

JOHNSON GRADUATE SCHOOL OF MANAGEMENT

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The Johnson Graduate School of Management prepares men and women for managerial careers in business. The school offers course work in many disciplines to provide potential managers with an understanding of the complexities of the professional world in which they will operate and of the organizations of which they will become a part.

A bachelor's degree or its equivalent is required for admission to the two-year program leading to the Master of Business Administration (M.B.A.) degree. Nearly half of the students have a background of undergraduate studies in arts and sciences, and about one-quarter in engineering. Five percent of the students begin their graduate training immediately after receiving their bachelor's degrees and the remaining 95 percent following work experience.

Combined degree programs allow highly qualified Cornell students to co-register in the school during their senior year, thereby earning a master's degree in less than the usual time.

The doctoral program, administered through the Graduate School, provides an advanced

level of education in business for those who seek careers in teaching and research at leading universities.

More detailed information about these programs is available from the Office of Admissions and Student Affairs, Johnson Graduate School of Management, Malott Hall.

Students in other graduate programs and undergraduate students registered with the university are welcome in many classes. Since matriculated MBA students require certain courses for graduation, non-Johnson School students are not allowed to pre-enroll. During the first week of classes, registration of non-Johnson School students occurs on a space available basis.

UNDERGRADUATE ONLY

NBA 300 Entrepreneurship and Enterprise

This course provides a disciplined look at the entrepreneur and small business management. It deals with the formation and the acquisition of enterprises from the viewpoint of individuals who desire to become the principal owners. Reviews include legal and tax aspects, valuation techniques, organization forms, and venture-capital sources, as well as planning techniques necessary to launch a successful venture.

NCC COMMON CORE COURSES

NCC 500 Financial Accounting

Fall. 3 credits. Johnson School core course. Enrollment limited. R. Libby, J. D'Souza.

An introductory accounting course that examines the subject from the viewpoint of users external to the organization. Topics include transactions analysis; the accounting cycle; financial-statement preparation, use, and analysis; revenue recognition and cost measurement; present value; and problems in financial-accounting disclosure.

NCC 501 Statistics for Management

Fall. 3 credits. Johnson School core course. Enrollment limited. J. McClain, D. Wittink.

An introduction to decision making under conditions of uncertainty. Topics include descriptive statistics, probability theory, classical statistics, statistical decision theory, and simple and multiple regression analysis. Some knowledge of calculus required.

NCC 502 Microeconomics for Management

Fall. 3 credits. Johnson School core course. Enrollment limited. R. Frank.

Microeconomic theory is introduced and applied to problems faced by managers. Specific topics covered include supply and demand, consumer behavior, pricing when a firm has market power, and the role of government. The class employs a lecture

format and emphasizes problem solving. Grading is based on two midterms and a final exam.

NCC 503 Marketing Management

Fall. 3 credits. Johnson School core course. Enrollment limited. D. Stayman, J. Russo.

The course addresses controllable and uncontrollable marketing variables that managers in multiproduct firms face in today's business environment. Topics include market research, customer behavior, product planning, distribution, advertising and promotion, pricing, international and competitive strategy. Separate graduate and undergraduate sections are offered in the fall.

NCC 504 Management and Organizations

Fall, spring. 3 credits. Johnson School core course. Enrollment limited.

B. Nelsen, D. Sally.

This course takes a resource-based approach to management by arguing that organizations should link their strategy to their internal resources and capabilities. This theme is developed by addressing: (1) the strategic value of internal resources and capabilities, (2) the role of human resources and organizational behavior in formulating and implementing strategy, and (3) the importance of structure and the design of organizations in formulating and implementing strategy. Included among the topics are: how firms create sustainable competitive advantage through internal resources and capabilities, what the best practices are for managing people, what effects best practices have on attitudes and behaviors, why putting the customer first is not necessarily best practice from a resource-based perspective, why organizational culture is central to organizational effectiveness, why the formal organizational chart and structure of an organization are important, how organizations innovate, how organizations change through rearchitecture and reengineering, what firms gain and lose through pursuing core competencies, and what firms gain through strategic alliances and networks. The course makes extensive use of case materials.

NCC 506 Managerial Finance

Fall, spring. 3 credits. Johnson School core course. Enrollment limited. Prerequisites: completion of or concurrent enrollment in NCC 500 and NCC 501.

J. Hass, R. Michaely, H. Bierman.

An introduction to business finance through theory and case studies. Topics include the capital-budgeting decision, portfolio theory, the asset-pricing models, capital structure, mergers and acquisitions, costs of capital, option pricing, and international finance.

NCC 508 Managing Operations

Spring. 3 credits. Johnson School core course. Enrollment limited. Prerequisite: NCC 501 or permission of instructor.

L. Robinson, M. Lojo.

Operations management deals with the problems of producing and delivering goods and services, topics that are of strategic

importance in almost every organization. Production scheduling is a significant problem for manufacturing firms; smooth work flow and quality control are important in banking operations; inventory control is crucial in large retail establishments; and proper task sequencing is a major problem in the construction industry. The course deals with those and other problems, from a managerial viewpoint. The course is designed around managerial problems in the operations area. Students use case studies to improve skills in problem identification.

NBA MANAGEMENT ELECTIVE COURSES

Accounting

NBA 500 Intermediate Accounting

Fall, spring. 3 credits. Prerequisite: NCC 500 or the equivalent. Staff.

The course is based on the essential concepts and terminologies of financial accounting introduced in the accounting core course. Students learn to evaluate financial statements through the use of case studies drawn from actual corporate financial reports.

NBA 501 Accounting for Mergers and Consolidations

Spring, first half of semester. 1.5 credits. Prerequisite: NBA 500 or permission of the instructor. R. Libby.

The course focuses on accounting problems related to equity financing, including equity restructurings, hybrid securities, intercorporate investments, consolidated reports, proforma statements for a merger prospectus, and other related financial reporting problems. The method of instruction is lecture mixed with cases. Grading is based on two exams. First half of semester. Course continues in NBA 508, Advanced Accounting, offered second half of semester.

NBA 502 Managerial Cost Accounting

Fall, spring. 3 credits. Prerequisites: NCC 500, NCC 501, and NCC 502, or the equivalent. R. Bloomfield, R. Hilton.

The course is designed both for those responsible for internal accounting information and those who use such information for decision making. Topics include budgeting, accumulating costs for product costing, activity-based costing, standard costs, the analysis of cost variances, cost estimation and prediction, cost-price-volume decisions, performance measurement, nonmanufacturing cost analysis, cost allocation, and transfer pricing. Instruction will be a mixture of lecture and case discussion. Student evaluation will be based on a midterm exam, a final exam, a project, and class participation.

[NBA 503 Strategic Cost Management 2 credits. Not offered 1997-98. R. Hilton.

This course focuses on the role of cost management and related issues in helping a firm compete successfully in the global market. Topics considered include activity-based costing, activity-based management, value chain analysis, the lean enterprise, confronting competition in an industry dominated by lean enterprises, re-engineering, process value analysis, identification of non-value-added activities and costs, target costing, Kaizen costing, continuous improvement,

time-based competition, cost versus quality, and benchmarking. The course is almost entirely based on cases, many of them lean enterprises in Japan.]

NBA 505 Auditing

Spring. 3 credits. Prerequisite: NCC 500 or permission of the instructor. M. Nelson

The course examines the process by which financial-accounting systems are audited. Topics include ethics, the meaning of audit reports, the legal liability of auditors, the study and evaluation of internal control systems, and various approaches for testing account balances. Problems, cases, and video simulations are used to illustrate concepts.

NBA 506 Business Analysis and Security Valuation

Fall, spring. 3 credits. Prerequisite: NCC 506, NBA 500 (or concurrent enrollment), or permission of instructor. C. Lee.

The focus of this course is on using accounting-based information to make business decision. We consider a variety of decision contexts, including strategic ratio analyses, cash flow projections, security valuation, quality of earnings assessments, equity trading strategies, MBO fairness options, credit decisions, bankruptcy predictions and bond ratings. Our goal is to gain an appreciation for both the usefulness and limitations of accounting data in performing these tasks. Emphasis is on practical applications and special attention is given to cultivating your analytical and communication skills.

NBA 508 Advanced and International Accounting

Spring, second half of semester. 1.5 credits. Prerequisites: NBA 501 or permission of the instructor. J. Elliott.

The course examines advanced topics in accounting for intercorporate investments, including leveraged buy-outs, international transactions and international subsidiaries, joint ventures, spin-offs, and other related financial reporting problems. The method of instruction is lectures mixed with cases. Grading will be based on two exams. Second half of semester. Continuation of NBA 501, Acctng for Mergers & Consol. (offered first half of semester).

Economics

[NBA 520 Pricing and Strategy

3 credits. Prerequisite: NCC 502. Not offered 1997-98. M. Waldman.

This course extends material introduced in the core microeconomics course, where the focus is on pricing decisions. The course is taught very much like the core microeconomics course; i.e., the course consists mostly of lectures and problem sets that utilize the ideas contained in the lectures. One difference is that some understanding of calculus is required. The grading for the course is based on a midterm exam, a final exam, and a paper. Specific topics covered include price discrimination, peak-load pricing, product line pricing, and pricing when information is asymmetric.]

[NBA 522 Managerial Economics

3 credits. Not offered 1997-98. A. McAdams.

Students review microeconomic theory and then apply it in a number of real-world situations. They explore the relationship between micro-theory and decisions for

capital investments through concrete case-study applications. Those include problems related to the appropriate timing for the insertion of new technology (for example, whether it is preferable to buy an existing tanker or to wait for the next iteration of technology). Also explored are complex pricing decisions, including peak-load pricing. The sequential relationships among those various applications of microeconomic theory are examined. The format of the course is that of a lecture-discussion.]

NBA 523 Forecasting Time Series

Fall, second half of the semester. 1.5 credits. Prerequisite: statistics core course or the equivalent. R. Highfield.

This course will focus on statistical and econometric approaches to forecasting business and economic time series. The course provides students with a toolbox of time series forecasting methods and teaches them how to choose the appropriate one. Topics will include univariate methods such as ARIMA modeling, some multivariate methods such as transfer functions and regression, as well as the relationship of forecasting to decision making. Applications will usually involve the forecasting of financial and economic data. Although statistical theory will be covered as necessary, the emphasis will be on applications. Students will be evaluated on class participation, and both individual and group projects. There are no exams.

NBA 524 Macroeconomics and International Trade

Fall. 3 credits. Prerequisite: NCC 502 or equivalent or permission of the instructor. G. Staller.

The course applies basic macroeconomic theory to such problems as inflation, unemployment, economic growth, and productivity and examines how those problems interact with international trade and finance. Students learn to be informed observers of national and international economic policies and discerning users of economic analyses and forecasts. A lecture/discussion format is used as the method of instruction.

[NBA 526 Business and Economic Forecasting

Not offered in 1997-98. 3 credits. Prerequisite: NCC 501 or equivalent. R. Highfield.

This course provides students with a toolbox of useful, proven time-series forecasting methods and teaches them how to choose the appropriate one. Topics include the Box-Jenkins method and more traditional forecasting methods, the prediction of turning points, combination of forecasts, and the relationship of forecasting to decision making. Application, rather than theory, is emphasized.]

NBA 527 Applied Price Theory (also ECON 516)

Spring. 4 credits. Letter/S-U optional grading. R. Frank.

The course emphasizes applications of the principles of price theory to a variety of problems taken from concrete, practical settings.

NBA 528 Information and Incentives in Organizations

Fall, spring. 3 credits. R. Gibbons.

Explores the roles of information, incentives, and strategic behavior in shaping the internal structure and practices of organizations.

Consists of three major sections: compensation and incentives (including performance pay, distortionary performance measures, and subjective performance assessments), human resource management for general managers (including labor market mobility, up-or-out rules, and self-managed teams), and organizational design and performance (including communication, decentralization, and re-engineering). Instruction is via lectures (about 50 percent, more toward the beginning) and case discussions. Lectures often involve mathematical models that are abstract but not technical. Pedagogical strategy is to use models as coherent frameworks for organizing the welter of facts presented in each case. Evaluation is via two take-home midterms (involving problems related to models discussed in class); five 2-page case write-ups; one group project (including longer write-up and class presentation); and class participation (particularly in case discussions where no write-up is required).

Finance

NBA 540 Financial Policy Decisions

Spring. 3 credits. Prerequisite: NCC 506 or the equivalent. H. Bierman.

An introduction to basic and advanced financial decision models, developed from the viewpoint of the issuing firm, for different methods of corporate financing. Topics include leases and bonds, preferred stock and convertible securities, common stock, capital structure and cost of capital, dividend policy, interest-rate swaps, leveraged buy-outs, and mergers and acquisitions. The format is lectures, discussions, and a few very brief case studies. Grades are primarily based on two examinations, but significant contributions in class are also relevant. Two to four visiting financial executives conduct classes.

NBA 541 Economic Evaluation of Capital Investment Projects

Fall, spring. 3 credits. Prerequisite: NCC 506 or permission of the instructor. B. Swaminathan, S. Smidt.

This course deals with the evaluation of capital investment projects under uncertainty. The first part of the course focuses on traditional capital budgeting techniques using the discounted cash flow approach. This involves the estimation of cash flows, the treatment of risk and discount rates, the role of inflation and taxes, and the use of single factor and multifactor asset pricing models in determining discount rates. The second part of the course focuses on the valuation of future investment opportunities of a firm using option pricing techniques. This includes issues such as flexibility options, options on real assets, evaluation of natural resource investments, and evaluation of new product investments. The methods of instruction are lectures, case discussion, spreadsheet exercises, statistical exercises, and seminars by practitioners. Students are evaluated on the basis of midterm and final examinations, cases, and homework assignments.

NBA 542 Investments and Portfolio Analysis

Fall, spring. 3 credits. Prerequisites: NCC 501 and NCC 502. Recommended: NBA 624.

This course covers the pricing of financial assets and instruments such as securities, bonds, options, and futures; the concepts of diversification, market efficiency, and risk-and-

return relationships for (portfolios of) securities. The approach balances rigor and mathematical simplicity, but this is an essentially quantitative course. Students must be comfortable with statistics, regression analysis, and quantitative analysis as these tools will be routinely used from the beginning of classes. Students should also be able to perform statistical analysis on computer packages (e.g., Minitab) and program worksheet packages (e.g., Lotus or Excel). The course will give the students a good view of the paradigms of asset valuation and their implications for financial asset management.

NBA 543 Financial Markets and Institutions

Fall. 3 credits. Prerequisite: NCC 506. M. O'Hara.

The course develops a framework for discussing financial intermediation. It analyzes the sources, uses, and pricing of funds in the economy and the various roles of banks and other financial intermediaries. Students explore the theory of commercial banking, study how central bank operations affect financial institutions, and learn when lending can be securitized and how such markets work. They also learn how the money market and the financial-futures market operate. Quantitative techniques are used to model economic theory.

[NBA 544 Bank Management

3 credits. Prerequisite: NBA 543. Not offered 1997-98. M. O'Hara.

The course provides an in-depth treatment of management issues in commercial banking. Topics include risk management, credit decisions and pricing, information problems, bank performance evaluation, international lending, and strategic planning. Students learn concepts through case studies and participate in a bank-simulation exercise.]

NBA 545 Corporate Financial Policy and Investment Strategies

3 credits. Prerequisite: NCC 506. R. Michaely.

Students in the course will deal with frontier topics in corporate finance and investment strategy. The course objective is to enable students to better analyze financial situations that may be encountered in the future. From the perspective of either a corporate financial officer or an investor (such as a money manager), the basics for understanding corporate financial products is to understand the driving forces behind their creation. We analyze the factors that may affect corporate financial decisions: (1) taxes (both corporate and individual), (2) contracting (between managers and shareholders, and between shareholders and other claim holders such as bond holders), (3) asymmetric information, and (4) transaction costs. We explore the effects of each of these factors on the decision about the optimal mix of debt and equity in the firm's capital structure and on its investments decisions. After mastering the basics, we move to more advanced topics such as M&A, Restructuring, Initial Public Offerings (IPOs), Seasoned Equity Issues, Convertible Debt, high-yield financing, and financial distress.

NBA 546 Introduction to Derivative Securities

Fall, spring. 3 credits. Prerequisite: NCC 506 (Finance Core) or permission of the instructor. R. Gukhal, F. Diz.

The course introduces students to the pricing and hedging of derivative securities. The course briefly covers forward contracts, futures contracts, and swaps. The primary emphasis is on option contracts. Underlying assets include stocks, currencies, and commodities. Fixed income derivatives are covered in NBA 555. The method of instruction is primarily lectures, supplemented by guest speakers. A midterm and a final exam comprise roughly half the grade, with the remaining half determined by assignments and class participation. The course is a prerequisite for NBA 550, Advanced Topics in Derivative Securities.

NBA 547 Applied Financial Engineering (also OR&IE 565)

Spring. 3 credits. Prerequisites: NCC 506, NBA 546, NBA 555, NBA 542, OR&IE 523, OR&IE 523, COMS 211, permission of instructor. R. Jarrow, D. Heath.

This course is designed to integrate the students' course work in engineering (computing, stochastic modeling) and finance (options/futures and investment theory) through the completion of a project. The course project will be undertaken via student groups. It will involve the implementation of a financial model to a real world problem. Problems will come from the real issues facing the financial industry. The implementation will include model formulation, computer programming, data collection, and data analysis. The course format will be a mixture of lectures by faculty, industry professionals and students (project presentations).

NBA 551 Current Topics at the Crossroads of Law and Finance

Spring. 3 credits. M. O'Hara.

This course explores a series of selected topics that involve important issues in law and finance. The premise of the course is that financial institutions of all kinds, whether they are known as insurance companies, banks, investments banks, or pension funds, invest money and advise clients in a wide variety of settings. This agency relationship introduces a number of important dimensions to the intermediary-client relationship and this course will look at these issues from both an economic and legal perspective. Emphasis will be placed on the intersections between modern finance theory and legal analysis.

NBA 552 Case Studies in Finance

Spring. 3 credits. Prerequisites: NCC 506 or the equivalent. Recommended: NBA 540. Course is restricted to second-year or 12-month option students. Letter/S-U optional grading. H. Bierman.

Students study and discuss finance cases. Most of the cases deal with corporate finance, but some treat other areas such as investment banking and securities investing. Issues raised in the cases are addressed in student presentations and class discussions. Several visitors from the business world will discuss live cases. Teams present cases and also critique case presentations. Each team writes up a solution report for one case. Grades are based on case presentation, case reports, case critique, and class case discussions.

NBA 553 Finance and Accounting for Manufacturing

Spring. 3 credits. Course intended for non-Johnson School students only. J. D'Souza.

The course focuses basic financial and cost accounting, the economic and financial

concepts that have a bearing on managerial decisions, and corporate financial policy issues. The goals of the course are: 1) to give students a working knowledge of the accounting process and the value and limitations of the data that comes out of the accounting information system, 2) to familiarize students with key concepts in cost accounting and the application of cost information to pricing and operating decisions, 3) to promote an understanding of the use of economic theory in the evaluation of capital investment projects, and 4) to make students aware of financing alternatives, their risks and benefits. The teaching methods consist of lectures and cases. Students are evaluated on the basis of exams and case presentations.

NBA 554 International Finance

Fall, spring. 3 credits. Prerequisite: NCC 506. W. Bailey.

This course applies principles of finance to the international setting. International finance is different in two basic respects. First, the existence of multiple currencies adds risk to investment and financing decisions. Second, when corporations and portfolio investors cross international borders both problems and opportunities arise. We focus on these issues and highlight how finance theory can be extended to address them. We start with basic principles of international finance, then apply those principles to a variety of problems. The course helps students to understand the ideas and research results of international finance and to adapt what they learn to the practical problems of the increasingly globalized business world beyond the classroom. The first part of the class outlines three basic themes: exchange rate volatility, barriers to international capital flows, and the value of international diversification. The second part of the class presents a variety of problems, examples, and applications from the three basic themes. These range from corporate finance applications of capital budgeting to portfolio management strategies. Spreadsheet assignments and a term project requiring data analysis develop research skills and illustrate academic concepts. Exams consist of computational, short answer, and short essay questions.

NBA 555 Fixed Income Securities and Interest Rate Derivatives

Fall, spring. 3 credits. Prerequisites: NCC 506, NCC 501. R. Jarow.

This course is designed to study the pricing, hedging, and risk management of fixed income securities and interest rate derivatives. Topics to be studied include: the term structure of interest rates, interest rate swaps (caps, floors, collars), the risk structure of interest rates, credit risk spreads, and corporate bond valuation. The method of instruction is lectures and discussion, with computer illustrations an integral part of the class content.

NBA 557 Case Studies in Venture Investment and Management

Fall, second half of semester. 1.5 credits. Prerequisites: NCC 500 and NCC 506 or concurrent enrollment. W. Thomas.

A series of cases that focus on the venture capital investment process and on the subsequent management of such ventures. The primary perspective is that of the venture capitalist in assembling and evaluating information, preparing forecasts, assessing risks, developing and negotiating investment

structure and terms, and deciding whether to invest. Cases also focus on management and financial problems and policy issues and the relationship between venture capitalists and entrepreneurs. The secondary perspective is that of the entrepreneur and the techniques and skills employed in managing growing enterprises. Presentations by venture capitalists and entrepreneurs will supplement student discussion and analysis of cases. Grades will be based on written reports, quality of classroom participation, and a final exam.

NBA 558 Corporate Financial Policy

Fall, first half of semester. 1.5 credits.

Prerequisite: NCC 506. R. Michaely.

The course will deal with frontier topics in corporate finance and investment strategy. The course objective is to enable you to better analyze financial situations you may encounter in the future, as well as firms' valuation techniques. The tools developed in the course will enable you to understand (and maybe even to innovate) corporate financial products as well as the processes by which they are issued. We start by analyzing the factors that may affect corporate financial decisions: (1) taxes, (2) contracting, (3) asymmetric information, and (4) transaction costs. We explore the effects of each of these factors on the decision about the optimal mix of securities in the firm's capital structure. After mastering the basics, we move to advanced topics such as M&A, Restructuring, Initial Public Offerings (IPOs), Seasoned Equity Issues, and Convertible Debt.

General Management

NBA 560 Business Law I (also ARME 320)

Fall. 3 credits. D. Grossman.

The course introduces the basic tenets of law as they apply to businesses and their operations. Topics include personal property, contracts, agency, real property, and landlord-tenant concerns. Text readings and case studies are used. All students intending to be professional accountants are required to take the course, and it is strongly recommended for finance students.

NBA 561 Business Law II (also ARME 321)

3 credits. Prerequisite: NBA 560 or

permission of the instructor. D. Grossman. The course examines business organizations and the principles of commercial law affecting businesses. Topics include secured transactions, bankruptcy, commercial-paper, antitrust, consumer-protection, security-regulation, and environmental-protection laws. Text readings and case studies are used.

NBA 562 Estate Planning (also ARME 422)

Fall. 1 credit. D. Grossman.

Fourteen sessions on the various aspects of estate planning. The law and use of trusts, the law of wills, federal and New York State estate and gift taxes, and probate procedures are covered.

NBA 564 Entrepreneurship and Enterprise

Fall, spring. 3 credits. D. BenDaniel.

The course uses Cornell-developed case studies and lectures to address entrepreneurial management in start-up ventures and new-business development in existing companies.

Among the topics covered are valuation of business, planning, obtaining resources, management of growth, and cashing out. Guest lecturers speak on specialized topics such as corporate and patent law, bankruptcy and work-outs, leveraged buy-outs, and valuations of businesses. Students team up to write and present business plans. The course attempts to integrate marketing finance, operations, and human-resource topics in the context of high-growth business ventures.

NBA 565 Strategic Management

Spring. 1.5 credits. Hass, Sally, Gibbons, Rosen.

This course is comprised of three elements. The first element is the Cornell Management Game, a computerized management simulation that integrates the functional areas of accounting, marketing, operations and finance in a competitive, business strategy context. The second element is a team presentation at the "Board of Directors' Meeting," which occurs at the end of playing the game. At that meeting, each team makes a presentation to its BOD regarding its successes and failures, lessons learned and current strategy. Ernst & Young has agreed to send a team of their consultants to judge a contest with monetary payoffs in which the best team presentation from each industry is presented to them. The third element is another simulation played by teams in a manufacturing environment over the course of one day. This simulation integrates the OB/OS materials with Operations Management in a strategic context.

NBA 567 Management Writing

Fall, spring (sections offered in both first

and second halves of semester). 1.5 credits. S-U grades only. B. Mink, A. Pike, M. Hittleman.

Students learn to write clearly and effectively by focusing on perspective, style, organization, strategy, and persuasion. The seminar-style class is seven weeks long and limited to fifteen students, who write an assignment every week. Students consider style, organization, tone, and clarity by critiquing each other's work in class. A special section, emphasizing cultural differences, is reserved for students whose native language is not English.

NBA 568 Oral Communication

Fall, spring (sections offered in both first

and second halves of semester). 1.5 credits. S-U grades only. B. Mink, A. Pike, C. Rosen.

NBA 568 focuses on improving the presentation skills of management students. The course covers the areas of speaking formats (impromptu, extemporaneous, manuscript), delivery, organization, visual aids, and question/answer. Student speeches constitute the bulk of class time, with each student presenting seven or eight speeches in the seven-week session. The small class size allows for significant individual attention. Students receive feedback from classmates and the instructor, and have the opportunity to review in tutorials the videotapes of most of their presentations.

NBA 569 Management Consulting

Fall. 3 credits. A. McAdams.

The course is case-study oriented and focuses on strategic consulting. It has multiple objectives. First, it provides students with the opportunity to understand the role of the consultant and to gain indirect experience in that role through dealing with a broad range

of practical and real-world issues. Second, it helps students improve their analytic skills through practice with case studies. Third, it provides students with information that they are unlikely to gain in other courses, as well as experience making group presentations and evaluating them. In addition, students are required to write a comprehensive analytic term paper.

NBA 570 Leadership in Management

Spring. 1.5 credits. MBA students only. Dyckman, CCL.

This course is an extraordinary partnership with the Center for Creative Leadership (CCL) to provide MBA students with the self-awareness and interpersonal skills required to be effective leaders. Training will be provided by professional staff from the Center for Creative Leadership.

NBA 571 Cornell Management Simulation

Fall, second half of semester. 1.5 credits. Restricted to second-year MBA students. S. Smidt.

This computer-based simulation is played by teams of four, self-selected students who make marketing, production, and finance decisions for one of five companies operating competitively in the same industry. After the first week, during which the rules of the simulation are explained and the software used by each team is demonstrated, the teams make weekly decisions (meeting at their own convenience). At the beginning of the simulation, each team writes a Strategic Intent paper and, before the results of the last decision have been determined, each team presents an in-depth analysis of its performance and its strategy for the future in a "Board of Directors" meeting. Letter grading only, based on the value created for the company's shareholders (relative to other firms in the same industry), the team's Strategic Intent paper and the instructor's evaluation of team's performance at the BOD meeting.

NBA 573 Projects in Environmental Management

Spring. 3 credits. A. McAdams.

This is a project course of interdisciplinary teams focused on environmental issues faced by real world organizations: businesses, governmental agencies, not-for-profit institutions. The project teams are to establish a "contract" with their organization to achieve mutually agreed goals during the semester, with appropriate "milestones" to be completed at intermediate stages. Project outcomes will be provided to the host organization through a formal presentation and report at the end of the semester and result in a formal case study of the issues involved. This course is taught jointly with Professor McAdams/Advanced Consulting course, NBA 575.

NBA 575 Advanced Consulting

Spring. 3 credits. Limited to 20 students. Priority given to students who have taken NBA 569. A. McAdams.

The course investigates the efficacy of "concept maps" as tools integral to the consulting process. In the first part of the course, recent case studies, both fictional and actual, are employed to review the use of concept maps in various corporate settings. Following that, the research base documenting Professor Novak's use of concept maps in many other settings is examined. In the final part of the course, student teams undertake

field projects designed to determine the potential contribution of concept maps in various business settings.

NBA 576 The World Geopolitical Environment of Business

Fall. 3 credits. Letter/S-U optional grading. R. Lind.

The geopolitical face of the world is changing at a pace that few could have envisioned even five years ago. The unification of Germany, the fall of communism and institution of sweeping economic restructuring in the former Soviet Union, the move toward democracy with market economies in eastern Europe, the movement of Europe toward a unified economy, and the flirtations with reform and its implications in China are just a few of the many examples of the changing world environment of business. The course provides students with a view of those fast-paced worldwide changes. Topics covered include developments in western and eastern Europe, the former Soviet Union, the Pacific Rim, Central and South America, the Middle East, and Africa, and the role and fate of developing countries in the world economy. Guest speakers include leading scholars from Cornell and other universities and leaders in business and government.

NBA 577 The Political, Legal, and Regulatory Environment of Business

Spring. 3 credits. Letter/S-U optional grading. R. Schuler.

The political climate, laws, regulations and government arrange for infrastructure have a profound effect on the nature, operation, and profitability of business. Many of the most important decisions that top management makes are driven by political, legal, and regulatory considerations (e.g., the responses of Exxon to the Exxon Valdez oil spill and Union Carbide to the Bhopal, India, gas leak and the decision of AT&T to accept the division of its company in response to an antitrust suit filed by the United States government). Environmental and waste-management concerns are leading to new laws and regulations that will affect many aspects of business well into the next century, creating opportunities as well as posing problems. The course begins with a discussion of the political and economic foundations of business regulation. Students examine different areas of application, including economic regulation, environmental regulation, antitrust, and product liability. Guest speakers include leading scholars from throughout the university and business and government leaders.

NBA 578 Business Ethics

Spring. 3 credits. R. Frank.

Students examine actual situations in business, both in the United States and abroad, that involve ethical issues affecting individuals and organizations. They are challenged to decide on appropriate ethical positions.

NBA 579 Cases in Business Strategy

Fall, first half of semester. 1.5 credits. Restricted to second-year MBA students. J. Suwinski.

Cases and current problems spanning a variety of industries and situations are used to develop an understanding and appreciation for business strategy principles. The course deals with issues such as ethical behavior, managing growth, employee empowerment, managing change, and achieving innovation. In addition to cases, class sessions will deal

with principles and current situations described by visiting executives.

International Management

NBA 580 Strategies for Global Competitiveness

Spring. 3 credits. A. McAdams.

Initially, students explore the role of government in several private-market industrialized nations—Japan, France, Germany, the United Kingdom, and Italy—for lessons the United States might learn and use. They investigate the impact in each of those countries of government policies on the global competitiveness of the country's firms. Special emphasis is given to differential policies appropriate to each of a range of industries, from the mature to the high tech (including computers, telecommunications, and electronics), and to stages of development in each economy. Possible lessons are then tested for less developed countries that might include Venezuela and Malaysia and newly emergent countries such as Singapore.

NBA 583 Market Transitions in Eastern Europe

Fall, spring. 3 credits. D. Stark.

The course examines the problems and prospects of the transition from state socialism to a market economy in contemporary eastern Europe. Patterns of investment, enterprise decision making, labor markets, and property rights are examined from a comparative institutional perspective. The final part of the course is organized around the research interests of the seminar participants and includes such themes as privatization of state enterprises, the role of international monetary institutions, capital markets, new financial institutions, organizational restructuring, and the relationship between citizenship rights and property rights. Although the course focuses on recent changes in Hungary, Poland, and the Czech Republic, its content should yield insights for students interested in other societies (including China and the former Soviet Union) currently undergoing the transition from state socialism. Instructional methods used are lectures and discussion. Evaluation of students will be based on short papers on readings, class participation, a final paper and student presentations.

NBA 584 Management of the Multinational Corporation

Fall, spring. 3 credits. J. Katz.

This course introduces students to analytical frameworks and skills used in international management. The first half of the class focuses on international strategy, including selection and implementation of a competitive position. The second half covers comparative management (two focus countries are chosen each semester) and cross-national management. Topics include motivation in an international context, cross-cultural communication, and multinational team operations. The course is a mixture of lectures and cases. Grading is based on two case write-ups, a midterm, a final, and class participation. There are no prerequisites, but a real interest in international management is needed to benefit from the class.

[NBA 589 Business in Japan

Spring (first half of semester). 2 credits.

Not offered 1997-98. V. Pucik.

The course, based primarily on case studies and lectures, focuses on the organizational

capabilities and competitive strategies of Japanese firms in the context of business globalization. Two core areas will be reviewed in detail: intra-firm policies and practices common in Japanese industry, and their implications for globalization. The special emphasis will be given to organizational and human management issues and to their impact on strategy formulation and implementation.]

NBA 590 Managing In Developing Countries

Fall, first half of semester. 1.5 credits. Letter/S-U optional grading. J. Katz. This class centers on the unique features of industrializing countries as hosts for multinational business operations. It is a case-based course; each day is spent discussing one or two cases. Topics include environmental variation and how to deal with it and concentrated national power structures and their management. We cover a large number of countries spread throughout the world. Students are responsible for providing in-class updates on the countries discussed, because while the case content remains valid, some of the facts presented about the countries are out-of-date. Grading is based on the country update presentation, a final case write-up, and class participation.

NBA 592 Experience In International Management

Fall, second half of semester. 1.5 credits. S-U grades only. J. Katz. The objective of this course is to combine classroom sessions and an international study trip to give students a fuller understanding of differences in national industrial structures and national management styles. All students will attend six sessions (one per week for the last half of the semester) that will provide a theoretical background on business structures, management norms, and cross-cultural communications patterns in the countries that will be visited. Each student must then join one of the January study trips (Destinations to be announced in September). On the trips, student will visit local businesses, subsidiaries of foreign multinationals, government officials, local business school students and others. Following the trips, students will be required to write a final paper integrating the material learned in the classroom with their experiences. The class will also have one debriefing meeting. NOTE: participation in a study trip is required to complete this course (fee charged).

Management Information Systems

NBA 600 Database Management

Fall. 3 credits. Prerequisite: some knowledge of computing and systems, e.g., COM S 211. L. Orman. The course introduces the design, use, and management of computerized databases. Topics include physical and logical data structures, design issues, and retrieval, maintenance, and security problems. Students design, create, and use databases using various database management systems.

[NBA 609 MIS Policy

3 credits. Prerequisite: some knowledge of computing and systems, e.g., COM S 211. Not offered 1997-98. L. Orman. Design, use, and management of information systems are studied through examples. The seminar format places heavy emphasis on class discussion and presentations. All major

technologies and organizational objectives are studied in the context of MIS Policy, planning, and implementation.]

[NBA 610 Thriving on the Information Revolution

3 credits. Not offered 1997-98. Rapidly advancing information technologies are breaking down longstanding barriers to business productivity, innovation, and distribution. The resulting era of transformative change is called the Information Revolution. The purpose of this course is to prepare students for two decades of turbulent, high-stakes decision making driven by the Information Revolution. To accomplish this the course provides: 1) A vision of the driving forces and developmental process of the Information Revolution; 2) An assessment of its many strategic implications to business, education, entertainment and government, and; 3) An approach to developing strategies to exploit the Information Revolution for competitive advantage.]

NBA 612 Imaging and the Electronic Age

Fall. 3 credits. D. Greenberg. The advances of computer graphics, computer processing power, network bandwidths and video compression technologies are forcing the merger of the telephone, television and computer industries. The influence of these technologies have created paradigm shifts that will drastically change the way we communicate, how we are educated, the way we work, design, and in essence, how we will live in the next century. This course will start by presenting historical technological advances that created major paradigm shifts for communications. Advances in computer technology emphasizing the fundamentals behind the increases in processing power, video and computer graphics capabilities, and network transmission will be presented. The latter half of the course will cover the effect of these advances on several discipline-specific areas including photography and publishing, as well as the computer industry itself. One session will be devoted to the social and legal issues rising from the rapid advances in electronic communication. The course will be especially tailored to a business school and industrial concerns and will have interactive live demonstrations at the state of the art laboratory of the Program of Computer Graphics. No prior knowledge in computer science is required.

NBA 614 Managing In the Information Age

Fall, first half of semester. 1.5 credits. A. McAdams. This course explores a topic that is just beginning to emerge: the implications of the explosion of the Internet and interactive multimedia communications for the way managers think and manage. It will examine the origins of the Internet and some of the forces that have let to its rapid development, noting along the way why and how it has "blindsided us" as Andy Grove of Intel and Bill Gates of Microsoft candidly state. The course will look at how information is being used today in pioneering applications in organizations of various kinds based in part on original case studies and on guest lecturers. Throughout the semester the student will be asked to identify new and innovative used of modern information technologies. The course itself will evolve—even in real time—with the developments in the field.

Marketing

NBA 620 Marketing Research

Fall, spring. 3 credits. Prerequisites: NCC 501 and NCC 503, or the equivalent. V. Rao, S. Srinivasan.

The course teaches students to identify information needs for developing marketing strategies and making tactical plans. They are introduced to up-to-date methods in research design and data collection, measurement, and analysis. They gain hands-on experience with such methods through problem sets and group projects. The discussion balances the viewpoint of researchers with that of managers who commission research.

NBA 621 Advertising Management

3 credits. Prerequisite: NCC 503. D. Stayman.

The course is designed to give students an understanding of the advertising and promotion management process. It covers the components of a successful advertising campaign and helps students develop an appreciation of the issues involved in advertising planning and decision making. They also learn how recent social-science findings and theory can facilitate advertising management.

NBA 622 Marketing Strategy

Fall. 3 credits. Prerequisite: NCC 503. V. Rao.

The course balances theoretical and practical approaches to the development and evaluation of marketing strategies for multiproduct firms. It considers various environmental opportunities and constraints in developing and evaluating integrated marketing strategies for new and established products and services. Recent research results are applied to decisions on product-market boundary definition, resource allocation, product positioning, and competitive reactions. It includes selected current topics such as brand equity, acquisitions, and lead-user analyses. Students use case studies extensively to develop skills in strategy analysis and to enhance skills in assessing external threats and opportunities. They employ computer-assisted market strategy simulations to evaluate the effects of competing strategies. Guest speakers from industry provide a view of the operational aspects of marketing strategy.

NBA 623 Models and Methods for New Product Development

Fall, spring. 3 credits. Prerequisites: NCC 501 and NCC 503. D. Wittink. The successful introduction of new products requires careful planning and systematic screening and testing. This course covers models and methods that are useful to managers in the development (e.g., specification of products and services) and marketing of new products. Heavy emphasis is placed on the measurement of consumer preferences. Students are required to complete a group project, consisting of a measurement instrument, data collection (from at least 30 respondents) and data analysis, for a self-chosen product category. The method of instruction consists of a combination of lectures and discussion of cases and articles. Performance is evaluated primarily based on exams and the group project.

NBA 625 International Marketing

Spring. 3 credits. Recommended: NCC 503. J. Katz.

International Marketing is designed to train students to take a domestic product and expand it into international markets successfully. Market selection, international market research issues, and international marketing strategies are all discussed. The term project (actually submitted in three parts throughout the term) requires that students choose some product and develop a plan for taking it abroad. The course test includes a series of short (1-3 page) cases that are used as the basis of discussion in each class. Therefore, class preparation is essential. Grading is based on the term project, the final, and class participation. Core marketing provides a useful background, but is not a prerequisite.

NBA 626 Consumer Behavior

Spring. 3 credits. A. Isen.

Topics include factors that influence response to advertising of various kinds, purchase decisions, product perceptions, response to promotion, consumer satisfaction, and the basic methodologies for understanding consumer behavior.

NBA 627 Affect and Brand Equity

Spring. 3 credits. A. Isen.

The course examines ways in which affect, or feelings, can play a role in processes related to brand equity. It focuses on the influence of affect on the development, change, and maintenance of brand perceptions and brand loyalty. Topics include brand loyalty, variety seeking, product categorization, judgment, decision making, and risk preference. Those six areas are important in choices related to brand equity and brand loyalty (e.g., choosing brand-name products or value-priced ones, staying with a brand or switching).

[NBA 630 Policies for Marketing Channels

3 credits. Prerequisite: NCC 503. Not offered 1997-98. V. Kadiyali.

Marketing channels are analyzed as a chain of interdependent and interlocking organizations that produce and deliver goods and services to various types of consumers. We will look at various aspects of these relationships, such as efficiency, conflict, incentives and government intervention. Instruction consists of lectures, cases and guest speakers.]

NBA 631 MARKSTRAT Simulation

Fall, second half of semester. 1.5 credits. Prerequisite: NCC 503. V. Rao.

MARKSTRAT Simulation offers an opportunity for students to make various marketing strategy decisions in a realistic, dynamic, simulated, competitive environment. Students, working in teams, will manage a portfolio of a firm's products for several years (periods). They will learn how to make long term decisions (introduction of new products) and will deal with various cross-functional issues related to marketing management (e.g., research and development, product design, and budgeting). Students will develop an initial strategy statement and strategic marketing plan for their firm.

NBA 635 Marketing Models

Fall. 3 credits. Prerequisite: NCC 503. V. Kadiyali.

Students learn how to use mathematical models to solve marketing problems. The objective is to develop students' skills in evaluating marketing models and implementing them in management practice.

[NBA 637 Direct Marketing

1.5 credits. Prerequisite: NCC 503 Marketing Management, or equivalent. Not offered 1997-98. V. Rao, D. Stayman.

The objective of this short course is to expose MBA students to selected contemporary issues in the area of direct marketing. In addition to providing an overview of the direct marketing industry and trends in database technology, the course will address major strategic and tactical issues in the management of direct marketing. The discussion will mainly consider the perspective of a marketer interested in employing the opportunities in direct marketing as an integral element of the marketing mix for a product/service. It will also address appropriate ethical concerns with direct marketing. To acquire a flavor of various practices in the industry, students will visit one or two direct marketing firms in New York City or its vicinity toward the end of the course.]

[NBA 638 Analysis of Competitive Decision Making

3 credits. Prerequisite: NCC 502. Not offered 1997-98. V. Kadiyali.

This course brings methods of microeconomics analysis to competitive decision making. Specifically, we will address issues relating to optimal competitive decisions for a firm interacting with current and potential rivals. We discuss how firms can, by their choice of appropriate decisions, best signal to rivals their intentions and degree of commitment to them. We also look at sustainability, flexibility, and correction of decision choices. Game theoretic perspectives are used to understand these concepts. The dimensions of competitive strategy that we look at include product proliferation, R&D and patent policies, choice of compatibility with existing products, bundling of products, investing in capacity, vertical integration, choice of channels of distribution partners, pricing, and promotions. We also discuss problems caused in the optimal choice and implementation of firm strategies when information is imperfect. Specifically, we look at issues of moral hazard and adverse selection, and how these issues affect firm choices of strategies (e.g., pricing, choice of channel partners, etc.). Instruction includes lectures and cases.]

Operations Management

NBA 641 Logistics and Manufacturing Strategy

Spring. 3 credits. Prerequisite: NCC 508, OR&IE 410, or permission of the instructor. L. J. Thomas.

The course is about strategic management of the values chain, from materials to customer. Students discuss operations strategy issues that are important to both manufacturing and service. The course emphasizes written and oral communication skills. About a third of the classes are spent on case studies, with small groups presenting their analyses of them. There is one mid-term examination, but the majority of the grade is evaluated based on projects and class participation. There is an option of replacing some assignments with a "live case," a project with a local company.

[NBA 642 Statistical Methods in Business

3 credits. Prerequisite: good performance in NCC 501 or the equivalent. Not offered 1997-98.

Regression analysis is one of the most abused quantitative techniques in the business world. Moreover, the field of econometrics is now hard to avoid for those who want to understand the theoretical literature of many areas of business, such as finance, economics, marketing, and operations research. The course offers indispensable theoretical and practical knowledge that makes students sophisticated consumers and good practitioners of econometrics in the world of business. Topics covered are the multiple-regression-model theory of estimation and prediction, diagnosis, and the complications encountered most often, such as outliers, heteroskedasticity, multicollinearity, autocorrelation, lagged dependent variables, simultaneity, and truncated variables. Principal component analysis and probit/logit analysis, often used in business, are also covered. Heavy emphasis is placed on the analysis of datasets from the fields of business and economics. Computer packages are used throughout the course. The students must be comfortable in quantitative thinking and computer environments.]

NBA 644 Quality Management

Fall. 3 credits. Prerequisite: NCC 508 or permission of the instructor. L. Robinson.

The course uses the Malcolm Baldrige national Quality Award Criteria to examine issues in managing quality in both service and manufacturing environments. Topics include an external focus on identifying and satisfying the customer, an internal focus on process redesign and improvement (including bottleneck management and the just-in-time philosophy of eliminating waste), the strategic and competitive aspects of quality improvement, human-resource issues (such as worker participation, motivation and performance measurement, and worker teams), quality and design, and selected topics in statistical quality control (experimental design, acceptance sampling, and process control). Students should have a working knowledge of Lotus 1-2-3 or Excel software.

NBA 645 Product Development Practicum

Spring. 3 credits. J. Thomas.

This course centers on developing a major new product for firms. It will involve training in creativity by a consulting firm and readings in product development. This course will provide the opportunity to learn from many different sources, consultants, faculty, and executives.

NBA 646 Service Operations

Fall. 3 credits. Prerequisite: NCC 508. M. Lojo.

This course addresses the unique aspects of managing service operations in contrast to manufacturing enterprises. Design, marketing, evaluation, and improvement techniques will be discussed. Types of services to be examined include consumer, professional, industrial, and not-for profit, including government and volunteer-based services. The emphasis will be on high-end, knowledge-based services that play a critical role in our economy. Traditional operations management models will be applied to services, as well as theories based in other

disciplines such as social psychology and economics.

[NBA 649 International Operations Management

3 credits. Prerequisite: NCC 508 (Production & Operations Core). Not offered 1997-98.

The course intends to address issues in five areas: international operations strategy (globalization of operations, structure of international operations, and global strategies); global comparison of operations (comparative study of environment and operational practices in various countries and regions, including discussions on international diversity, variations in operating practice, and governmental issues); issues critical to global operations (international operations planning, facilities location, global logistics, aggregate planning across national borders, global sourcing, technology transfer and R and D issues, currency risk, and capital budgeting); operations issues affected by globalization (lead-time, just-in-time, and cost issues, including accounting practices); and international cross-functional coordination (product development in an international context, workforce management, interface with marketing, and finance). The course uses directed readings and case discussions.]

NBA 650 Semester in Manufacturing Management (also ILR 670)

Spring. 15 credits. Enrollment limited; permission of instructor required. J. Bradley, R. Conway, R. Matthews, T. Hammer.

This is a full-time program for the semester; students will not be able to take other courses concurrently. The course is concerned with the integration of technological, human-resource, logistical, and financial considerations to produce a manufacturing enterprise that can respond quickly and effectively to market requirements. It will be taught by a team of faculty and industrial practitioners, and much of the student work will be team-oriented. There will be considerable off-campus travel for field study of a variety of manufacturing plants. Note that this course is an approved substitute for both the Production and Operations Management and Organizational Behavior core courses, i.e., NCC 504 and NCC 508. Johnson School students should complete NCC 506 before taking this course.

NBA 651 Employment Relations

Spring. 1 credit. T. Hammer, Batt.

The course will be offered over two full days and will consist of three parts: (1) an overview of U.S. labor and employment law and its effect on today's management, (2) a case analysis of what can lead a workforce to seek union representation to be able to bargain collectively over wages and conditions of employment, and (3) an examination of union-management productivity partnership.

NBA 652 Integrating Product Design, Marketing, and Manufacturing

Spring. 1 credit. J. Bradley, V. Rao, J. Thomas.

The course will make the necessity of integrating product design, marketing and manufacturing for a firm's success apparent. Managerial tools and useful concepts that facilitate this integration will be introduced. Students will have the opportunity, through homework assignments or projects, to make a more in-depth foray into the course topics.

NBA 653 Strategic Alliances: Lessons from Experience

Spring. 1 credit. J. Suwinski, J. Thomas.

A wide variety of strategic alliances are being used today as companies try to leverage their resources for competitive advantage. This course will overview the spectrum of alliances, examining the strategic rationale and pros and cons of each major type of alliance. The primary focus of the course will be on joint ventures as a specific form of strategic alliance, where the success rate is less than 50%. The course will develop a set of principles that have contributed to success for Corning Incorporated. The course will be taught from the perspective of the general manager of a major business unit.

Behavioral and Organizational Science

NBA 663 Managerial Decision Making

Fall. 3 credits. J. Russo.

All managers make decisions, usually without the aid of formal tools. Much research has shown that such intuitive decisions produce common, predictable errors. The course uses the psychology of decision making to teach managers how to recognize the situations that most commonly lead to error and offers methods to overcome such errors. Specific applications include forecasting, pricing and promotion strategies, negotiations, the psychology of financial markets, and managerial risk taking.

[NBA 665 Managing Technology and Innovation

Fall. 3 credits. Not offered 1997-98. H. Haveman.

This course is designed for students who see themselves in settings where they have to develop new products or processes and for students who must implement change in existing products or processes. We discuss major issues involved in managing the introduction of new technology, including competitiveness, technology assessment, R&D strategy, and positioning. We examine how industries are transformed by new technologies and how innovations diffuse among firms. We also consider internal management issues, including such topics as the structure of innovative organizations, the design of incentive and reward systems that foster risk taking, the way innovation champions manage the new-product development through cross-functional teams, and the role of executive leadership. The course uses a combination of readings, lectures, discussions, case analyses, and guest lectures.]

NBA 666 Negotiations

Fall, spring. 3 credits. D. Sally.

Negotiation is the art and science of securing agreements between two or more interdependent parties. The purpose of this course is to understand the theory and processes of negotiation as it is practiced in a variety of settings. This course is designed to complement the technical and diagnostic skills learned in other courses at the Johnson School. A basic premise of the course is that while a manager needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed for these solutions to be accepted and implemented. The course will highlight the components of an effective negotiation and teach students to analyze their own behavior in negotiations. The course will be largely experiential, providing students with an

opportunity to develop their skills by participating in negotiations and integrating their experiences with the principles presented in the assigned readings and course discussions.

NMI AND NRE RESEARCH AND ADVANCED STUDIES

NMI 500-502 Directed Reading and Research

Fall, spring. 1, 2 or 3 credits. S-U grading only.

Students undertake special-interest research under the supervision of faculty members. Registration is limited to students who have the approval of their advisers and of the faculty members involved in the research.

NMI 510 Multi-Cultural Work Environments

Spring. 1 credit. S-U grading only. Restricted to Johnson School students. C. Rosen, B. Mink.

NMI 510 is a 1-credit, S-U, independent study course that is open to students whose summer internships will be in a country other than that of their citizenship or prior work experience. The goal of the course is to promote an understanding of the cultural assumptions we bring to the work environment and the effects of cultural differences on organizational interactions and productivity. Registration for the course occurs in the spring semester prior to the internship, and grades are posted in the following fall semester after completion of the course project (a 10-page paper). Students may register for the course after obtaining an internship offer and completing the paperwork for the course instructors. International students will obtain and process work authorization forms with the International Students Office. See Charlotte Rosen (Malott 558) for further details about the academic and immigration requirements for NMI 510.

DOCTORAL SEMINARS

NRE 502 Doctoral Seminar in Econometrics

Fall. 3 credits. D. Wittink.

NRE 504 Doctoral Seminar in Accounting

Spring. 3 credits. Staff.

The seminar provides a rigorous and integrative exposure to those aspects of the literature in accounting, behavioral economics, and psychology that are related to questions of accounting and auditing theory and research. This course is for Ph.D. students only.

NRE 507 Doctoral Seminar: Affect and Cognition

3 credits. A. Isen.

The course examines research on some of the ways affect influences such thought processes as memory, decision making (including risk taking), and problem solving (including creative problem solving). Applied topics relevant to management concerns (for example, organizational behavior and consumer behavior) as well as other theoretical and applied topics (among them medical decision making, social interaction, self-concept, and cognitive and affective development) are considered, depending on student interests. Courses in statistics and experimental design.

[NRE 509 Doctoral Seminar in Research Methods]

3 credits. Not offered 1997-98.
H. Haveman.

This course concerns the fundamentals of scientific research: theory, research design, methods, and criticism. It is designed for doctoral students who wish to undertake research publishable in scholarly journals. Little or no scientific training is assumed. Statistics will not be emphasized; however, familiarity with elementary statistical concepts and inference will prove useful. The course will cover: 1) the principles of theory building; 2) the pros and cons of various general research designs (laboratory and field experiments, surveys, interviews, participant observation, archival studies, simulations, and formal mathematical models); and 3) the structure of research papers and the review process.]

[NRE 511 Doctoral Seminar in Finance—Corporate Finance]

1.5 credits. Not offered 1997-98.
R. Michaely.

This course will cover topics in corporate finance and empirical asset pricing.]

[NRE 513 Doctoral Seminar in Finance—Market Microstructure]

Fall. 3 credits. M. O'Hara.

The course examines recent research in market microstructure, particularly as it relates to theoretical issues. Topics covered include asymmetric information in securities markets, market behavior, and market structure.

[NRE 514 Doctoral Seminar in Finance—Asset Pricing Theory]

1.5 credits. Permission of instructor required. R. Jarrow.

This course will cover asset pricing theory as based on either economic equilibrium or the absence of arbitrage. The method of instruction is primarily presentations given by the students on important papers. The presentation and the final exam each comprise about half the grade.

[NRE 517 Doctoral Seminar in Information, Incentives, Games, and Contracts]

3 credits. Not offered in 1997-98.
R. Gibbons.

An introduction to game theory and information economics for a broad audience — those who will construct (or just consume) game-theoretic models in applied fields of management (including accounting, finance, marketing, and organizational behavior) and applied fields of economics (including industrial organization, labor economics, macroeconomics, and international economics). The course emphasizes applications at least as much as pure theory: each step in the theory is illustrated by applications from management and economics before the next step in the theory is introduced. The wide variety of applications shows that similar issues arise in different fields and that the same game-theoretic tools can be applied in each setting.]

[NRE 519 Doctoral Seminar in Game Theory]

Spring. 1.5 credits. R. Gibbons.

FACULTY ROSTER

Ainslie, Andrew, Ph.D., U. of Chicago. Asst. Prof., Marketing
Bailey, Warren B., Ph.D., U. of California at Los Angeles. Assoc. Prof., Finance
Babbes, George, Ph.D., U. of California at Berkeley. Asst. Prof., Marketing
BenDaniel, David J., Ph.D., Massachusetts Inst. of Technology. Don and Margi Berens Professor of Entrepreneurship
Bierman, Harold, Jr., Ph.D., U. of Michigan. Nicholas H. Noyes Professor of Finance
Bloomfield, Robert J., Ph.D., U. of Michigan. Asst. Prof., Accounting
Bradley, James R., Ph.D., Stanford U. Asst. Prof., Production and Operations Management
Conway, Richard W., Ph.D., Cornell U. Emerson Electric Co. Professor of Manufacturing Management, Prof., Information Systems
D'Souza, Julia, Ph.D., Northwestern U. Asst. Prof., Accounting
Dyckman, Thomas R., Ph.D., U. of Michigan. Ann Whitney Olin Professor of Accounting
Elliott, John A., Ph.D., Cornell U. Assoc. Prof., Accounting, Associate Dean for Academic Affairs, Director of Graduate Studies
Frank, Robert, Ph.D., U. of California at Berkeley. Goldwin Smith Professor of Economics, Ethics, and Public Policy, Prof., Economics
Gibbons, Robert S., Ph.D. Stanford U. Charles H. Dyson Professor of Management, Prof., Economics
Greenberg, Donald P., Ph.D., Cornell U. Jacob Gould Schurman Prof., Computer Graphics, Prof., Management Information Systems
Gukhal, Reddy, Ph.D., Columbia U. Asst. Prof., Finance
Hass, Jerome E., Ph.D., Carnegie-Mellon U. Prof., Finance and Business Strategy
Haveman, Heather A., Ph.D., U. of California at Berkeley. Assoc. Prof., Organizational Behavior
Hilton, Ronald W., Ph.D., Ohio State U. Prof., Accounting
Isen, Alice M., Ph.D., Stanford U. S. C. Johnson Prof., Marketing, Prof., Psychology
Jarrow, Robert A., Ph.D., Massachusetts Inst. of Technology. Ronald P. and Susan E. Lynch Professor of Investment Management, Prof., Finance
Kadiyali, Vrinda, Ph.D., Northwestern U. Asst. Prof., Marketing and Economics
Lee, Charles M. C., Ph.D., Cornell U. Assoc. Prof., Accounting
Li, Haitao, Ph.D., Yale U. Asst. Prof., Finance
Libby, Robert, Ph.D., U. of Illinois. David A. Thomas Professor of Management, Prof., Accounting
Lind, Robert C., Ph.D., Stanford U. Prof., Economics, Management, and Public Policy
Lojo, Maureen P., Ph.D., Massachusetts Inst. of Technology. Asst. Prof., Operations Management
McAdams, Alan K., Ph.D., Stanford U. Assoc. Prof., Managerial Economics
McClain, John O., Ph.D., Yale U. Prof., Quantitative Analysis, Clifford H. Whitcomb Faculty Fellow
Michaley, Roni, Ph.D., New York U. Assoc. Prof., Finance
Nelsen, Bonalyn, Ph.D., Cornell U. Asst. Prof., Organizational Behavior
Nelson, Mark W., Ph.D., Ohio State U. Assoc. Prof., Accounting, Clifford H. Whitcomb Faculty Fellow, KMPG Peat Marwick Faculty Fellow

O'Connor, Kathleen, Ph.D., Northwestern U. Asst. Prof., Management and Organizations
O'Hara, Maureen, Ph.D., Northwestern U. Robert W. Purcell Prof., Management, Prof., Finance
Orman, Levent V., Ph.D., Northwestern U. Assoc. Prof., Information Systems
Peterson, Randall S., Ph.D., U. of California at Berkeley. Asst. Prof., Management and Organizations
Rao, Vithala R., Ph.D., U. of Pennsylvania. Deane W. Malott Professor of Management, Prof., Marketing
Robinson, Lawrence W., Ph.D., U. of Chicago. Assoc. Prof., Operations Management
Russo, J. Edward, Ph.D., U. of Michigan. S. C. Johnson Family Prof., Management, Prof., Marketing
Sally, David F., Ph.D., U. of Chicago. Asst. Prof., Organizational Behavior
Smidt, Seymour, Ph.D., U. of Chicago. Nicholas H. Noyes Professor of Economics and Finance
Stayman, Douglas M., Ph.D., U. of California at Berkeley. Assoc. Prof., Marketing
Swaminathan, Bhaskaran, Ph.D., U. of California at Los Angeles. Asst. Prof., Finance
Tasker, Sarah, Ph.D., MIT. Asst. Prof., Accounting
Thomas, L. Joseph, Ph.D., Yale U. Nicholas H. Noyes Professor of Manufacturing, Associate Dean for Academic Affairs, Director, Executive Development Program
Waldman, Michael, Ph.D., U. of Pennsylvania. Prof., Economics
Wittink, Dick R., Ph.D., Purdue U. Henrietta Johnson Louis Prof., Management, Prof., Marketing and Quantitative Methods

Lecturers

Highfield, Richard A., Ph.D., U. of Chicago. Sr. Lec. Economics, Asst. Dean, Director of the MBA Program
Kampas, Paul, M.Eng., Cornell U. Lec., Management Information Systems
Katz, Jan, Ph.D., Massachusetts Inst. of Technology. Sr. Lec., International Business and Marketing
Matthews, Ronald W., Sr. Lec., Operations Management
Mink, Barbara E., M.A., Cornell U. Sr. Lec., Management Communications
Pike, Alan S., M.A., Cornell U. Sr. Lec., Management Communications
Rosen, Charlotte, Ph.D., Cornell U. Sr. Lec., Coordinator, Management Communications

Adjunct and Visiting Faculty

Diz, Fernando, Visiting Assoc. Prof., Finance
Grossman, Dale A., J.D., American U. Sr. Lec., Tax and Business Law
Pucik, Vladimir, Ph.D., Columbia U. Prof., Industrial and Labor Relations
Schuler, Richard E., Ph.D., Brown U. Prof. Economics, Prof. Civil & Environmental Engineering
Stark, David, Ph.D., Northwestern U. Assoc. Prof., Sociology
Suwinski, Jan H., Sr. Lec. in Operations Management
Thomas, William, MBA, Harvard. Lec., Management