, pricing, investment, and other strategic issues, address uncertainty through probabilistic forecasts and sequential decisions. An additional goal is to distinguish different market structures and apply competitive strategies using game theory. In the second half, the focus shifts to the study of the national and global economic environments within which companies operate. We identify the drivers of fluctuations in GDP, inflation, interest and exchange rates, and other key features of the economies. Since governments play key roles in determining the fate of economies and companies, the final theme is the rationale for and efficacy of government policy tools.

IS710 IT Strategies for a Networked Economy**Credits: 3 Prerequisites: CD710 or OB710/711 or OB712/713, AC710/711, MK723/724, FE721/730, QM716/717*****Reserved for first year full time cohorted MBA students***

This case-based course demonstrates the role that information technology plays in shaping business strategy and business models. It provides an overview of the key technologies that are important in today's business environment and introduces organization and management concepts relating to the information technology function. The course also illustrates the relationships between organizational performance and the ability to leverage knowledge assets.

IS711 IT Strategies for a Networked Economy**Credits: 4 Prerequisites: OB712/713, AC710/711, QM716/717**

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MK723 Marketing Management**Credits: 3 Prerequisites: AC710/711 taken before or concurrently*****Reserved for first year full time cohorted MBA students***

This course builds an in-depth understanding of basic marketing concepts and applies those concepts to a variety of management situations, including non-profit and public sector settings. The course provides working knowledge of the tools of marketing (product policy, pricing, distribution, promotion, consumer behavior), and the ways in which these tools can be usefully employed. The course builds practical skills in analyzing marketing problems and opportunities, and in developing marketing programs.

MK724 Marketing Management**Credits: 4 Prerequisites: AC710/711 taken before or concurrently**

This course builds an in-depth understanding of basic marketing concepts and applies those concepts to a variety of management situations, including non-profit and public sector settings. The course provides working knowledge of the tools of marketing (product policy, pricing, distribution, promotion, consumer behavior), and the ways in which these tools can be usefully employed. The course builds practical skills in analyzing marketing problems and opportunities, and in developing marketing programs.

OB712 Managing Organizations and People**Credits: 4 Prerequisites: none**

This course introduces you to some fundamental concepts, models and frameworks to help you become better acquainted with the organizations for which you work, the teams in which you work, the people with whom you work, and your own personal development. Specifically, this course has five tracks: 1) how to develop yourselves as managers, 2) how to work well within teams, 3) how to develop more effective organizations, 4) how to assess the external environment, and 5) how to initiate change in each one of the above arenas. Tying all of these elements together, we will devote particular attention to the traits, skills and behaviors that are indicative of good leadership and how organizations and managers can be transformed for better alignment with the business demands of the future.

OB713 Managing Organizations and People**Credits: 3 Prerequisites: none*****Reserved for first year full time cohorted MBA students***

This course introduces concepts, models and frameworks to help you become better managers of the organizations you work for, the teams you work in, the people you work with and your own professional development. Emphasis will be on behavioral science concepts and research findings related to the major challenge managers face — how to organize individuals in order to fulfill the objectives and strategies of the firm. Topics that will be examined include: the nature and dynamics of the organization (organizational structure and culture, performance systems and metrics, reward systems, selection and socialization); the elements of individual leadership and personal development (power, decision-making, emotional intelligence, career development, developmental needs, feedback, and mentoring and coaching); managing change within organizational contexts (the dynamics and stages of organizational change and the skills and tactics employed by change agents); and the relationships between the firm and the external environment in which it operates. The course objective is to provide analytical skills and strategies, substantive knowledge, and a professional sensibility that will increase your ability to take effective action in firms, agencies and other organizations.

OM725 Creating Value Through Operations and Technology**Credits: 3 Prerequisites: CD710 or OB710/711 or OB712/713, AC710/711, QM716/717, MK723/724, FE721/722*****Reserved for first year full time cohorted MBA students***

This MBA core course is case-oriented and focuses on topics of use to managers in any environment: process analysis, process improvement, supply chain management, and strategic operations decision-making. The course emphasizes the importance of effectiveness and efficiency and evaluates the potential trade-offs between them.

OM726 Creating Value Through Operations and Technology**Credits: 4 Prerequisites: OB712/713, AC710/711, QM716/717, (Recommend MK723/724 & FE721/722)**

This MBA core course is case-oriented and focuses on topics of use to managers in any environment: process analysis, process improvement, supply chain management, and strategic operations decision-making. The course emphasizes the importance of effectiveness and efficiency and evaluates the potential trade-offs between them.

PL700 Current Topics in Law and Ethics**Credits: 2 Prerequisites: none**

This course will survey contemporary issues in selected areas of law and ethics. We will introduce pivotal areas of law, so that students begin to anticipate legal problems, analyze how to avoid them, and realize how legal principles can be employed to add value in their chosen fields. The subjects are torts, contracts, employment law, securities regulation and corporate governance. We expect that this overview of a few disciplines will encourage students to explore other legal topics relevant to their business interests. We will also offer an analytic structure that enables students to identify ethical issues in business, analyze options and make choices consistent with their own values.

QM716 Data Analysis for Managerial Decision-Making**Credits: 3 Prerequisites: CD710 or OB710/711 or OB712/713, AC710/711*****Reserved for first year full time cohorted MBA students***

Managers deal with a large amount of information in quantitative form. Effective managers must understand the conditions under which quantitative techniques may be appropriately applied for decision-making. In this course, students develop skills in using the computer to examine and report data. The focus is on deriving meaning from particular data sets, and the use of statistical estimation, hypothesis testing, and regression/correlation analysis in decision-making.

QM717 Data Analysis for Managerial Decision-Making**Credits: 4 Prerequisites: OB712/713**

Managers deal with a large amount of information in quantitative form. Effective managers must understand the conditions under which quantitative techniques may be appropriately applied for decision-making. In this course, students develop skills in using the computer to examine and report data. The focus is on deriving meaning from particular data sets, and the use of statistical estimation, hypothesis testing, and regression/correlation analysis in decision-making.

SI750 Competition, Innovation & Strategy**Credits: 4 Prerequisites: OB712/713, AC710/711, MK723/724, OM725/726*****Reserved for Full-time cohort MBA students only.***

"Competition, Innovation, and Strategy" is an integrative course designed to capitalize on your understanding of Finance, Operations Management, Marketing, and other functional issues. The course draws on a number of academic disciplines, especially economics, organization theory, and sociology, to build a fundamental understanding of how and why some firms achieve and sustain superior performance. We also study why some firms persistently generate returns that are lower than average. The course is analytically focused and requires that you evaluate both the external environment and the internal capabilities of organizations. Corporate diversification and global management are important topics that are also featured.

SI751 Competition, Innovation and Strategy

Credits: 4 Prerequisites: OB712/713, AC710/711, MK723/724, OM725/726

Replaces SP751

"Competition, Innovation, and Strategy" is an integrative course designed to capitalize on your understanding of Finance, Operations Management, Marketing, and other functional issues. The course draws on a number of academic disciplines, especially economics, organization theory, and sociology, to build a fundamental understanding of how and why some firms achieve and sustain superior performance. We also study why some firms persistently generate returns that are lower than average. The course is analytically focused and requires that you evaluate both the external environment and the internal capabilities of organizations. Corporate diversification and global management are important topics that are also featured.

Electives

AC810 Strategic Cost Analysis

Credits: 3 Prerequisites: OB712/713, FE727/730, AC710/711, QM716/717, OM725/726, MK723/724, FE721/722, IS710/711

This course examines cost measurement issues in organizations and the use of cost data to support managerial decisions and measure performance. Traditional as well as state-of-the-art concepts and approaches to the measurement and use of cost data are illustrated in class through cases. [Lectures, exercises, exam and team project.]

AC814 Financial Statement Analysis & Investor Decisions

Credits: 3 Prerequisites: OB712/OB713, AC710/711, QM716/717, MK723/724, FE721/722

This course is designed to develop skills in interpreting and analyzing the financial reports prepared by firms for investors and creditors. The following topics are covered: 1) analyzing profitability and risk, (2) understanding the major accounting choices affecting financial statements and managerial incentives that influence these choices, (3) assessing the quality of earnings, (4) using cash-flow based and earnings-based valuation models. The course also includes a brief review of some important accounting principles, emphasizing areas that were not covered in AC710. [Lectures, exercises, exams, and project.]

AC840 Nonprofit Financial Management

Credits: 3 Prerequisites: AC710/711

This course will build on the fundamentals of accounting and finance introduced during the first semester, and allow students to apply that learning in a nonprofit context. Cases will involve a broad array of entities, including charter schools, human-service providers, international economic development agencies, universities, environmental groups and youth development organizations. Students will be challenged to hone their financial analysis skills by examining the strategic financial implications involved in capital projects, growth, debt financing, turnarounds, and collaboration and mergers. In addition, the course will look at how nonprofit leaders build critical financial capacities such as budgeting, working with the board, fundraising, and investing.

AC841 Advanced Accounting

Credits: 3 Prerequisites: AC710/711, AC847 and AC848 (or concurrently)

Examines accounting principles and practices related to business combinations and foreign operations (accounting for mergers and acquisitions, constructing consolidated financial statements, recording foreign currency transactions and hedging exchange risk, translating foreign subsidiaries' local currency financial statements), business segments, reporting for local governments, and the impact of the SEC and international standards on financial reporting.

AC847 Intermediate Accounting I

Credits: 3 Prerequisites: AC710/711

Topics covered: 1) Review of generally accepted accounting principles, especially matching concept and revenue recognition rules. 2) Consideration of balance sheet and income statement classification issues. 3) Accounting and reporting issues related to cash, accounts receivable, inventories, investments, intangibles, and plant assets.

AC848 Intermediate Accounting II

Credits: 3 Prerequisites: AC710/711, AC847

This course focuses on the recognition and measurement of issues in accounting related to income taxes, lease obligations, and pension liabilities and equity. It focuses further on the preparation of, and uses for, statement of cash flows; calculating, reporting, and interpreting financial measures, including earnings per share; the nature and purpose of segment and interim reporting; and accounting for changing prices. The course also provides a brief overview of the auditor's opinion.

AC865 Auditing Issues & Problems

Credits: 3 Prerequisites: AC710/711 and AC847.

Introduces the basic concepts underlying auditing and assurance services (including materiality, audit risk, and evidence) and demonstrates how to apply those concepts to audit and assurance services through financial statement audits.

AC869 Principles of Income Taxation I

Credits: 3 Prerequisites: AC710/711

Federal income tax law common to all taxpayers--individuals, partnerships, corporations. Tax returns for individuals. Topics include tax accounting, income to be included and excluded in returns, tax deductions, ordinary and capital gains and losses, inventories, installment sales, depreciation, bad debts, and other losses.

FE815 Competitive Decision Making**Credits: 3 Prerequisites: FE727/730**

This course explores the strategies of decision-makers in a variety of competitive situations. The main topics include 1) bargaining, negotiation, and arbitration; 2) market competition; 3) competitive bidding; 4) group decisions in organizations; and 5) game theory. In most of these settings, optimal decisions call for cooperation as well as competition. Examples are drawn from a wide variety of managerial settings. [Text, cases and other readings; simulations.]

FE817 Clean Energy Services: Financial Models and Incentive Structures**Credits: 3 Prerequisites:**

This course explores the reasons behind the slow adoption of clean energy technologies and develops business models that provide incentives and financing to accelerate adoption. We will use “live” cases that allow students to work with industry participants. For example Cambridge Housing Authority, Home Depot, Public Services NH.

FE820 Corporate Financial Management**Credits: 3 Prerequisites: FE721/722**

This course provides an in-depth analysis of financial considerations relating to corporate growth. It addresses the setting of financial or corporate goals in terms of maximizing shareholders' equity, and relationships among dividend policy, debt levels, capital costs, return on investments, and growth.

FE821 Advanced Corporate Finance**Credits: 3 Prerequisites: FE721/722, FE820**

This course is designed for students who are pursuing careers in corporate finance within industrial corporations, corporate finance departments of investment-banking firms or in investment banking. The course provides follow-up on the basic financial frameworks and analytical methods outlined in introductory courses. Three primary areas are covered: risk management; agency, information, and psychology; and real options.

FE822 Fixed Income Markets**Credits: 3 Prerequisites: FE721/722**

This is a course primarily on fixed-income debt securities and markets. Emphasis is placed on the factors that determine bond yields, factors such as the coupon and maturity structure, liquidity, credit risk, and tax status of the security, and on measures of return and risk, statistics such as the yield to maturity, horizon yield, duration, and convexity. We will cover government debt (Treasuries and municipals), corporate bonds (investment-grade and high-yield), agency (Fannie Mae and Freddie Mac) and mortgage-backed debt created via securitization (i.e., collateralized mortgage obligations). We will emphasize how interest rate and credit derivatives are used to manage portfolios of fixed-income securities.

FE823 Investments**Credits: 3 Prerequisites: FE721/722**

This course looks at speculative markets, including organized security markets and exchanges; definitions of securities; relevant tax law and sources of investment information; principles of stock and bond valuation; and security price behavior. Also discussed in this course are problems and models associated with portfolio analysis and management.

FE825 Advanced Topics in Investments**Credits: 3 Prerequisites: FE721/722, FE727/730, FE823**

This course is about the theory and practice of science-based investing. It is intended for students who are either already working in the field of investments or plan to become professional investment advisers or portfolio managers. It focuses on building quantitative decision models for individual investors, investment firms, and pension funds. Subjects covered include the framing and quantitative modeling of lifecycle saving, investing, and risk-management decisions, and the design, production, and pricing of structured investment contracts to achieve targeted objectives.

FE827 International Financial Management**Credits: 3 Prerequisites: FE721/722**

This course examines the acquisition, investment, management, and conversion of funds in the international context. Other areas of discussion include: foreign exchange exposure and risk, investment decisions, international capital markets and banking, trade financing and tax planning, balance of payments and national goals, and financial planning from a multinational perspective.

FE828 Fixed Income Derivatives**Credits: 3 Prerequisites: none**

Term structure models are the basis for the valuation of any asset class. Fixed income instruments are by far the most important asset class in today's financial markets. The course focuses on the valuation, hedging and management of fixed income securities. Basic theoretical and empirical term structure concepts are introduced. Basic short rate models are presented. The Heath-Jarrow-Morton term structure methodology is discussed in detail. Consistency requirements for the construction of term structure curves are presented. The Market LIBOR model and its application for the valuation of futures, forwards, swaps, caps, floors and swaptions and other interest rate derivatives is analyzed. The course emphasizes both theoretical and practical aspects of term structure models and fixed income securities.

FE829 Futures, Options & Financial Risk Management**Credits: 3 Prerequisites: FE721/722**

Futures and stock options are recognized as important tools of investment and risk reduction. This course covers the theory of futures and option pricing and develops a framework for analyzing hedging and investment decisions using futures and options. Attention is paid to practical considerations in the use of these investments, tax and accounting issues and the institutional features of the market in which the various instruments are traded.

FE834 Macroeconomics in the Global Environment**Credits: 3 Prerequisites: none.**

Macroeconomics is the study of the aggregate behavior of global market participants, i.e. consumers, firms, workers, governments, central banks, foreign investors. Decision making by investment bankers, product/sales managers, policy makers, or consumers inevitably rely on an understanding of the main forces driving GDP, inflation, unemployment, interest rates, and exchange rates. Consider these questions:

1. Should new consumer durable products be launched during recessions?
2. Are countries that experience high productivity growth good investment targets?
3. Will interest rates drop if the US government starts buying back its debt?
4. With significant liquidity demands by the US economy from the public sector, the household sector and businesses, what explains the low US interest rates? Are these factors expected to keep interest rates low also in the future?
5. Can the Euro boost productivity in Europe in the medium to long run and what are the competitiveness challenges for US businesses of such changes?
6. What are the economic effects of wars and how should they be financed?

These and other issues will come up in the course. The main goal of this course is to provide a coherent framework that you can use to understand economic events as you confront them in your work environment.

FE850 Private Equity: Leveraged Buyouts**Credits: 3 Prerequisites: FE 820**

Private Equity (PE) has become a major force in the capital markets. This course will expose students to, and de-mystify, the world of PE. The focus will be centered on LBOs and their position in the "alternative asset" class. Students will learn about the activities of a PE firm including formation, fundraising, investing (including deal structure, terms, due diligence and governance) and exiting. We will also discuss what other industry sectors serve or are affected by PE and who the players are. Case study and class participation will be the primary mode of learning.

HM703 Health Sector Issues and Opportunities**Credits: 3 Prerequisites: none**

This course provides a dynamic introduction to the health sector, beginning with the burden and distribution of disease and current patterns of expenditures. While the emphasis will be on the American system, a global context will be developed. The basic elements of insurance and payment, service delivery, and life sciences products will be described, and put in the context of the unique economic structure of the sector. The intense challenges of the sector will be explored, as well as both the ethical issues presented and the opportunities that emerge. Public policy and technological and practice development as drivers of change will be addressed throughout.

HM710 Health Service Delivery: Strategies, Solutions and Execution**Credits: 3 Prerequisites: HM703**

This course will provide knowledge and skills needed to develop and implement systems capable of delivering accessible, high quality, efficient health care services. It will draw upon relevant information from disciplinary areas of study including strategy, operations, marketing, finance, law, human resources, quality improvement, and information technology.

HM717 Drugs, Devices and Diagnostics: New Challenges, Strategies and Execution**Credits: 3 Prerequisites: HM703, FE721.722, MK723/724 and SI750/751**

This course will examine issues and opportunities in life sciences including the pharmaceutical, biotechnology, medical devices sectors and the life sciences service industry supporting these sectors. The course will investigate who manages these companies and what are the strategies that are used to build successful enterprises. There will be a review of the expertise that is needed in these companies or that must be out-sourced including development, manufacturing, marketing and finance. The principals governing the industry including patent law, regulatory and FDA compliance will be addressed.

HM801 Bench-to-Bedside: Translating Biomedical Innovation from the Laboratory to the Marketplace**Credits: 3 Prerequisites: None.**

The subject of the course is the translation of medical technologies into new products and services for the healthcare system.

The course begins with a rigorous study of intellectual property, licensing and the core aspects of planning, creating, funding and building new entrepreneurial ventures. Concepts and tools are presented for assessing new technologies and their potential to be the basis for a new entrepreneurial venture. Comparisons will be made of how technologies can be sourced and commercialized out of three very different environments: universities, national laboratories and corporate laboratories. Cross-disciplinary teams of students will be formed which will evaluate translational research projects currently being developed at Boston University and their potential for transformation into a start-up company to commercialize the technology, providing a unique linkage between the scientific research activities of the university and the professional schools. Each week there will be a case study which will discuss examples of both success and failure in technology commercialization. Some of these case studies examine Boston University life sciences spin-out companies, and the founders and CEO's of these ventures will share their experiences with the class.

HM817 Health Information Technology**Credits: 3 or 4 Prerequisites: HM703 and HM710 or HM717**

This course provides students with the knowledge and skills to evaluate and manage information technology in health care organizations. In particular it focuses on the role of IT in driving organizational change and supporting quality improvement and elimination of medical errors. Topics include electronic health records, computerized provider order entry, interoperability, management decision support, and provider pay for performance. The perspective of the course is that of the chief information officer (CIO) and other managers and users of health care information systems, not that of the technical specialist. The course will consist of a series of lectures, cases, and discussions - some of which will be led by guest lecturers who are experts in the field of health care information technology and systems. Course requirements include a quiz, a 10-page paper, and a class presentation.

HM833 Health Sector Marketing**Credits: 3 Prerequisites: AC710/711 and MK723/724**

This elective provides an in-depth understanding of health sector marketing in the for-profit and not-for-profit sectors for both products and services (hospital, managed care and health services of all types, life sciences, pharma and biotech, medical devices, medical software, and so on). The course explores how the tools of marketing (e.g., consumer behavior, pricing, promotion, channels, branding, segmentation, etc.) can be employed in the rapidly changing health sector with particular attention to changing organizational structures, financing, technologies, market demands, laws, channels of distribution, on-line applications, and regulations which require new approaches to marketing. Topics to be addressed include marketing to physicians, DTC (Direct-to-Consumer) Marketing, new product development particularly for pharmaceuticals and medical devices, adoption of medical and service innovations, typical decision making units in the health sector, and social marketing. (The course is still in development so there will likely be more topics added.) The course will have you keep in mind always while making marketing decisions that medicine, in the purest sense, is a profession with an intellectual discipline, a tradition of service, and an ethical code of conduct, and that service to the patient, as individuals and in the aggregate, is foremost in marketing decision making.

HM840 Health Sector Consulting**Credits: 3 Prerequisites: none.**

This is an applied consulting project course. Students enrolled in this course will be divided into teams of 4 students during the first class; the assignment of teams is largely dependent upon having a shared interest in one of the number of prospective consulting projects. Each team will select from a pre-designated list of business development-strategy-marketing consulting projects. Projects in the past have ranged from developing an international pricing strategy for the introduction of a new product by Genzyme to providing a marketing plan for a web-based entrepreneurial venture (a medical website targeted toward providing health care clinicians with products, services and information related to electromyography) to developing a strategy for the Dana-Farber Cancer Institute to maintain the loyalty of their referring physicians .

Client companies/organizations have requested these projects, are paying the school for the privilege of having an MBA team, and are covering all expenses associated with the projects. In return, they anticipate receiving a consulting report from the student team at the end of the semester. The deliverables for this assignment are the consulting report as well as a 30 minute in-class presentation followed by a 10 minute question-and-answer period. The team may also be asked by the client to make a presentation to the client's management. These projects constitute a way to apply what you are learning in the MBA program to a real health sector management situation; an opportunity to gain experience and broaden your familiarity with health sector organizations with which you have had little or no direct experience; a way for local, regional, and national health sector organizations to benefit from your expertise and hard work in solving a management problem; and a continuing linkage of the Boston University MBA and Health Sector Management Programs to the health sector community.

IM834 Competing In China**Credits: 3 Prerequisites:**

This new elective course deals with contemporary issues in competing in China, which probably is one of the most critical strategic agenda of many multinational companies in this decade. Based on cases, observations, and evolving theories, this course provides future global business leaders with an opportunity to explore important development and management challenges around the following issues:

1. □ The evolving nature of economic and social development in China and its impact on business opportunities – how did the market and competitive environment change over the last 20 years and what might we expect in the future?
2. □ Significant and promising patterns in the evolution of multinational companies' strategies in China – who are making successful progresses in the Chinese market and what are the critical elements in their strategic drive?
3. Chinese competitors that are emerging as dominant domestic competitors in the market and growing further into the global market – what are their unique competitive capabilities and advantages?
4. □ Personal and professional challenges and opportunities – what do we have to prepare in order to contribute to the success of our enterprise?

While the course is focused on issues in China, the learning framework and lessons should be relevant to developing management and strategic capabilities in other fast growing markets around the world, such as India and Russia.

IM836 Competing in High-Growth Economies**Credits: 3 Prerequisites: none**

In this course we focus on the management challenges associated with developing strategies and managing the operations of companies whose activities stretch across national boundaries, especially in high-growth and developing economies. Operating in an international rather than a domestic arena presents organizations with many challenges and opportunities. Having a worldwide operations not only gives companies access to new markets and diverse resources, it also opens up new sources of information and knowledge that stimulate future innovation and strategic moves, as well as assessing Corporate roles in social responsibility. With opportunities, however, come challenges that are more complex, diverse, and uncertain than those faced by companies that operate only within a given nation's borders. As a result of taking this course students will acquire new and useful skills, competencies, an perspectives that will help them as they consider perusing a career in international management.

IM845 Asian Field Seminar**Credits: 3 Prerequisites: Students must have 16 credits of MBA course work completed at SMG.**

How do we prepare for the emerging opportunities and challenges that China's economic development and Asia's growing presence continue to create? This two-week seminar through six cities in China and Korea provides future global business leaders with an opportunity to contemplate answers to the above question. We visit companies (both multinational and local) competing in this dynamic market, meet governmental officials to hear about policies and implications, learn from local MBA professors about what they see our strengths and weaknesses are, participate in real market activities, and develop global network of knowledge with local MBA students and BU alumni in the region. Through this process, students will deepen their understanding of the unique nature of opportunities and challenges in the region, become more comfortable with the myriads of cultural and communicational details, and explore professional opportunities located in the region.

IM851 European Field Seminar**Credits: 3 Prerequisites: Students must have 16 credits of MBA course work completed at SMG.**

The European Field Seminar gives students an appreciation of "competing in Europe." The European competitive landscape is changing rapidly. Three Boston-based class sessions introduce students to topics such as the history of the European Union, European Community Law, Member States, European Monetary Union and Competition Policy. During a two week period, the class visits a variety of organizations in Europe to learn about relevant competition issues; students experience first-hand how firms are dealing with them (or should be dealing with them). The wide variety of sectors covered appeals to broad segments of the MBA population.

IM852 Global Social Enterprise Field Seminar - Brazil**Credits: 3 Prerequisites: Students must have 16 credits of MBA course work completed at SMG.**

This intensive ten day seminar will provide students with a broad understanding of the ways in which business strategies can create value at the base of the economic pyramid.* Students will gain first hand experience of how businesses, NGOs (non-governmental organizations) and government are using models of social enterprise to address social and economic issues in the fields of health, education and the environment in the context of an emerging market—in this case, Brazil. This study program will include extensive site visits throughout the country to social enterprises, multi-national firms, NGO ventures and government organizations. Students will also hear from a wide variety of Latin American specialists in topic areas. A broad range of topics will be covered including: renewable energy, sustainable development, eco-tourism, new models for providing health and education services to underserved populations, social enterprise, micro-enterprise, corporate social responsibility and public/private partnerships.

The course will consist of three pre-departure sessions focused on social enterprise, corporate social responsibility and emerging markets. Students are also expected to select an individual research track of interest for the duration of the seminar.

IS705 Issues in Managing Networked Systems**Credits: 2 Prerequisites: none*****MS-MBA students only (summer intensives course).***

This course explores the business implications of emerging Internet-based technologies such as wireless devices and Web services. Students will learn key technical concepts underlying these technologies and will explore how this technical understanding can be connected to managerial practice. Students will be asked to apply this knowledge to the design of an architecture for a strategic technology product or infrastructure. Students will develop these designs in the context of a specific business situation and will examine both the technical and organizational issues that arise.

IS706 Systems Design for Business Networks**Credits: 3 Prerequisites: none*****MS-MBA elective. Non MS-MBA students may enroll with instructors permission.***

Provides a comprehensive review of the theory and practice of Information Systems Analysis and Design. Students explore the tools and techniques associated with a process, a data-oriented, and an object-oriented view of systems design and evaluate the implications of the emerging technologies of computer-aided software design.

IS707 Systems Architecture**Credits: 3 Prerequisites: none*****MS-MBA students only (summer intensives course).***

This course explores the internal structure of the modern digital computer as well as the design principles that lie behind this structure. Topics covered by this course include: principles of modular design, computer architecture, and operating systems. These technical issues are examined from the perspective of a manager tasked with either managing internal technologies or using technologies externally to create and sustain competitive advantage. The technical material in the course will be used to analyze the strategic import of competing platforms in the video game and personal computer industries.

IS714 Mastering IT Strategy**Credits: 3 Prerequisites: none*****Required MS-MBA course. Non MS-MBA students may enroll with instructors permission.***

This is a capstone course to integrate the key concepts and approaches to managing IT in modern corporations. Using a set of leading-edge case examples, frameworks, the students will have an opportunity to understand how IT strategy supports current business models while shaping tomorrow's business models. Students will master the intricate challenges of placing IT at the core of modern enterprises. They will have an opportunity to apply their learnings to a company of their choice through a course project.

IS717 IT Applications in Management**Credits: 3 Prerequisites: none.*****Winter Intensive in January***

The objective of this course is to provide an introduction to IT/IS technologies and to provide a hands-on, tutorial-driven, application development experience. The course will be divided into two sessions on each day. For three days, the first session will offer a strategic application of a technology, and the second session, will provide an overview of the technological components that enable this technology. Technologies to be discussed include enterprise systems applications such as ERP systems, SCM systems, and CRM systems. The other two days of the course will focus on using a programming environment to develop one or two simple applications. The "instructional" half of the day will cover the key constructs and components of the programming environment and the second half will be a hand-on tutorial on the application of the concepts covered.

IS828 Managing Information Security**Credits: 3 Prerequisites: none.**

This MBA elective (also open to undergraduates) will combine a technical and business approach to the management of information. It will address technical issues such as cryptography, intrusion detection and firewalls along with managerial ideas such as overall security policies, managing uncertainty and risk and organization factors. We will examine different aspects of computer security such as passwords, virus protection and managing computer security in dynamic environments. Topics will also include network security and how to secure wireless application and services. These technical details will be placed in a business context. The class will have a practical focus as we examine current best practices. There will be several guest speakers in the security area. This will be a project oriented class and students will present their research projects during the last several classes.

IS829 Business Transformation**Credits: 3 Prerequisites:*****MS-MBA students can register with instructor's permission***

Every business sector is undergoing profound changes partly due to the recent financial crisis but also due to the impact of information technology. This course allows MBA students a chance to engage with how IT impacts business operations in a strategic way. The distinctive feature of this course is that we will have real-life cases from companies and the students will have an opportunity to present their analysis and recommendations to corporate executives on Friday, January 8. We will use latest cases and articles as well as review and work with leading-edge practice from companies. This course is open to non-MSMBA students and provides an opportunity to learn about the interconnection between business and IT strategies, although MSMBAs can register with instructor permission.

IS830 Competing in Business Networks; The Business Capability Platforms in the 21st Century**Credits: 3 Prerequisites:*****Open to all MBA students.***

Business strategy has been profoundly affected by the pervasive connectivity enabled by the internet, modern communications and the explosion of connected devices. Add to this the emergence of intelligent sensor technologies such as Mote, RFID and many forms of nano technologies, the business strategists of today have the opportunity to fundamentally transform the nature of the modern business model. This course uses the design concepts of platforms to examine the characteristics of and the implementation issues associated with the design and deployment of these new business models.

The course is divided into three parts. First, the concept of business capabilities and the design logic of platforms will be explored. These concepts will be examined from both an economic perspective and from the perspective of designing adaptive business processes. Second, the course will use case studies to explore how these concepts have been applied across multiple industries including, retail, healthcare, transportation, manufacturing and a variety of service contexts. Finally, the implementation and leadership issues associated with the deployment of these concepts will be discussed using case studies and through dialogue with invited speakers.

IS854 Practicing IT Strategy, Management and Delivery**Credits: 3 Prerequisites: none*****MS-MBA elective. Non MS-MBA students may enroll with instructors permission.***

For future business leaders who want to understand, influence and leverage technology investments more effectively. The course provides effective strategies, pragmatic options, and leading practice alternatives for linking Business and Technology Strategies, defining effective governance and organization models, and successfully delivering new technology innovation. Students will master the complex methods and practices needed to frame a problem and propose an actionable solution that would be expected from future Business Executives and Technology Managers. Students will master the complex methods and practices to frame a problem and propose an actionable solution that would be expected from Business Executives (e.g., CEO, Marketing Executive, CIO, CFO) and Technology Executives (e.g., Product Manager, Consultant, Program Manager, Sales).

IS883 Designing Systems for Data Management**Credits: 3 Prerequisites: IS705, IS707, IS889*****Required MS-MBA course. MS-MBA students only.***

The first objective is to introduce the student the concept of design in information systems. Although the design concepts covered largely focus on data management, it will include high level systems design concepts as well. The second objective of this course is to introduce the student to the practical applications of databases and database management systems. The students will learn the fundamentals of data management starting with the basics of data design. The students will learn querying and managing the data in a database, defining the structures for storing data, and implementing business rules in relational databases using the Structured Query Language (SQL). The two objectives will tie in together as the students will be expected to integrate systems design with data design to design a prototype information system. This exercise will walk the students through the process of eliciting requirements, defining the scope, designing a restricted set of functions, designing the database, implementing the database, and explaining how restricted set of functions will use the data. The programming requirements will be very minimal. Besides the basics of data management, this course will also cover relevant in topics in data management such as database security, data quality management, and data auditing (if time permits).

IS889 Telecommunications and Business Networks**Credits: 3 Prerequisites: none*****MS-MBA students only (summer intensives course)***

Examines the data communication hardware and software characteristics that are relevant to the applications software designer, and presents a general overview of communications network design. Topics include issues in the design and use of both local area networks and wide area networks, the impact of communications technology on organizations, and trends in the communication industry.

MK852 Marketing Research**Credits: 3 Prerequisites: MK723/724, QM716/717**

This course examines a variety of exploratory and survey research approaches and their associated data analysis procedures. It provides participants with state-of-the-art tools for identifying and assessing customer needs and requirements to improve the performance of profit-oriented and public-sector organizations. The course emphasizes a managerial, user-oriented point-of-view.

MK853 Global Strategic Marketing**Credits: 3 Prerequisites: MK723/724**

This course focuses on the key strategic marketing decisions managers must make: deciding whether to market globally; selecting countries in which to market; choosing marketing strategies and tactics for entry and growth; and organizing for and managing the implementation of global marketing strategies.

MK854 Branding**Credits: 3 Prerequisites: MK723/724**

This is a course about branding, and the ways that brands acquire and sustain value in the marketplace. The course is embedded in sociological, anthropological, and psychological theories of consumer behavior and culture, and relies on these disciplines for insight into effective strategic management of the brand. The cases, readings, in-class discussions, and assignments are designed to provide you with: an understanding of brands as co-creations of consumers, marketers, and cultures, and brand management as a collaborative process of meaning management; a sound foundation in consumer-brand behavior; and a capacity to think creatively and with increased precision about the strategies and tactics involved in building, leveraging, defending, and sustaining strong brands. Select topics we will cover include brand (re)positioning, brand design, brand community, product placements and grassroots marketing, internal branding, brand relationships, brand architecture, brand leverage and extensions, brand metrics, and brand stewardship. A group brand planning project weaves content throughout the course; individual write-ups allow you to explore select branding topics in more detail. Several guest speakers from the branding services, consulting, and practice sides will provide their insights throughout the course.

MK856 Consumer Behavior**Credits: 3 Prerequisites: MK723/724**

In order to successfully implement strategy, marketers need to understand their consumers – who they are, what they want, how they make decisions, and how their behavior is influenced by marketers' actions. This course will cover topics such as the role of culture, psychological processes (e.g. motivation, perception, memory, attitudes, etc.) and marketplace behaviors (e.g. in retail settings, online, post-purchase, etc.). We will also look at such marketing concepts as segmentation strategy, value-based pricing, brand equity, new product adoption, and customer relationship management. The course involves a team project focused on discovering an unmet consumer need and designing a product and marketing plan to address that need.

MK857 Services Marketing and Management**Credits: 3 Prerequisites: MK723/724**

This course takes both a practical and conceptual approach to the marketing of services. The marketing literature views quality as being defined by customer expectations and perceptions. This course looks at key components of services that affect these expectations and perceptions as well as issues of demand management; developing systems that address custom problem solving and complaint management; and the overlap between operational, organizational, behavioral, and marketing issues in service management. The focus of the course varies by class to include professional services, small service, large service organizations and businesses that produce services as a key and necessary line extension to products that they produce.

MK858 Customer Relationship Management**Credits: 3 Prerequisites: MK723/MK724**

The course is designed to give students a working knowledge of the concepts and practices of Customer Relationship Management (CRM). The course will emphasize management of the customer experience and how to modify customer behavior using CRM. Key CRM components will be explored, including: database marketing, campaign management, marketing channels – including social media, marketing technology, marketing planning and measurement, and pricing. Instruction will be a combination of lectures, class discussion, cases, group activities, and guest lecturers.

MK859 Business to Business Marketing**Credits: 3 Prerequisites: MK723/724**

This course provides an in-depth understanding of the unique aspects of marketing in a business-to-business environment. Students apply current marketing theory and techniques to industrial market settings. In addition, they develop managerial skills in the marketing planning and execution process, as well as critical analysis and problem-solving abilities with respect to marketing working relationships. The course allows participants to experiment with and apply strategic marketing concepts in a complex industrial marketing environment. Topics covered include the dynamics of relationships between suppliers and customers, the increasing reliance on the marketing-/R&D interface, the structuring of alliances between so-called competitors, and the process of negotiations – to better understand how organizations endeavor to become and stay market-oriented. [Includes guest speakers and interactive marketing simulation]

MK860 Integrated Marketing Communication**Credits: 3 Prerequisites: MK723/724**

The aim of this course is to provide you with an understanding of the strategic issues surrounding marketing communication, of which advertising is but one vehicle. We will be focusing on Integrated Marketing Communication (IMC), which involves using a variety of tools (e.g. advertising, sales promotion, public relations, etc.) in a synergistic manner to achieve communication objectives. Students will learn IMC principles and practices and then develop an IMC campaign from situation analysis to strategy development and implementation. The ultimate objective of this course is to enable students to understand and operate within the advertising industry from either a client or agency perspective.

MK864 Pricing Strategy and Tactics**Credits: 3 Prerequisites: MK723/724**

This course focuses on the practical needs of the marketing manager making pricing decisions. Students learn the techniques of strategic analysis necessary to price more profitably by evaluating the price sensitivity of buyers, determining relevant costs, anticipating and influencing competitors' pricing and formulating an appropriate pricing strategy.

MK867 Marketing Social Change**Credits: 3 Prerequisites: MK723/724, QM716/717**

Many corporations are taking an interest in corporate social responsibility, as they realize the implications of climate change, respond to public, NGO and shareholder scrutiny of business practices, and see the need for long-term sustainability strategies. Businesses are analyzing how to incorporate practices that conserve resources and promote social good into the business model. Some companies are scrutinizing their supply chain, generating eco-footprints for their products, and developing metrics to evaluate the value that CSR brings to business. More and more, corporate marketers are integrating social-change strategies, from cause-related marketing to campaign sponsorship to social change advertising, into their marketing programs.

The course Marketing Social Change will examine the roots of marketing social change -- marketing at traditional nonprofits, campaigns launched to influence public actions, legally-dictated social change, cause-related marketing -- and the evolution of corporate social responsibility. The course will explore how commercial marketing principles can be applied to positively influence social change. Particular emphasis will be placed on what it means for a corporation to be "socially responsible" and the complex issues facing marketing managers in evaluating the costs and benefits of CSR.

The course will include lectures, discussions, guest lectures by experts in social marketing and corporate social responsibility, and a semester-long project at a socially responsible company or organization.

The course will be taught by Professor Kristi Kienholz. Professor Kienholz holds a BA from Williams College and an MPA from Harvard University. Kienholz currently consults to international organizations on NGO-private sector partnerships designed to advance social change. If you have questions about the course, you may contact Professor Kienholz directly at Kristi_Kienholz@ksg04.harvard.edu

MK872 Advanced Personal Selling and Sales Force Management**Credits: 3 Prerequisites: none**

There are two parts to this course. The first imparts knowledge about good selling strategy, tactics, techniques, and skills. Topics addressed include leads generation and management; preparing and making sales presentations and sales calls; handling objections; networking; building relationships; closing deals; and ethics. The second part has a managerial focus, covering issues related to managing a salesperson or a group of salespeople. Issues addressed include sales force sizing, recruitment, selection, and training; sales territory design and assignment; setting sales objectives and quotas; supervising, mentoring, coaching, and motivating salespeople; designing compensation and reward schemes; key account management; and retention strategies to minimize salespeople turnover. The course makes heavy use of cases, lectures, role plays, videos, and classroom exercises.

MK929 Marketing Management and the Customer-Focused Firm II**Credits: 4 Prerequisites: Doctoral students only.**

This course builds on material presented in MK927 to familiarize doctoral students with various areas of investigation for problem-oriented academic marketing research pertinent to the research mission of the department: advancing the customer-focused firm. Discussion topics concern strategies for gaining competitive advantage and include: establishing a market orientation, product strategy, product innovation and new product development, brand design and product aesthetics, co-creation and mass customization, pricing strategy, sales promotions, corporate social responsibility, cause marketing, stakeholder marketing, and the measurement of firm and marketing performance. Through exposure to a strategic marketing perspective for the identification of research problem areas, this course will further socialize students into the process of developing research ideas and undertaking research, while stimulating the development of ideas for summer projects, qualifying papers, and dissertations."

OB802 Leading Transformation in Health and Social Sector Organizations**Credits: 3 Prerequisites:*****Formerly HM802. Students who took HM802 may not enroll.***

Organizations in the health and social service sectors have missions to create social value in a variety of areas including patient care, client services, environmental sustainability, educational access, global health, health service delivery, and poverty. This course examines theories and practices of leading transformation used to bring about a desired social impact through such organizations. For example, it will explore how sustainable change is achieved through "small steps" infused into everyday life. In order to build skills in leading transformation the course is heavily experiential. It will integrate a field-based group project along with exercises, cases and speakers. Group project teams will work with a health or social sector organization to examine a change effort and develop a leadership briefing that distills the change implementations process and value realized, and generates actionable recommendations for leading future transformation.

OB830 Leading the Mission-Driven Organization**Credits: 3 Prerequisites:**

Mission-driven organizations are created in order to accomplish goals that extend beyond profits for stakeholders and owners. Missions vary, ranging from, among many others, educating or protecting youth, safeguarding the planet, healing the sick, eradicating poverty, and enabling spirituality. Such missions occur in the context of various organizations, including non-profit and for-profit, philanthropic and religious, public and private, governmental and non-governmental. This course focuses on leadership theories, frameworks, and practices that take seriously the nature of workers, including both professional staff and volunteers, and their reasons for choosing to work in such organizations. This course is designed to build the capacities of students to use specific tools—related to leadership, conflict, and change—that are particularly useful in leading mission-driven organizations, and enable them to develop particular insights about specific mission-driven organizations of interest, related to their effectiveness and capacities for change. This course is particularly appropriate for students focusing on non-profit organizations, health-care systems and entrepreneurial organizations.

OB840 Management Consulting Field Project**Credits: 3 Prerequisites: none**

The purpose of this course is to provide students with an in-depth understanding of the management consulting process and its practical application. The course simulates a small consulting firm where students are consultants. Students complete significant fieldwork outside of classroom time. Students explore dimensions of defining and understanding the consulting framework, engagements, work methodology, client relationship management, value creation, developing and delivering presentations and client follow-up. This course includes one primary deliverable: the initiation, scoping and completion of a consulting field project. This class is designed and best suited for second year students who have 3-5 years work experience in the public, private or nonprofit sectors.

OB844 Managing Organizational Change**Credits: 3 Prerequisites: CD710 or OB710/711 or OB712/713**

This course focuses on the planning and control of organizational and behavioral change in a dynamic business environment. Emphasis will be on the development of change techniques used to diagnose, implement and evaluate organizational change processes. The course will also examine the conflict that often accompanies change, how it can be useful or dysfunctional, and its relationship to resistance to change and organizational dynamics. The course objectives are to: develop an understanding of the complexity and dynamics of change, discuss and evaluate different change techniques, examine the implications of change for the manager's own behavior and career, and provide techniques for recognizing, anticipating and responding to change opportunities and efforts.

OB847 Leading High Performance Teams and Project Groups**Credits: 3 Prerequisites:**

This course introduces the challenges of leading and participating in teams and project groups. It emphasizes the role of leadership in composing teams, motivating members, and creating an environment in which teams and their members grow in capacity over time. This course will use cases, experiential exercises, and group projects to help students gain both knowledge of team dynamics and the skills to shape them.

OB848 Leadership**Credits: 3 Prerequisites: CD710 or OB710/711 or OB712/713**

This course examines the essence of leadership; its relationship to managing; and the behaviors, attitudes and perspectives that distinguish leaders. Leadership is considered in a variety of ways: leadership in crises, at the top, in the middle, and in groups. Case studies, students' past experiences, instruments, and other learning activities provide opportunities for students to assess and develop their leadership talents.

OB853 Negotiations

Credits: 3 Prerequisites: CD710 or OB710/711 or OB712/713

This course uses the theory and research on effective negotiating strategies to build students' understanding of, and skills for, managing differences and negotiation situations. The course considers, among other topics, the issues of negotiating across functions, between levels, across national and cultural differences, over race and gender differences, and between organizations. Students examine: 1) problems of influence and self-defense in highly competitive "hardball" negotiations; and 2) the art of using differences for creative problem-solving and "mutual gain" outcomes. The emphasis is on developing practical skills for effective negotiations that can be applied to concrete situations. Students should be prepared to learn from their own experiences and practice in this course.

OB923 Field Studies Seminar

Credits: 4 Prerequisites: Doctoral students only.

As management researchers seek to understand questions of 'how' and 'of what ' in addition to the more traditional question of 'how many,' qualitative methods are taking a central place in our field's methodological practice. One indicator is the publication of qualitatively based articles by major journals in the sub-disciplines of organizational behavior, information systems, strategy, accounting and marketing. This doctoral-level seminar has two objectives: to explore the range of methodological practices and processes associated with conducting and composing high quality qualitative research, and to draw particular attention to the important processes of observing, discovery, justification and writing.

OM840 Managing and Improving Quality: Six Sigma Green Belt Certification**Credits: 3 Prerequisites: OM725/726, QM716/717**

Six Sigma is a powerful management tool that promotes process improvement, cost reduction and significant enhancement of bottom-line profitability. The purpose of this course is to thoroughly examine the concept of quality, to define it in terms that are useful for managers, to survey the ideas of major quality thinkers and theorists, to develop proficiency in the use of quality tools, and to consider the challenges of quality program implementation in real business situations. Throughout the course we will investigate similarities and differences between quality management in manufacturing and service contexts.

The course has three major objectives. The first goal is to define quality and explore important philosophies and useful frameworks for managers or consultants. The second goal is to focus on the Six Sigma tools available for the pursuit of lasting quality improvements. The third is to bring the experiences of Six Sigma practice into the classroom. We'll benefit from the expertise and experience of Six Sigma professionals who will help us to understand the challenges of Six Sigma implementations and analyze the lessons they have learned from projects they have undertaken.

OM845 Clean Technology Business Models**Credits: 3 Prerequisites: OB712/713, FE727/730, AC710/711, QM716/717, OM725/726, MK723/724, FE721/722, IS710/711, SP750/751**

The clean technology industry is one of the largest sectors of the economy and yet still undergoing significant growth and attracting a plethora of new entrants. It has been characterized by a great deal of experimentation around new technologies and around business models in the face of regulatory and market place disruptions. The course uses a combination of cases, simulation and analytical exercises to review trends and their co-evolution within the clean technology/energy eco-system. It aims to build a skill set around risk and opportunity assessment, and allied implementation challenges. This course is being set up as an MBA elective that is aligned with the needs of Entrepreneurship, PNP and Strategy concentrations.

OM854 Supply Chain Management**Credits: 3 Prerequisites: OM725/726**

This course presents tools and modeling frameworks that are relevant to solving today's supply-chain problems. The class will offer a mixture of case discussions, lectures, games, and outside speakers. Case discussions will cover subjects including designing new-product supply chains, optimizing inventory levels, quick response, the role of B2B exchanges, and managing capacity for short life-cycle products. Games, including the distribution game, the OPT game, and the Beer Game, will reinforce the concepts in a constructive way. Finally, outside speakers will present real-world examples of how supply-chain models are being deployed in practice. This course is for students who will be working in consulting or supply-chain management. For those interested in finance or marketing, the course provides solid exposure to an area that is integral to product-focused companies.

OM855 Project Management**Credits: 3 Prerequisites: none**

Projects are increasingly the way that work gets done in companies of all types and sizes. In this new course you will learn the strategic dimensions of project management, including critical aspects of project selection, definition, planning, execution, and monitoring. Concepts and approaches for dealing with complexity, uncertainty, vague mandates, temporary staff, partners, stakeholders, dynamic risk, and time-critical deadlines are emphasized. Cases and readings cover a wide range of industry and organizational contexts. This course requires that students apply these topics and considerations to a real project of their choice either by analysis of publicly available information or direct field study. Many MBAs are tested on the job through tough assignments in project settings. Your performance there is highly visible. Doing especially well can accelerate your subsequent career opportunities. Prepare now for success in strategic project management by developing the skills and perspectives covered in OM855!

OM880 Product Design and Development**Credits: 3 Prerequisites: OM725/726**

This course explores central managerial challenges in the effective design, development, and introduction of new products. Topics covered include reducing the time to market while meeting cost and quality targets; managing cross-functional projects and inherent technological risks while keeping a focus on customer requirements; and integrated problem-solving by industrial designers, engineers, manufacturers, and marketing specialists. [Case studies, readings, guest lecturers, field project]

PL835 Real Estate Management

Credits: 3 Prerequisites: QM716/717, OM725/726, MK723/724, FE721/722

Replaces SP835

This is an introductory course that covers the basics of real estate investing and managing. Subject materials include mortgages, lenders, forms of ownership, tax laws effecting real property, financial analysis and valuation techniques. [Lecture and case analysis.]

PL837 Strategic Fundraising and Corporate Philanthropy

Credits: 3 Prerequisites:

This course is designed for future civic, business and nonprofit leaders who will be in the position of raising funds or giving away funds for charitable purposes at some point in their career. Whether for your child's school, the local little league or symphony, or a cause you care deeply about, you will want to know the fundamentals of raising or giving away money. This course explores the topic of strategic fundraising and philanthropy in three modules. The first explores the history, trends and current topics in philanthropy using case studies and current events. The second module provides students with specific tools and lessons in strategic fundraising and gives students an opportunity to apply these skills within a nonprofit of their choice. Finally the course examines how corporations can use their philanthropic efforts to further the strategy and goals of the business.

PL842 Real Estate Development

Credits: 3 Prerequisites:

The course provides a framework for evaluating the aspects underlying successful real estate development from concept and feasibility, through site control to regulatory review and construction. The course is taught utilizing class discussion, cases and outside speakers to reinforce the functional areas in the development process.

PL845 Improving Your Decisions

Credits: 3 Prerequisites:

The main aim of "Improving Your Decisions" is to present many of the decision problems managers face and to identify the most effective ways to make sound decisions -- as well as the pitfalls, biases, and mistakes that should be avoided. A key element of the course is to present students with a series of decision challenges: What would you do? In other words, you must come to grips with actual decisions and defend your actions. The assigned readings also convey the most recent research findings in behavioral economics: how individuals and managers actually make decisions. The second half of the course centers on group decision making: how groups with common and not-so-common interests decide. A key topic here is the art and science of negotiation, thereby shifting the focus of attention from individual choices to competitive decisions. Again, students are challenged to test their group decision making skills and strategies in a series of simulations and face-to-face negotiations.

PL849 Global Sustainability

Credits: 3 Prerequisites:

Global Sustainability explores the underpinnings of today's global sustainability challenges and how entrepreneurial thinking can be applied to government, NGOs, multinational corporations, small startups and the capital markets to address these challenges. Though lecture, case discussion, computer simulation and a unique guest speaker program, students will gain deeper understanding of both root cause, the interconnected and interdependencies across sectors such as energy, the environment and the global food and water supplies along with entrepreneurial thinking, methods, models and practices being employed by innovative individuals and organizations at the forefront in the search for solutions.

PL850 Social Entrepreneurship

Credits: 3 Prerequisites:

This course is designed to introduce students to the concepts, practices, opportunities, and challenges of social entrepreneurship. The course provides students with a framework and tools to evaluate, plan and execute a social enterprise. Students are afforded the opportunity to practice business skills gained at GSM by developing a business plan for a socially responsive, income-earning venture for either a for profit or nonprofit organization. Skills developed in this course include recognizing opportunities, mobilizing resources, managing risks, creating viable economic models, business planning and building effective organizations. Following an introduction to social entrepreneurship, the course is organized around three modules. Module I focuses on the challenges and opportunities in creating high impact social enterprises. Module II explores strategies for sustaining and expanding a social enterprise. Module III examines various models for measuring and increasing the social impact of a venture. Students are required to produce a completed business plan as a final project for this course.

PL861 Emerging Issues in Business and Law**Credits: 3 Prerequisites:**

You ask your outside lawyer or your company's legal department whether you can undertake some activity without violating the law. You are annoyed when you are told "Well, maybe. It depends". You want a yes-or-no answer, not a game of twenty questions. Why can't your lawyers give you a straight answer? Why do they make everything more complicated? What language are they speaking? Most business people ask these questions. If you do business you cannot avoid dealing with lawyers. You can allow your interactions with lawyers to frustrate you, or you can learn how lawyers think so that you can better manage them. Emerging Issues in Business Law introduces graduate business students to fundamentals of legal analysis by focusing on timely legal problems of particular interest to business. Students develop familiarity with substantive legal principles and leave the course with the ability to recognize legal issues, discuss them intelligently, and understand why the lawyers seem incapable of giving a simple answer. The course uses lectures to provide a common foundation of knowledge. It is primarily discussion based, using a question and answer format to engage students in the process of legal analysis.

PL862 Applied Ethics**Credits: 3 Prerequisites:**

The goal of this course is to help each student develop a methodology for leading an ethical life. Each of the cases focuses on an individual faced with an issue that challenges his/her principles. Students will also explore the kinds of situations that are likely to lead to unethical decisions.

PL864 Managing Political, Economic, Social and Technology Country Risk**Credits: 3 Prerequisites:**

This case-based course introduces students to conceptual tools and frameworks that allow them to think systematically about environmental changes that restructure companies, industries, and countries, preparing them to deal with those changes. The course explores political, economic, technological, and social change, as well as natural disasters and political risk. Students will map the flow of events and experiences that shape political or business leaders' attitudes and will be introduced to the analyses of countries, systems, trends, stakeholders, scenario developments, cross-impact, and payoff assessments. They will assess probable shifts in stakeholder power within the industry or country and suggest potentially successful leadership and change strategies.

PL868 Corporate Governance, Accountability, and Ethics**Credits: 3 Prerequisites:*****Replaces SP868***

"As we move forward into the twenty-first century, the interest in corporate governance is at an all-time high." (Gillies) The failures associated with fraudulent activity of high profile companies in North America and Europe, the transformation of the world economy into one great market for goods and services, plus the transition in many countries of economies from a command to a market form have led to calls for development of new and better forms of corporate governance. The lines between politics and markets are changing, affecting industries, organizations, and managerial practice. This seminar will focus on the reformation of corporate governance and its effects on business and nonprofit management practice. Topics will include the role of transparency, new forms of accountability, governance risk, and organizational strategies of response. Course materials will include cases, readings, and discussions with guest speakers. Professor Post is the author of "Redefining the Corporation" (Stanford Press, 2002) and a new book on governance and accountability.

PL870 Government, Society and Sustainable Development**Credits: 3 Prerequisites: OB712/713, AC710/711, QM716/717, MK723/724, FE721/722, FE727/730, IS710/711, OM725/726****Replaces SP870**

Government, Society and Sustainable Development is broad and far-reaching course in scope and topics. After an introduction to the concepts of the limits-to-growth and global sustainability challenges resulting from population growth, resource scarcity, environmental degradation and climate change students dive deep into the cultural, societal and economic development issues of globalization, study the implications of globalization on the current social and economic development of nations/regions/industries and explore new development models (for-profit and non-profit entrepreneurship) for sustainable development at the international, national, and sub-national levels. This Course replaces Government, Society and the New Entrepreneur. Students who took that course may not take PL870.

The Course has three major themes:

- The first major theme of the course is a series of country cases that explore the cultural, social, political and economic context in which business enterprise has historically been conducted.
- The second major theme of the course overlays the international institutions that emerged from Bretton Woods; the UN, GATT/WTO, the World Bank and the IMF, (the emerging World Environmental Organization, WEO) onto the country cases and explores emerging topics of international Intellectual Property Rights (IPR), Corporate Social Responsibility (CSR) and International Environmental Protection (IEP).
- The third major theme of the course explores the emergence of new models of sustainable development; contrasting bottom-up collective action and entrepreneurship against classic aid-based models as a force for change and driver of sustainable development.

PL882 Public Policy Analysis**Credits: 3 Prerequisites: none**

This course explores the economics of the public sector and the impact government policy and programs have on society and business. The course provides students with tools to systematically examine the financing and measure the impact of government policies and regulations. It explores the rationale for government intervention, appropriate levels of intervention and how to measure the effectiveness of policies and regulations. This course is helpful to those who desire a deeper understanding of the central role government plays in the economy and how government impacts the business and nonprofit sectors.

QM880 Modeling in Excel: Optimization and Simulation**Credits: 3 Prerequisites: QM716/717**

The modeling process illustrated throughout the course will significantly improve students' abilities to structure complex problems and derive insights about the value of alternatives. You will develop the skills to formulate and analyze a wide range of models that can aid in managerial decision-making in the functional areas of business. These areas include finance (capital budgeting, cash planning, portfolio optimization, valuing options, hedging investments), marketing (pricing, sales force allocation, planning advertising budgets) and operations (production planning, workforce scheduling, facility location, project management). The course will be taught almost entirely by example, using problems from the main functional areas of business.

SI814 Intellectual Property Strategies in Life Sciences and Technology**Credits: 3 Prerequisites: OB712/713, MK723/724, QM716/717, AC710/711, FE721/722, or permission of the instructor**

This course covers the ways in which companies use intellectual property to protect their investments in knowledge assets. Traditionally a concern for technology-intensive businesses, patents, copyrights, trademarks, and trade secrets have become important business tools throughout the knowledge-based economy. A good understanding of what IP assets are and how they work has become essential for managers in all types of organizations. This is not a law course, nor a “how-to” manual – rather it is intended to develop your analytical understanding of fundamental economic and legal aspects of intellectual property systems, and how they drive competition and strategy.

SI830 Corporate Strategies for Growth**Credits: 3 Prerequisites:**

This course will examine strategies for firm growth that involve expanding the range of the firm’s business activities. We will study strategic logics underlying vertical integration, franchising, related and unrelated diversification, alliances, corporate venturing and spinouts, and other such strategies. We will also study the management challenges associated with these strategies, including designing organizational structures and managerial incentives, managing acquisitions, structuring supplier relationships, and fostering organizational cultures.

SI831 Employer Consulting Project I**Credits: 3 Prerequisites:**

For PEMBA students who want to leverage their dual roles as student and employee, this course will allow them to utilize and apply their MBA learning to work on a strategic issue for their current company. The scope, objectives, milestones and deliverables of the project are to be agreed upon by the student, his/her employer and faculty advisor for the course. Periodically over the course of the project the student will have one on one session’s with the professor to report on their progress and receive counseling and feedback in addition to group sessions with other PEMBA students taking SP831 for peer coaching, support and to exchange ideas.

SI832 Employer Consulting Project II**Credits: 3 Prerequisites:**

This course is a continuation of SP31 and is for students who are working on a strategic issue with considerable depth and breadth. Due to the possible confidential and sensitive nature of the project at this point there will be no more peer meetings or discussion of the project progress. The deliverables and milestones for this course were agreed to during the project approval phase for SP831.

SI838 Technology Commercialization and Entrepreneurship: Essential Tools for the New Entrepreneur**Credits: 3 Prerequisites:**

This course addresses the innovative transformation of knowledge into new commercial products and services. The course begins with a rigorous study of intellectual property, licensing and the core aspects of planning, creating, funding and building new entrepreneurial ventures. Concepts and tools are presented for assessing new technologies and their potential to be the basis for a new entrepreneurial venture. Comparisons will be made of how technologies can be sourced and commercialized out of three very different environments: universities, national laboratories and corporate laboratories. Cross-disciplinary teams of students will be formed which will evaluate real technologies and their potential for transformation into a start-up company. Students may bring their own technology ideas to the class for assessment. Each class there will be a case study which will discuss examples of both success and failure in technology commercialization. Many of these case studies examine Boston University spin-out companies, and the founders and CEO’s of these ventures will share their experiences with the class. The course is listed in a number of schools of the University and attracts a diverse mix of students including MBA students, law school students, scientists, engineers and clinicians. This diversity of interest adds significantly to the learning experience.

SI839 Managing and Leading Innovation**Credits: 3 Prerequisites:**

This class will examine how managers and leaders can create the conditions for innovation at the individual, team and organizational levels – and how those conditions differ for startup and mature organizations. Managing innovation includes the generation of ideas; the integration of ideas into new product concepts; and the commercialization of ideas. While core strategy courses address the questions of what innovations to pursue and whether and when those innovations will bring value, this course addresses the question of how managers can create organizations to deliver innovations of value. Thus, the course will focus on the practices and processes that managers need to put in place to enable organizations to execute on an innovation strategy. In doing so, students will evaluate how to balance the challenges of organizing, managing and leading innovation with the need to produce concrete, routine and expected outcomes within the organization. To be innovative, any new idea must resolve the innovation paradox – introducing enough novelty to appeal to new markets while retaining enough familiarity to tap into existing behaviors. Because design and innovation are frequently inseparable in managing this paradox, the class will assess how design contributes to innovation in product, process and business models across industry sectors. The course will also consider the role that all sources of innovation play – including communities, networks, brokers and other forms of open innovation. Students will be asked to reflect upon innovations that have been critical to their lives, and how these innovations were produced and gained market traction. Final group projects will explore how to “rescue” innovations in trouble with turnaround teams.

SI847 Investing in Sustainable Technologies**Credits: 3 Prerequisites:**

Investing in Sustainable Technologies introduces students from all backgrounds to the broad issues underlying global sustainability challenges resulting from population growth, resource scarcity, environmental degradation and climate change; emerging technological solutions to those challenges in food supply, water/sanitation, energy, healthcare industries/sectors; and the structure, operations and methods of the global venture capital industry.

The class will take the role of a global venture capital firm and the students will take the perspective of the “deal sourcing” team within the firm seeking to develop a portfolio of early stage, sustainable technologies investments. Students will work in teams focused on specific industries/sectors of interest and identify attractive investment opportunities within the industry/sector. Students will then search for and identify an array of breakthrough technologies related to that sector, connecting emerging innovations from the research lab with market needs/opportunities and assessing attractiveness and commercial feasibility of each, thus collectively crafting a diversified portfolio of sustainable technology-based investments.

The course is intended for students with limited/no prior background in sustainability, sciences or technologies. Students with prior experience will make significant contributions to the class from their experience in their field while broadening their knowledge across the full spectrum of topics studied. Formerly "Inventing a Sustainable Future," students who took that course may not take this one.

SI851 Entrepreneurship**Credits: 3 Prerequisites: AC710/711, OB712/713, QM716/717, MK723/724, FE721/722**

The course explores the characteristics of entrepreneurs, entrepreneurial thinking, and the entrepreneurial process. There are two themes. The first focuses on idea generation, testing the feasibility of the idea in the marketplace, and raising the necessary capital and human resources to achieve a successful start-up venture. The second focuses on a series of dilemmas faced by most entrepreneurs: building an innovative enterprise, use of strategic alliances, attracting funding and managing venture capitalist, setting growth, market, and geographic reach goals, expansion vs. exit, managing intellectual property, contracts, and lawyers, and knowing when to stop. A feasibility study for a new entrepreneurial venture is central to the course. This is a team project with an oral presentation made at the end of the semester.

SI852 Starting New Ventures**Credits: 3 Prerequisites: QM716/717, OM725/726, MK723/724, FE721/722****Replaces SP852**

This course focuses on the process of identifying and obtaining the necessary resources to launch an entrepreneurial venture through the development of a business plan. A well-written business plan will communicate the business concept in a way that attracts the various resource providers necessary for the venture's success. Students will individually develop a business concept and prepare and present a professional business plan.

SI853 Entrepreneurial Management**Credits: 3 Prerequisites: QM716/717, OM725/726, MK723/724, FE721/722**

This course explores the changing demands that a business places on the entrepreneur as it moves from start-up through its phases of growth. The skills, competencies and perspectives required to manage the organization through its growth are considered. There is also a special emphasis on the process of developing the financial resources necessary to fund the venture's growth. This course will help the student integrate prior learning to perform analyses, considering the strategic, financial, operational, marketing and organizational dimensions of managing the venture. Teams of students will interview CEO's of entrepreneurial companies to explore and report on the demands and challenges their respective organizations.

SI854 Entrepreneurial Finance**Credits: 3 Prerequisites: AC710/711 and FE721/722**

The focus of SI854 is on the development of financial and business skills to identify, evaluate, start and manage new ventures. A comprehensive understanding of finance is an essential ingredient in the "recipe" for business success. No longer can the assumptions underlying financial projections be treated as "black boxes." In many cases, the answer is less important than the analytical process used to calculate it. Readings for the course will primarily be in the form of case studies, and will be supplemented by guest speakers, presentations, and readings from academia and industry.

SI856 International Entrepreneurship**Credits: 3 Prerequisites:**

This course focuses on international entrepreneurship, covering the development of skills to identify, evaluate, start and manage ventures that are international in scope. Specific topics will include market entry, forming alliances, managing growth and cross-border financing in different regions of the world. Support from local governments and the cultural, ethical, legal, and human resource issues facing the entrepreneur will also be discussed. Readings will primarily be in the form of case studies and will be supplemented with outside articles and guest speakers. Team projects addressing current events, international negotiations, and business strategies will be used to integrate the course material.

SI859 Strategy Implementation**Credits: 3 Prerequisites: OM725/726, MK723/724, FE721/722*****Replaces SP859***

Gain the skills and know-how to manage up and across your organization, passing the normal organizational tests along the way from technical expert to cross-functional integrator to directing the future course of your organization. This is strategy implementation for the middle manager who needs to 1) size-up the situation and 2) determine how to gain the power needed to achieve their objectives. One of the qualitative factors that will be explored in great detail is personal style choice vis à vis different stakeholders and organizational politics and the resultant perceptions of you and your programs. Students will study both successful and less-successful managers through cases and readings, honing their own, personal managerial style.

SI863 Strategic And Financial Analysis and Design**Credits: 3 Prerequisites: OB712/713, AC710/711, FE721/722, QM716/717, FE727/730, IS710/711, MK723/724, OM725/726, SP750/751**

The purpose of this course is to increase students' awareness of what they already know about business and what they can know through strategic corporate financial analysis. Students will use numeric thinking and documentation to reduce uncertainty and to bring the strategic and limiting factors of managerial decisions into focus. The course is appropriate for students who have financial savvy as well as those who want to develop their analytical capabilities. It is case-based, emphasizing business sense first, and developing through first-hand experience a sense of the strengths and limitations of corporate financial data, financial theory and strategic evaluation models. It stresses fast approximate analysis to achieve managerial insights over precise calculation.

SI871 Strategies for Bringing Technology to Market**Credits: 3 Prerequisites:**

Strategies for Bringing Technology to Market is a unique course that guides student teams as they undertake commercial go-to-market strategy for scientific and engineering breakthroughs. By collaborating with faculty and graduate students in the University's research labs and mentors from the business community, teams will assess the economic and social prospects of recent technology innovations, outline the technical and market risks and the key commercial milestones and make recommendations for the most effective commercialization strategy. Project work is supported by lectures that focus on critical skills required. Guidance will be provided in assessing critical commercialization milestones by a combination of faculty and mentors from the business community.

SI874 Entrepreneurial Sales Strategy**Credits: 3 Prerequisites: MK723/724*****Formerly SP874***

Focusing on sales strategy and execution as one of the most critical success factors in building entrepreneurial ventures, the course will enable students to develop the practical knowledge and specific skills necessary to maximize top-line revenue growth for emerging companies. Topics to be covered include direct, indirect and channel sales strategies; implementing pipeline management principles and forecasting techniques; the use of technology in selling; building a sales organization; and the development of strategic partners and alliances. Also covered are the use of sales tools and skills (presentation, negotiation, territory management, and pipeline development), building successful channel partners, and the keys to successful selling including solution selling vs. product selling.