

JOHNSON GRADUATE SCHOOL OF MANAGEMENT

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The Johnson Graduate School of Management prepares women and men 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 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, 111 Sage Hall.

Students in other graduate programs and undergraduate students registered with the university are welcome in most classes.

UNDERGRADUATE ONLY

NBA 3000 Entrepreneurship and Private Equity

Fall, spring, 3 credits. Prerequisite: non-Johnson School undergraduate students only, Johnson School and graduate students, see NBA 5640. D. BenDaniel. This course uses lectures, live case studies, and business plans written by student teams to address entrepreneurial management in startup ventures and private equity investments. Topics include financing, valuation, growth management, and buying and selling businesses. Guest lecturers speak on specialized topics such as leveraged buyouts, distressed businesses, advice from experienced board members, and private equity deals. The course attempts to integrate marketing, finance, operations, and human resource topics in the context of high-growth business ventures and private equity.

COURSES FOR NON-JOHNSON SCHOOL STUDENTS

NBA 5061 Comprehensive Financial Statement Analysis

Fall, 3 credits. N. Yehuda. Provides practical tools for financial statement analysis. The first part of the class covers strategic ratio analysis, cash flow analysis, pro forma financial statements, financial modeling, and firm valuation using discounted cash flow (DCF) and economic value added (EVA) techniques. Emphasis is on practical applications. The second part focuses on using accounting-based information to make investment decisions. Emphasis is on practical applications with current topics in financial statement analysis. Special attention is given to cultivating individual analytical skills. The topics covered include large sample trading strategies; multiples; M&A accounting and analysis, including the understanding of basic deal structures and analyzing consolidated statements; special purpose entities (SPEs); and securitization. Course lectures communicate subtler aspects of the material while case studies provide hands-on experience. The course presumes an understanding of basic corporate finance theory and basic financial accounting, but little or no previous experience in security valuation. Student evaluation is based on case analysis and a take-home midterm. The class is designed for students planning for careers in investment banking, corporate management, venture capital, security analysis, credit analysis, consulting, or public accounting.

NBA 5070 Entrepreneurship for Scientists and Engineers

Fall, spring, 3 credits. Prerequisite: M.Eng., Ph.D., and M.S. students; priority given to seniors as undergraduates. G. Schneider. Specifically designed for mentored independent study, this course is customized using streaming video, guest speakers, distance learning, and special lectures/tutorial

sessions. Work is focused on a single project: students form a startup team and follow a technical business idea of their own choosing through the process of developing and founding a business that can attract venture investors. Learn how high-technology ideas are converted into world-class businesses in venture-backed startup companies as well as in new business development in existing companies. Tutorial sessions with professors apply lessons to the team business plan.

NBA 5150 Leadership Theory and Practice

Fall, spring, 3 credits. M. Hostetler. Focuses on the challenges of effective leadership in a complex world. The course has four significant parts: (1) Exploring historical and contemporary theories and models of leadership through the required text and selected articles; (2) Examining and applying the Johnson School's Leadership Model; (3) Analyzing the practical challenges of leadership through case studies, executive speakers, and company visits; (4) Developing self-awareness of the student's leadership strengths and weaknesses through the use of behavioral instruments and group exercises and creating a personal action plan for improvement. A critical element of this course is the coaching and feedback students receive on their own leadership styles and behaviors from their peers and instructor.

NBA 5530 Accounting and Financial Decision Making

Spring, 3 credits. Prerequisite: non-Johnson School students. J. D'Souza and M. Shackell-Dowell.

Focuses on basic financial and managerial accounting and the economic and financial concepts that have a bearing on managerial decisions. The goals are to (1) give students a working knowledge of the accounting process and the value and limitations of the data that come out of the accounting information system; (2) familiarize students with key concepts in managerial accounting and the application of cost information to pricing and operating decisions; and (3) promote an understanding of the use of economic theory in the evaluation of capital investment projects. The teaching methods consist of lectures and cases. Students are evaluated on the basis of exams.

NCC 5500 Financial Accounting

Fall, spring, 3 credits. Prerequisite: non-Johnson School students. Similar in content to M.B.A. core course NCC 5000. Staff. Introductory accounting course that examines the subject from the viewpoint of users external to the organization. Topics include transaction analysis; the accounting cycle; financial-statement preparation, use, and analysis; revenue recognition and cost measurement; present value; and problems in financial-accounting disclosure.

NCC 5530 Marketing Management

Fall, spring, 3 credits. Prerequisite: non-Johnson School students. Similar in content to M.B.A. core course NCC 5030. E. Wu.

Addresses controllable and uncontrollable marketing variables that managers in multiproduct firms face in today's business environment. Topics include customer behavior, product planning, distribution, advertising and promotion, pricing, and competitive strategy.

NCC 5540 Management and Leading in Organizations

Spring, 3 credits. Staff.

Ultimately, the goal of managers and leaders is to get things done in organizations. Most of that work is accomplished by effectively managing other people. Using text-based cases, video cases, audio cases, exercises, and readings, the course will focus on the skills managers need to be successful in their firms and in their careers. An important course goal is to help students hone their critical thinking and problem-solving skills. To this end, case analyses will require students to take problems apart into their component parts, to uncover their root causes, and to develop workable solutions. The instructor will introduce frameworks and models that will help students analyze organizational problems and generate appropriate solutions. Major content themes focus on motivating employees, understanding organizational design and organizational culture, persuading and influencing others, and managing change. The course is particularly relevant for students who (1) plan to work in corporations; or (2) intend to manage and lead firms; or (3) plan to work in the consulting industry; or (4) think about founding and/or owning startup companies.

NCC 5560 Managerial Finance

Fall, spring, 3 credits. Prerequisite: non-Johnson School students. Similar in content to M.B.A. core course NCC 5060. Letter grades only. Staff.

Introduces business finance through theory and case studies. Topics include stock and bond valuation, the capital budgeting decision, portfolio theory, the asset-pricing models, raising capital, capital structure, mergers and acquisitions, costs of capital, option pricing, and risk management. International applications are considered within each topic area. Grading is based on an exam, group case reports, homework, and class participation.

NCC 5580 Managing Operations

Spring, 3 credits. Staff.

Operations Management is the design and management of the processes that transform inputs into finished goods or services. This course provides a foundation for understanding the operations of a firm. The course provides students with the basic skills necessary to critically analyze a firm's operating performance and practices. It focuses on how the "physics" of material, work and information flows, and the design and management of a firm's processes interact to determine a firm's cost structure and its ability to compete effectively in terms of noncost measures such as quality, variety, and speed.

NCC 5590 Strategy

Spring, 3 credits. Staff.

Among the critical tasks facing any senior manager are the creation, implementation, and evaluation of a business unit's strategy. This course seeks to provide the management student with the tools and frameworks essential to carrying out these tasks. Many of these tools and frameworks will be based on

recent advances in game theory, industrial organization, and organization theory, although the course will also draw from the older business policy tradition. Students who successfully complete this course will be able to analyze industries, identify areas of strategy advantage and disadvantage, and devise strategies that exploit advantages and remedy disadvantages.

IMMERSIONS

Only the Johnson School offers learning immersion courses in strategic operations, managerial finance, investment banking, asset management, strategic marketing, sustainability, and entrepreneurship. Immersions offer a semester of continuous focus, real-world problem solving, and site visits to dozens of companies. Please note that courses in immersions may change. The most updated information will be available at the Registrar's Office in 106 Sage Hall.

MFI—Managerial Finance Immersion

Prerequisite: NCC 5060 with grade of B or better.

Specifically designed for students planning to pursue finance careers. Some students interested in nonfinance careers (including consulting) may wish to consider this course, but they should recognize that it is not specifically designed for this purpose. A major objective is to help students make more informed choices about how to launch their finance careers.

NBA 5000 Intermediate Accounting

3.0 credits

NBA 5020 Managerial Cost Accounting

3.0 credits

NBA 5060 Financial Statement Analysis

1.5 credits

NBA 5490 Managerial Finance—Practicum

2.0 credits

NBA 5580 Corporate Financial Policy

1.5 credits

NBA 5650 Corporate Governance

1.0 credit

NBA 6560 Valuation Principles

1.5 credits

NCC 5040 Managing and Leading in Organizations

2.5 credits

NCC 5080 Managing Operations

2.5 credits

IBI—Investment Banking Immersion

Prerequisite: NCC 5060 with grade of B or better.

Specifically designed for students planning to pursue careers in investment banking. Inappropriate for students interested in following a finance career in nonfinancial industry or nonfinance careers (including consulting).

This course is designed to meld the practical and theoretical aspects of the field. A great deal of interaction and discussion is expected between students, participating faculty, and

visiting practitioners. While the course is designed to make its students more attractive as candidates for employment in the investment banking profession, and it is expected that some of the participating firms will be using their visits to identify candidates for summer internships, obtaining relevant summer internships remains the responsibility of the students.

NBA 5000 Intermediate Accounting

3.0 credits

NBA 5110 Financial Modeling

1.5 credits

NBA 5560 Investment Banking—Practicum

2.5 credits

NBA 5580 Corporate Financial Policy

2.5 credits

NBA 6560 Valuation Principles

1.5 credits

NCC 5040 Managing and Leading in Organizations

2.5 credits

NCC 5080 Managing Operations

2.5 credits

CMAM—Capital Markets and Asset Management

Prerequisite: NCC 5060 with grade of B or better.

Specifically designed for students planning to pursue careers in research (both buy-side and sell-side), sales, and trading, either at Wall Street firms (sell-side) or at buy-side firms such as mutual funds. Melds the practical and theoretical aspects of the field. A great deal of interaction and discussion is expected between students, participating faculty, and visiting practitioners. While the course is designed to make its students more attractive as candidates for employment in the investment management profession, and it is expected that some of the participating firms will use their visits to identify candidates for summer internships, obtaining relevant summer internships remains the responsibility of the students.

NBA 5420 Investment and Portfolio Management

3.0 credits

NBA 5830 Capital Markets and Asset Management Practicum

2.5 credits

NBA 6560 Valuation Principles

1.5 credits

NCC 5040 Managing and Leading in Organizations

2.5 credits

NCC 5080 Managing Operations

2.5 credits

Highly recommended courses for CMAM Immersion:

NBA 5000 Intermediate Accounting

3.0 credits

NBA 5060 Financial Statement Analysis

1.5 credits

NBA 5110 Financial Modeling

1.5 credits

NBA 6730 Derivatives I

1.5 credits

SMI—Strategic Marketing Immersion

Limited enrollment. Prerequisites: NCC 5000, 5010, 5020, 5030, and 5060; permission of instructor.

Full-time program for the semester; students are not able to take other courses concurrently. The course objective is to begin developing students to think and act like brand managers, some of the best trained and most upwardly mobile professionals in industry. It provides students with a unique opportunity to begin internalizing the concepts, principles, and tools necessary to achieve success in brand management. While the course focuses on managing traditional consumer brands, high-tech products, services, and global branding are also addressed. In-class methods consist of (1) academic and industry lecturers; (2) on-site visits with marketing and manufacturing professionals; (3) case and project discussions and presentations; and (4) a brand management simulation. Course requirements consist of (1) discussion of readings; (2) individual case write-ups and presentations; (3) group projects and presentations (including a capstone simulation); and (4) in-class exams. There is considerable off-campus travel for field study.

NBA 5020 Managerial Cost Accounting

3.0 credits

NBA 5330 Management Cases of Consulting Process

3.0 credits

NBA 6030 Sustainable Global Enterprise

1.5 credits

NBA 6200 Marketing Research

3.0 credits

NBA 6240 Brand Management—Practicum

4.5 credits

NCC 5040 Managing and Leading in Organizations

2.5 credits

NCC 5080 Managing Operations

2.5 credits

NMI 6030 Directed Reading in Sustainable Global Enterprise

1.0 credits

SSO—Semester in Strategic Operations

Limited enrollment. Prerequisites: NCC 5010 and 5060 for Johnson School students; permission of instructor.

Full-time program for the semester; students cannot 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. The course is taught by a team of faculty and industrial practitioners, and much of the student work is team oriented. There is off-campus travel for field study of various manufacturing plants.

NBA 5020 Managerial Cost Accounting

3 credits

NBA 6410 Logistics and Manufacturing Strategy

3 credits

NBA 6500 Semester in Strategic Operations Practicum

4.5 credits

NCC 5040 Managing and Leading in Organizations

2.5 credits

NCC 5080 Managing Operations

2.5 credits

E&PE—Entrepreneurship and Private Equities Immersion

Comprehensive course that integrates the technical, strategic, and economic aspects of entrepreneurship; this is the student's full course load for the semester. David J. BenDaniel, the Don and Margi Berens Professor of Entrepreneurship at the Johnson School, leads the faculty team for this immersion.

NBA 5170 Leveraged Buyouts Structured Finance—Practicum

1.5 credits

NBA 5110 Financial Modeling

1.5 credits

NBA 5320 Due Diligence in Private Equity Investments

0.5 credits

NBA 5640 Entrepreneurship and Private Equity

3 credits

NBA 6530 Strategic Alliances

1.0 credit

NBA 6560 Valuation Principles

1.5 credits

NCC 5040 Managing and Leading in Organizations

2.5 credits

NCC 5080 Managing Operations

2.5 credits

SGE—Sustainable Global Enterprise

The SGE immersion provides students with a breadth and depth of knowledge and experience relating to the broad impact of social and environmental issues as well as the strategic opportunity these issues present to firms across a number of industries. Students will spend much of their time in field projects that require them to address real problems currently being faced by companies who expect to receive practical, operational solutions.

NBA 6030 Sustainable Global Enterprise

1.5 credits

NBA 6580 Sustainable Global Enterprise Practicum

3.5 credits

NCC 5040 Managing and Leading in Organizations

2.5 credits

NCC 5080 Managing Operations

2.5 credits

*Note: Students electing to take the immersion must choose a minimum of five (5) additional credits of course work from the recommended

electives list of Johnson School courses or other courses from other programs at Cornell. Course availability is subject to scheduling.

NCC COMMON CORE COURSES**NCC 5000 Financial Accounting**

Fall. 2.5 credits. Johnson School core course. Limited enrollment. Non-Johnson students see NCC 5500. R. Libby.

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

NCC 5010 Statistics for Management

Fall. 2.5 credits. Johnson School Core Course. Limited enrollment. A. Farahat.

This course provides the foundations of probability and statistics required for a manager to interpret large quantities of data and to make informed decisions under uncertainty. Topics covered include decision trees, sampling, hypothesis testing, and multiple regression.

NCC 5020 Microeconomics for Management

Fall. 2.5 credits. Johnson School core course. Limited enrollment. R. Frank and M. Waldman.

Introduces microeconomic theory and applies it to problems faced by managers. Topics include supply and demand, consumer behavior, pricing when a firm has market power, and the role of contracts. The course employs a lecture format and emphasizes problem solving. Grading is based on a midterm and a final exam.

NCC 5030 Marketing Management

Fall. 2.5 credits. Johnson School core course. Limited enrollment. Non-Johnson students see NCC 5530. S. Gupta and V. Narayan.

Designed to convey the key concepts of marketing and how they fit into the larger context of management strategy and decisions. Presents both the practical "how" and the fundamental "why" of marketing activities in the light of contributions from behavioral science, economics, and statistics. The goals are to provide sufficient understanding for those who need only to interact with the marketing function, as well as communication concepts and developing processes that can provide the foundation for further course work and future experience in marketing. The course makes extensive use of case materials.

NCC 5040 Managing and Leading in Organizations

Spring. 2.5 credits. Johnson School core course. Limited enrollment. Non-Johnson students see NCC 5540. K. O'Connor and S. Spataro.

Stories are central to how we know and remember events, people, and facts and to how we communicate knowledge and history. Most of the jobs we aspire to involve a particular form of storytelling—the CEO's vision, the analyst's report, the planner's strategy, the salesperson's pitch, the consultant's analysis, and the manager's brand. What distinguishes these as business stories is that they are often analytical (based on a set of objective facts and

statistics) and reflect a deep understanding of the complex interactions of individuals and organizations. This course has two goals: (1) to make students appreciate the complexity of the issues that often arise in organizations, and (2) to develop and refine students' analytical storytelling abilities. To achieve these goals, the course is taught by the case-study method, an efficient way to expand the student's experience base with respect to such issues as motivation, power, leadership, ethics, structure, design, and change. Students learn how to make good inferences about what will and won't work in particular situations, and how to learn from their own experiences and those of others.

NCC 5060 Managerial Finance

Fall. 2.5 credits. Johnson School core course. Limited enrollment. Non-Johnson students see NCC 5560. R. Michaely.

Introduces students to the basic concepts of finance. In particular, the course addresses what type of investments firms and individuals should take on and how these investments should be financed. Understanding these concepts is essential to financial managers and professional investors and has important applications to many aspects of financial decisions all of us have to make on a daily basis (e.g., is getting an M.B.A. a good investment?). These issues involve capital budgeting decisions, stock and bond valuation, how to assess and account for risk through the capital asset pricing model (CAPM), option pricing, capital structure and cost of capital, and market efficiency. Grading is based on exams, quizzes, group case reports, homework, and class participation.

NCC 5080 Managing Operations

Spring. 2.5 credits. Johnson School core course. Limited enrollment. Prerequisite: NCC 5010 or permission of instructor. Non-Johnson students see NCC 5580. N. Gavirneni and V. Gaur.

Focuses on managing processes: actions that convert inputs into outputs. Almost any business function can be modeled as a network of processes. The first part of the course examines processes, both individually and as part of a larger system; students see that good process design reflects both the volume and the variety of the product. A common course theme is the deleterious effect of variability (in demand, supply, quality, or capacity) in complex systems. Queuing theory and simulation are particularly helpful for analyzing process capabilities. The second part analyzes how goods and services are produced. After describing the strategic role of operations, it examines forecasting systems, inventory management, and just-in-time and logistic management. Constrained optimization models provide information about managing with finite resources. The final part examines process improvement through quality and productivity management and corporate learning.

NCC 5090 Strategy

Fall. 2.5 credits. Johnson School core course. Limited enrollment. Non-Johnson students see NCC 5590. V. Kadiyali and H. Schneider.

Among the critical tasks facing any senior manager are the creation, implementation, and evaluation of a business unit's strategy. This course seeks to provide the management student with the tools and frameworks essential to carrying out these tasks. Many of these tools and frameworks are based on recent advances in game theory, industrial organization, and

organization theory, although the course also draws from the older business policy tradition. Students who successfully complete this course are able to analyze industries, identify areas of strategy advantage and disadvantage, and devise strategies that exploit advantages and remedy disadvantages.

NBA MANAGEMENT ELECTIVE COURSES

Accounting

NBA 5000 Intermediate Accounting

Spring. 3 credits. Prerequisite: NCC 5000 or equivalent. M. Nelson and R. Swieringa. This course is relevant to a general business career, but is particularly relevant to careers that involve the use of financial statements. Its objective is to enable students to become more knowledgeable, skeptical consumers of financial information by teaching students to (1) understand and be able to reconstruct the accounting that produced the numbers students see in financial statements and the financial press, and (2) anticipate circumstances where financial information is likely to be biased or imprecise, in part by understanding the alternatives that were available at the time that a choice among accounting treatments was made. This objective will be achieved by a combination of lectures and analyzing and discussing articles from the financial press and cases that are based on actual financial statements.

NBA 5010 Taxes and Business Strategy

Spring. 1 credit. Prerequisites: NCC 5000 and NCC 5060. E. Maydew. Part of being financially savvy is having an understanding of how taxation affects business decisions; e.g., forming a corporation and raising capital, operating the firm, distributing cash to shareholders through dividends and share repurchases, expanding through acquisition, and divesting lines of business. Taxes have a direct impact on cash flow and often divert 30 to 40 percent of the firm's pretax cash flow to the government, effectively making the government the single largest stakeholder in many firms. Having an understanding of taxation and how firms plan accordingly is important for just about any career path students choose, whether they will be an investment banker, venture capitalist, consultant, money manager, CFO, treasurer, controller, taking over a family-owned business, or an entrepreneur setting up a new business. Topics include tax planning fundamentals, corporate tax fundamentals, taxation of mergers and acquisitions, taxation of divestitures, international taxation, taxes and wealth planning.

NBA 5020 Managerial Cost Accounting

Fall, spring. 3 credits. Prerequisites: NCC 5000, 5010, and 5020, or equivalent. R. Hilton and R. Bloomfield.

Designed both for those responsible for internal accounting information and those who use such information for decision making. Course topics include budgeting, product costing, activity-based costing, activity-based management, standard costs, cost variance analysis, cost estimation and prediction, cost-volume-profit analysis, performance measurement, nonmanufacturing cost analysis, cost allocation, and transfer

pricing. Instruction is a mixture of lecture and case discussion. Student evaluation is based on three prelim exams, a final exam, and class participation.

NBA 5030 Strategic Cost Management

Fall. 1.5 credits. Prerequisite: NBA 5020 or permission of instructor. R. Hilton. Focuses on the concepts and tools of cost management systems and the relationship of cost management to an organization's strategy. Based on cases that explore the use of cost management concepts and tools in a variety of organizations. Course topics include target costing, process value engineering, Kaizen costing, cost reduction, continuous improvement, cost-quality-functionality trade-offs, construction and implementation of a balanced scorecard, activity-based costing, activity-based management, identification of value-added and non-value-added costs, and the value chain. Instruction is based on the presentation and discussion of cases. Student evaluation is based on a case presentation, a final case write-up, and class participation.

NBA 5060 Financial Statement Analysis

Fall, spring. 1.5 credits. Prerequisite: NCC 5060, NBA 5000 (or concurrent enrollment), or permission of instructor. Non-Johnson students, see NBA 5061. N. Yehuda and C. Nichols.

Develops a set of core skills essential to financial statement analysis. Covers strategic ratio analysis, cash flow analysis, pro forma financial statements, financial modeling, bankruptcy predictions, and firm valuation using discounted cash flow and residual income techniques. Emphasizes practical applications. The course format is a combination of case studies and lectures. The lectures communicate subtler aspects of the material while the cases provide hands-on experience. Student evaluation will be based on a take-home exam and a final project.

NBA 5090 Advanced Financial Statement Analysis

Fall. 1.5 credits. Prerequisites: NBA 5060, finance immersion course, or permission of instructor. Not open to students who have completed 3-credit version of NBA 5061. N. Yehuda.

Builds on the core financial analysis skills developed in NBA 5060. Topics include large-sample trading strategies; multiples; M&A accounting and analysis, including basic deal structures and analyzing consolidated statements; special-purpose entities (SPEs); and securitization. The overall focus is on using accounting-based information to make investment decisions. The class is case based with a strong emphasis on practical applications. There is no final exam.

NBA 5110 Financial Modeling

Fall, spring. 1.5 credits. Prerequisites: NBA 5060 or permission of instructor; mastery of basic Excel skills. J. D'Souza and C. Nichols.

Financial modeling is the art and science of constructing spreadsheet models of firms' future financial statements. This class draws on and integrates students' knowledge of concepts learned in prior accounting classes by modeling the effect on the income statement, balance sheet, and statement of cash flows of financial transactions such as leveraged buyouts, mergers and acquisitions, and corporate reorganizations. The class meets in the state-of-the-art Parker Center computer lab, and active student participation is emphasized.

NBA 6060 Evaluating Capital Investment Projects

Spring, 1.5 credits. Prerequisites: NCC 5060. M. Leary.

This course focuses on the financial-economic analysis of corporate investment decisions. One of the most important decisions a firm makes is how to best allocate its capital resources. Both financial and nonfinancial managers alike need to be able to analyze and communicate the value impact of proposed capital expenditures and strategic decisions. Using both financial theory and case examples, we will explore such topics as discounted cash-flow analysis, alternative decision criteria, mutually exclusive investments, lease vs. buy decisions, monte-carlo simulation, and real options. This course is especially useful to anyone preparing for a career role with input to business investment decisions, including marketing, operational, and corporate financial managers.

NBA 6430 Managerial Spreadsheet Modeling

Fall, spring, 1.5 credits. L. Robinson.

The goal of this hands-on, lab-style course, taught in the Parker Center, is to develop proficiency in quantitative modeling within the environment of Microsoft Excel. Students develop and use spreadsheets to analyze a variety of business problems. The course has two principal components: spreadsheets and models. Spreadsheet topics include principles of good spreadsheet design, the effective presentation of information through spreadsheets (including graphical controls like sliding bars), and advanced Excel features (e.g., data validation, conditional formatting, scenarios). Modeling topics include the art of finding the appropriate level of modeling detail, practice in dealing with vague and unstructured problems, sensitivity analysis, and working with incomplete and unreliable data.

NBA 6470 Advanced Spreadsheet Modeling

Fall, 1.5 credits. L. Robinson.

The goal of this hands-on lab course, taught in the Parker Center, is to develop proficiency with Excel's quantitative tools of Solver (for optimization) and @Risk (for simulation). Building on their brief introduction in the Managing Operations core course, students use these advanced tools to analyze problems and cases in finance, marketing, and operations. Although the bulk of this course is devoted to case analysis, occasional lectures introduce some advanced features of these two powerful modeling tools, including integer and nonlinear programming and sensitivity analysis within optimization, and correlated random variables, scenario analysis, and valid statistical analysis within simulation.

Economics**NBA 5240 Macroeconomics and International Trade**

Fall, spring, 3 credits. Prerequisite: NCC 5020 or equivalent or permission of instructor. O. Heffetz and I. Azis.

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. Uses a lecture/discussion format.

NBA 5270 Applied Economic Analysis

Spring, 3 credits. B. Ho.

Emphasizes how economic analysis can help firms and individuals make the most of their opportunities. Of special interest to managers and consultants is the focus on examples that illustrate how faulty economic reasoning leads to inefficient outcomes. Also emphasizes strategic thinking and instructs students in the art of "economic naturalism"—the use of economic reasoning to understand and explain everyday patterns of individual and firm behavior.

Entrepreneurship**NBA 5190 Sustainability as a Driver for Innovation in the Entrepreneurial Organization**

Spring, 1 credit. F. Keller.

This one credit eight-session course gives students an overview of the emerging sustainable business model. Using the teacher's business as an example, along with appearances from other business leaders, the class focuses on principles of sustainability and how leaders are transforming their own organizations. While the U.S. version of capitalism has succeeded in providing unprecedented wealth throughout the 20th century, this class will evaluate the potential of "tweaking" capitalism to benefit not only the owners but the whole of society in a manner different than "trickle" economy. Using the Hegelian notion of thesis, antithesis, and synthesis, this class will explore capitalism as practiced today as the thesis. The antithesis will be from environmental and social movement concepts. The principles of sustainability will be synthesized as the potential "new normal" for business in the future. Students will learn that in addition to traditional financial analysis, business decisions can benefit from taking into account the impacts of social capital and ecological capital as well. Students will learn using dialogue and presentations about actual cases and the logic of how the sustainable business model is being constructed.

[NBA 5300 Entrepreneurship Lab

Fall, 3 credits. Prerequisites: M.B.A. students; NBA 5640 or concurrent enrollment or permission of instructor. G. Schneider.]

NBA 5320 Due Diligence in Private Equity Investments

Spring, 0.5 credits. D. BenDaniel.

This is an arranged course featuring expert practitioners covering the following topics: Integrating Strategic Planning into Private Equity Due Diligence, Operational Due Diligence, Effective People and Organizational Due Diligence, Review of Non-Compete and Other Key Agreements, Legal Due Diligence, Tax Planning, and Financial and Accounting Due Diligence. Because of the large enrollment expected, and at the request of the visiting faculty, only students who are prepared to attend all the required sessions will be admitted and can receive credit for the course.

NBA 5570 Case Studies in Venture Investment and Management

Fall, 1.5 credits. D. BenDaniel.

Consists of a series of cases that focus on the venture-capital investment process and 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 on 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 supplement student discussion and analysis of cases. Grades are based on written reports, quality of classroom participation, and a final exam.

NBA 5590 The Venture Capital Industry and Private Equity Markets

Spring, 0.5 credit. D. BenDaniel.

Four lectures (two on Friday afternoon, two on Saturday morning) will be given by Jesse Reyes, a leading expert on private equity research who was the former head of research for Venture Economics, Thomson/Reuters private equity research and financial information subsidiary. The lectures will focus on the venture capital and private equity industries from the practitioners' perspective. Topics include (1) an introduction to the private equity market focusing on the transactions that define the industry, its structure, participants, history, and trends; (2) institutional private equity investing—examining how private equity investment fits into the institutional investors asset allocation mix; (3) an examination of private equity performance measurement and trends and how structural differences in private equity investments make optimized allocation decisions challenging; and (4) emerging issues facing the private equity industry such as new regulatory initiatives and fundraising and investment opportunity challenges. There will be a final paper.

NBA 5630 The IPO and Mergers and Acquisition Process

Fall, 3 credits. T. Willett.

Gives students an in-depth look at initial public offerings and deal structures from a practitioner's point of view. With respect to initial public offerings, the course covers the applicable statutory framework, pre-offering corporate preparations, the due diligence process, the implementation of corporate governance policies appropriate for a public company, the offering registration process, liability under federal securities laws, the Securities and Exchange Commission review process, underwriting arrangements, and selection of a trading forum. Regarding deal structures, the course explores choosing an appropriate transaction structure, deal financing alternatives, due diligence, public company transaction issues, and crucial legal aspects of the acquisition, such as caps/collars, letters of intent, successor liability, continuity of employees, and noncompetition agreements.

NBA 5640 Entrepreneurship and Private Equity

Fall, spring, 3 credits. D. BenDaniel and S. Gal.

This course uses lectures, live case studies, and a business plan to address entrepreneurial management in startup high-growth ventures and private equity investments. Topics include valuation and management of startup ventures, buying and selling businesses, and leveraged buyouts. Guest lecturers speak on specialized topics such as negotiations for buying and

selling businesses, role of boards in startup companies, and distressed businesses. The private equity lectures and cases are in the first half of the semester and the business plans are completed by teams in the second half, where the lectures will be on the development of startup business plans. The team business plans will be submitted and judged at the end of the course.

NBA 6180 Global Innovation and Technology Commercialization

Spring. 1.5 credits. W. Sine.

Examines technology commercialization from an investor's point of view. Will address issues related to intellectual property, recognizing and screening opportunities, exploiting technology opportunities, and marketing high technology. Case studies and discussions with practitioners will be used to examine this topic.

NBA 6530 Strategic Alliances

Spring. 1 credit. J. Suwinski.

A wide variety of strategic alliances are being used today as companies try to leverage their resources for competitive advantage. This course is taught from the perspective of the general manager of a major business unit. It reviews the various types of alliances and the strategic rationale for using them. Alliances are compared with internal development and M&A as the three vehicles for growing a business, highlighting the strategic pros and cons of each vehicle. The success rate in alliances is 50 percent. This course examines reasons for failure and presents a set of principles to improve the probability of success. Both the creation process and principles for operating alliances successfully will be discussed. The course uses case examples to illustrate good and bad practices and uses the instructor's experience running several alliances at Corning Incorporated. Guest speakers offer their own experiences with alliances.

NBA 6570 Entrepreneurial Marketing

Spring. 1.5 credits. S. Gal.

Entrepreneurial Marketing is a focused practicum on how entrepreneurial companies think about and execute core marketing at the earliest stages of development. Lectures will leverage marketing theory but will focus on direct on-the-ground application and execution. This course is built around a product launch case that will touch on branding, pricing, strategy, launch, and channels in the startup context.

NBA 6780 Advance Private Equity; Negotiations and Structuring

Spring. 1.5 credits. Prerequisites: NBA 5640, NBA 3000, or permission of instructor. Staff.

Focuses on venture capital financing, including the problems and issues facing emerging growth companies as they progress from early stage, startup status to mature public companies. Emphasizes practical skills: hands-on examination, for example, of how deals are negotiated and valuations arrived at, the principal focus being the so-called Series A, or first professional, round of financing. Views the early stage space from three perspectives: (1) the entrepreneur, or founder, (2) the professional investors, or VCs, and (3) the key executives (i.e., the major players in emerging growth finance). Reviews economics, finance, tax, securities, corporate and employment law considerations, and custom and usage in the industry.

NBA 6800 Entrepreneurial Executive

Spring. 1 credit. J. Hogg.

A series of speakers experienced in private equity, venture capital deals, startup acquisition, and new initiatives within large organizations.

NBA 6890 Law for High-Growth Businesses

Fall. 3 credits. Z. Shulman.

In-depth analysis of key issues that an emerging high-growth business must consider and address, including (1) choosing type of business entity, (2) protecting confidential information and inventions, (3) sources of capital, (4) understanding capitalization structures (e.g., common stock, preferred stock, preferred stock terms, and economics), (5) using stock options as employee incentives, (6) fundamental fair employment practices, (7) proper establishment and use of boards of directors and advisory boards, (8) structuring convertible debt for startups, (9) bribery and the Foreign Corrupt Practices Act, and (10) dealing with lawyers.

Finance

NBA 5120 Applied Portfolio Management

Fall, spring. 3 credits each semester. Limited enrollment. Students must commit to taking course in fall and spring semesters. Priority given to second-year M.B.A.s who successfully completed either NBA 5060 or finance immersion. Students must apply formally; if number of applicants exceeds 12, admission is competitive and merit-based. S. Bhojraj.

Focuses on the management of an investment fund. For full description, see Sanjeev Bhojraj.

NBA 5130 International Finance Cases

Spring. 1.5 credits. W. Bailey.

International finance is different because of two issues: exchange-rate volatility and barriers to the flow of capital. Furthermore, political risk is heightened when money crosses borders, and governance, disclosure, law, and regulation are more varied than in a single-country context. The purpose of this course is to practice applying the ideas and methods of finance to cross-border problems. The course is centered on six cases including discussions of related research and other materials.

[NBA 5210 Advanced Valuation: Mergers, Acquisitions, and Chapter Restructuring]

NBA 5390 Cornell Lectures in Finance

Spring. 1 credit. J. Hass.

Cornell Lectures in Finance is a series of lectures given by Johnson School and other Cornell alumni who have achieved professional success in their business endeavors. Each guest will discuss interesting and relevant issues and experiences in finance and management. Sessions will consist of a presentation by the invited guest and an opportunity for discussion with the guest. The intent is not only to provide Johnson School students with exposure to the thoughts and wisdom of the guests, but to do so in a format that allows sufficient time to explore some issues in depth and engage in meaningful exchanges.

NBA 5400 Advanced Corporate Finance

Fall. 1.5 credits. H. Bierman.

Relevant for both investment banking and the treasurer's activities of an operating corporation and investing officers. Most class sessions are lecture-discussion, but there will be several

corporate finance visiting lecturers. Topics include capital structure, distribution policy, preferred stock, financial strategies, mergers and acquisitions, divesting units, private equity, LBO's, MBO's, and partial MBO's. Investigates corporate financial policy decisions from a normative-quantitative point of view and develops skill in formulating financial models and evaluating models. Uses basic algebra.

NBA 5405 Advanced Corporate Finance Part II

Fall. 1.5 credits. H. Bierman.

This course is relevant for banking, investment banking, security analysis, and the financial activities of an operating corporation. Students can take NBA 5405 without taking NBA 5400 or after NBA 5400, the topics are different in the two courses. Class sessions are lecture-discussion and there will be a few visiting lecturers. We will investigate corporate financial policy decisions from a normative-quantitative point of view and develop some skill in formulating financial models, and in evaluating financial models. Topics include debt securities (duration, convexity, inverse floaters, bond refunding, term structure), and convertible debt. Other topics are buy versus lease, swaps, economic income and valuation. The mathematics used is basic algebra. We want to develop an approach to the analysis of financing decisions of corporations. The time spent on each topic will depend on how long each topic takes.

NBA 5420 Investment and Portfolio Management

Spring. 3 credits. Prerequisite: NCC 5060, NCC 5560, or an equivalent core finance course. G. Saar.

This course emphasizes both conceptual foundations and practical implementation. The material in the course would be helpful to anyone interested in investing. However, the course should be especially useful to students interested in an investment management career (e.g., portfolio management in mutual funds and hedge funds, equity research, equity trading, risk management, investment consulting, and investment banking). After a brief review of fundamental issues (such as the risk/return trade-off), the course contains an extensive module on strategic asset allocation with a focus on practical implementation. The course continues with an exposition of certain approaches to tactical asset allocation. The remainder of the course focuses on topics relevant to security selection and optimal portfolio construction. The course contains an extensive discussion of equity multifactor models and screening, with applications to value and growth investing. The course highlights trends in the investment management industry and introduces terminology and tools familiar to investment professionals.

NBA 5430 Financial Markets and Institutions

Fall, spring. 3 credits. Prerequisite: NCC 5060. W. Bailey and M. O'Hara.

Applies principles of finance to understand modern financial markets. Central themes are the structure of financial markets, their pricing function, the interaction between financial markets and macroeconomic conditions, and the processes of innovation and regulation in these markets. Students look at the workings of a variety of markets and develop an understanding of the different problems that different types of markets address. Studies the question of market efficiency and the interaction between government policies and

financial markets. Analyzes issues in innovation and regulation with basic principles of financial economics. Throughout the course, the relevance of these issues for the practical corporate, portfolio, or public-sector decision maker is considered. The course includes ideas and evidence from academic research along with historical, institutional, and international perspectives. Recent events are used to illustrate concepts and develop analytic skills. 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 5450 The Search for Alpha

Fall. 1 credit. R. Marin.

This course will focus on the fundamental trends under way in the asset management industry. While it will start with an overview of the investment management industry, it will move quickly toward a review of the more recent growth in hedge funds. Given the attention that the investment management industry (not to mention the world at large) has put on hedge funds and the relatively unregulated and secretive nature of the breed, the course will seek to answer the question of what exactly is going on in the industry and where it is going. The intention will be to give students an overview of the hedge fund space from the perspective of what comprises it, who the participants are (managers, investors, support areas, and intermediaries), how hedge funds are assessed and measured both individually and in portfolio, how investors access hedge funds, and what major issues face the industry.

NBA 5460 Liability Driven Alpha

Spring. 1 credit. R. Marin.

This course will focus on the fundamental trends underway in the pension management industry. This \$3 trillion arena has, from before the creation of ERISA to the present day, been managed in a very homogenous manner with similar investment approaches and very questionable results. The convergence of accounting, regulatory, and market forces is forcing change upon the industry in a way that will impact a broad range of service providers and potential investors, and indeed the underlying company plan sponsors and the very participants they serve. These changes will produce major dislocations and opportunities for asset managers, investment bankers, insurance companies, private equity firms, hedge funds, and a whole array of processing companies. Given the demographics of the aging baby-boomer population and the looming crisis in global retirement funding, this may prove to be a bellwether issue in finance and social policy for the next decade. The changing regulatory and accounting rules that govern defined benefit plans will be reviewed with emphasis on the Pension Protection Act of 2006, FAS 158 (Phases I and II) and the convergence of U.S. and international accounting standards in this arena.

NBA 5470 Operational Alpha

Spring. 1 credit. R. Marin.

This course will focus on the elements of the asset management industry that most critically add to success, but that are outside the traditional realm of investment strategy. It is generally understood today that risk is comprised of many elements and includes a significant component of operational risk.

There are operational elements of the investment process that clearly add or detract significant value from returns just like operational risk can add to or detract from overall risk. These operational elements that add to return can be called operational alpha and the more mature a market or investment strategy becomes, or the more difficult the return environment, the more important operational alpha becomes.

NBA 5510 Emerging Markets Finance

Spring. 1.5 credits. G. Karolyi.

This course explores financial decision making that is special to emerging economies. These countries constitute the engine-of-growth opportunities in the world economy, but their markets are also prone to crises, a feature that reinforces the importance of measuring risk. Most of the decisions the course evaluates are corporate financial management decisions from the point of view of a multinational corporation that is targeting an investment in an emerging market or is based in an emerging market.

NBA 5520 Cases in Corporate Finance

Fall. 3 credits. Prerequisites: second-year M.B.A.s and accelerated M.B.A. (AMBA) students; NCC 5060 or equivalent.

H. Bierman.

Develops an understanding of the theories of corporate finance and discusses corporate finance cases. Cases and lectures deal with mergers, acquisitions, valuation, corporate restructuring, LBOs, MBOs, distribution policies, and the financing of corporations. The material applies to careers in investment banking, managerial finance, and top-level executives. Several executives working in or with corporate finance will present cases. The goal is to develop a skill in analyzing the financing decisions of corporations.

NBA 5540 International Finance

Spring. 3 credits. Prerequisite: NCC 5060 or permission of instructor. W. Bailey.

Applies principles of finance to the international setting. International finance is different in two basic respects: (1) the existence of multiple currencies adds risk to investment and financing decisions; (2) when corporations and portfolio investors cross international borders, both problems and opportunities arise. This course focuses on these issues and highlights how finance theory can be extended to address them. Students apply the basic principles of international finance to a variety of problems. The course helps students understand the ideas and research results of international finance and adapt what they learn to the practical problems in the increasingly globalized business world. The first part of the course outlines exchange rate volatility, barriers to international capital flows, and the value of international diversification. The second part presents a variety of problems, examples, and applications from the three basic themes described in part one. 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 5550 Fixed-Income Securities and Interest Rate Options

Fall. 3 credits. Prerequisites: NCC 5060, NCC 5010. R. Jarow.

Designed to study the pricing, hedging, and risk management of fixed-income securities

and interest rate derivatives. Topics 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, and computer illustrations are an integral part of the course content. A secondary theme of the course is the use of models for risk management.

NBA 5580 Corporate Financial Policy

Fall, spring. 1.5 credits. Prerequisite: NCC 5060. Y. Grinstein and M. Leary.

Provides an understanding of the financial decisions of corporations. Discusses the factors that affect corporate financial decisions and how they determine firms' financing, investment, and hedging policies. These factors include taxes, transaction costs, contracting (between managers and shareholders and between shareholders and other claimholders such as bondholders), and asymmetric information. Much of the material is presented using examples and cases designed to demonstrate how financial decisions create, destroy, or modify value.

NBA 5650 Corporate Governance

Spring. 1.5 credits. Prerequisites: NCC 5060 and NBA 6560 or permission of instructor. Y. Grinstein.

Deals with the ways in which different investors assure themselves of getting a return on their investments. How do investors get managers to return some of the profits to them? How do they make sure that managers do not invest their money in bad projects? These questions are extremely relevant for almost any organization, from startups to Forbes 500 companies. This course explores these issues through a series of case studies and examples. Topics depend on time availability. Career focus: M.B.A. students aspiring to top corporate offices, regardless of functional area, or envisioning a career in M&A/investment banking, financial management, or consulting firms.

NBA 5850 Advanced Topics in Valuation

Fall. credits TBD. Prerequisite: NBA 6560 or equivalent. W. Rehm.

NBA 5850 is an entirely case-based class that builds on the core valuation class. Students will apply the principles of corporate valuation (DCF, APV, and multiples) to several real-life companies in different industries. We will address how to adjust "normal" valuation method—what to do when the standard approach gives strange results. The goal is to prepare students for "real life" valuations of complex, multibusiness-unit companies. Teams of four students will prepare a case for each class. About one-third of each class will be spent on the prepared case, one-third on key technical issues, and one-third on an introduction to the next industry.

NBA 5980 Behavioral Finance

Fall. 1.5 credits. M. Huang.

Traditional finance theories assume that financial market participants are rational, and argue that the financial market is always efficient. Behavioral finance, on the other hand, argues that some financial market phenomena can plausibly be understood only under the assumption that some market participants are not fully rational. This course introduces the conceptual framework of behavioral finance and then applies the framework to study a wide range of issues in

asset pricing, investment, and corporate finance. Topics include investor psychology and behavior, limits of arbitrage, aggregate market timing, anomalies in stock portfolio returns (including value, momentum, size, and many other effects), professional money management, corporate issuance, mergers and acquisitions, investment banking, and earnings management. As a summary of the course, students apply the conceptual framework of behavioral finance to understanding China's financial market.

[NBA 6550 Advanced Valuations]

NBA 6560 Valuations Principles

Fall, spring, 1.5 credits. Staff.

This course is about valuation—the valuation of stocks, companies, parts of companies, and real assets. Three methods of valuation are introduced: intrinsic valuation, relative valuation by multiples using comparables, and contingent claims valuation, based on a real options approach. The rest of the course will be dedicated to understanding each of these methods in greater detail and more importantly, applying them to the valuation of actual companies. This will involve understanding in detail discounted cash-flow models and the many inputs required to build them; dividend discount models; the determination and use of relative-value multiples such as price/earnings and price/book value; and finally, how to apply option theory to specific problems in valuation. The course includes a special session on valuation approaches and challenges specific to venture capital and private-equity investing. This will include a discussion of topics such as required internal rates of return (IRRs), the effects of leverage on valuation, and issues relating to the valuation of high-growth startups.

NBA 6730 Derivatives Securities Part I

Fall, spring, 1.5 credits. Prerequisite: NCC 5060 or permission of instructor. P. Gao and M. Zurack.

This is an introductory course on derivative products, the goal of which is to help students develop a framework for analyzing and using financial instruments. By the end of the course, students should have a good understanding of the features of the commonly used derivative products and the analytical tools they need to make good managerial decisions. Covers forward, futures, and options. For every derivative product, the instructor introduces the market mechanism, develops pricing equations using simple algebra, and discusses how to use it to manage risk. This course is especially appropriate for those students who are interested in understanding the economic intuition behind derivative securities, but do not want to bother with complicated mathematics.

NBA 6740 Derivatives Securities Part II

Fall, 1.5 credits. Prerequisite: NCC 5060 or permission of instructor. P. Gao.

This course is a continuation of NBA 6730 and it covers more advanced materials for derivatives, especially options. Explores how pricing concepts can be applied to other assets, including exotic derivatives, interest rate options, warrants, and corporate bonds, and how to apply the knowledge to general risk management. This course is slightly more mathematical than NBA 6730, but with reasonable hard work, most students should be able to master the materials.

NBA 6940 Equity Derivatives and Related Products

Fall, 3 credits. M. Zurack.

Relying on quantitative techniques and practical experiences, this course attempts to provide an in-depth analysis of how equity derivatives and related products are structured, valued, and used by all types of investors globally. Students attending this class will learn many real-world applications of these products, which they should find useful in equity sales and trading, private wealth management, and investment management, as well as investment banking pursuits. The course is broken into the following sections: Exchange Traded Funds, Futures Portfolio Trading and Swaps; Equity and Credit Options and Convertibles; Strategies; Non-U.S. Markets.

General Management

NBA 5140 Ethics and Corporate Culture

Spring, 1.5 credits. D. Radcliffe and B. Wendel.

In the high-pressure worlds of business and law, all too often good people do bad things. In many cases, the unethical behavior is due in part to a “toxic” corporate culture. The attitudes, values, and practices that prevail in their organizations induce otherwise ethical employees to take actions that violate widely shared norms of conduct. Such behavior can be costly—even disastrous—leading to ruined careers, tarnished corporate reputations, and legal liability for the individuals and their companies. In an environment where “only results matter,” it can be difficult for a new M.B.A. or law school graduate to recognize the risks. If she does see the dangers, she may still find it hard to avoid them. This course seeks, first, to help M.B.A. and law students understand how a firm's culture can tempt—or push—employees into unethical behavior. Second, the course aims to acquaint students with strategies for dealing with ethical challenges posed by a problematic corporate culture. Class sessions include discussion of case studies and articles reporting on relevant research in organizational behavior, as well as talks by noted guest speakers from the fields of business and law. Since managers and attorneys frequently work together, team projects require collaboration among M.B.A.s and law students, as they bring both business and legal perspectives to bear on tough ethical issues. Course grades are based on class participation and several short writing assignments (individual and group).

NBA 5250 Energy Economics and Management

Spring, 1.5 credits Prerequisite: NCC 5020. B. Ho.

This course is the first half of a two-part course designed to give entrepreneurs, investors, and managers the tools to understand the intersection of energy, the environment, and economics. The first half will focus on energy economics, the second half on environmental economics. Both will combine lectures on the science, economics, and political economy behind energy and the environment respectively; with cases applying the material to analyze business strategy, the strategy of government, NGOs and activists, sustainable development, investment, and entrepreneurial opportunities.

NBA 5260 Environmental Economics and Management

Spring, 1.5 credits Prerequisite: NCC 5020. B. Ho.

This is the second half of a two-part course designed to give entrepreneurs, investors, and managers the tools to understand the intersection of energy, the environment, and economics. The first half will focus on energy economics, the second on environmental economics. Both will combine lectures on the science, economics, and political economy behind energy and the environment, respectively; with cases applying the material to analyze business strategy, the strategy of government, NGOs and activists, sustainable development, investment, and entrepreneurial opportunities.

NBA 5330 Management Cases and Consulting Process

Spring, 3 credits. N. Peck.

The objective of the course is to prepare first-year students for summer internships and careers in consulting and general management by developing their analytic skills and understanding of project-oriented business problems. Students will be expected to answer case questions and present solutions in class. In addition, a semester-long case study of a consulting project will be conducted with teams providing proposal, interim, and final presentations.

NBA 5600 Business Law I (also AEM 3200)

Fall, 3 credits. Requirement for students intending to be professional accountants. Highly recommended for finance students. Prerequisite: junior, senior, or graduate standing. D. Grossman.

Introduces the basic tenets of law as they apply to businesses and their operations. Topics include personal property, contracts, agency, and real property. Uses text readings and case studies.

NBA 5610 Business Law II (also AEM 3210)

Spring, 3 credits. Prerequisite: NBA 5600 or permission of instructor. D. Grossman.

The first portion of this course examines legal issues in the formation and operation of business enterprises, particularly partnerships, corporations, and limited-liability companies. The second portion covers selected topics in business law, such as employment discrimination, secured transactions, product liability, unfair competition, and international business law.

NBA 5620 Estate Planning (also AEM 4220)

Fall, 14 sessions. 1 credit. Prerequisite: junior, senior, or graduate standing. D. Grossman.

Covers law and use of trusts, the law of wills, federal and New York State estate and gift taxes, and probate procedures.

NBA 5660 Oral and Written Communication

Fall, spring, 3 credits. B. Mink.

Students cannot take NBA 5670 or NBA 5680 if enrolled in NBA 5660. NBA 5660 integrates oral and written communication for a holistic approach to successful managerial communication. I will focus on several broad topics, including persuasion, organization, plain language, and audience analysis, with case studies and examples. The course requires weekly deliverables, either a writing assignment or business presentation.

NBA 5670 Management Writing

Fall, spring. 1.5 credits. Priority given to M.B.A. students; open to other graduate students and employee degree candidates if room. B. Mink, C. Rosen, and A. Noble-Grange.

Students learn to write clearly and effectively by focusing on the writing process as well as the finished product. Topics include audience perspective, style, organization, strategy, and persuasion. There is a writing assignment every week. Students receive instructor and peer feedback.

NBA 5680 Oral Communication

Fall, spring, seven weeks. 1.5 credits. Priority given to M.B.A. students; open to other graduate students and employee degree candidates if room. B. Mink, C. Rosen, and A. Noble-Grange.

Focuses on improving the presentation skills of management students. Covers speaking formats, 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 5700 Foundations of Leadership

Fall. 1.5 credits. Johnson School students only. Staff.

The purpose of the course is to assess the leadership and management skills of students by providing an opportunity to gather feedback on their strengths and developmental needs. The first two days focus on self-awareness and employ several experiential exercises and self-assessment instruments, including: Johnson Leadership 360 Assessment, the Myers-Briggs Type Indicator (MBTI), and the Fundamental Interpersonal Relations Orientation-Behavior (FIRO-B). Class members will be trained in giving and receiving feedback from team members. Activities will include various leadership and team challenges. Professional feedback providers will observe students in group work and provide feedback on their observations and the results of the individual instruments. On the final day of the course, students will focus on goal setting for future leadership development.

NBA 5710 Cornell Management Simulation

Fall. 1.5 credits. Prerequisite: second-year M.B.A. students. Not open to students who have completed NBA 5490. S. Smidt.

This computer-based simulation is played by self-selected teams of three or four 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 periodic 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, presents an in-depth analysis of its performance and its strategy for the future in a "board of directors" (BOD) meeting. Grades are 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. Meetings are periodic throughout the semester.

NBA 5740 Management Practicum

Fall 3 credits. Prerequisite: M.B.A. R. Allen. This course begins in the summer with a relationship meeting with the companies involved as clients. The clients are recruited between now and then to focus on companies with technology/science content consistent with the background of many of the AMBA students. The types of companies recruited are research centric and ideally within driving distance or closely aligned with the school. Companies that are willing to commit their resources and support provide a two-week internship.

NBA 5750 Management Consulting Projects

Spring. 3 credits. G. Hubbell.

This is a full-semester course designed to apply consulting processes to real business projects. Students will be formed into consulting teams focused on specific strategic, process improvement, or operational problems in companies. Consultant in Residence Greg Hubbell will teach the course supported by Consultant Advisor Rich Schneider. The teams will meet with the faculty advisors on a weekly basis. Sessions will focus on cross-team learning about the application of the consulting process into a variety of consulting engagements. The consultant advisor and CIR will also meet as needed with each individual team to work through real-time issues presented by each consulting project. Consulting projects are intended to include local business clients, not-for-profits, as well as large national and multinational companies. At the end of the project, each student and team will receive 360 feedback from the consultant advisor, CIR, the client, and other team members.

NBA 5770 The Political, Legal, and Social Environment of Business

Spring. 3 credits. B. Ho.

The course addresses the managerial issues in the political, legal, and social environment of business. Most strategy courses focus on interactions with customers, competitors, suppliers, workers, or financial institutions that occur in market contexts. However, many strategic interactions occur outside of the marketplace. Drawing from research in political economy, this course focuses on integrated strategy in nonmarket environments (i.e., strategy that involves nonmarket constituents and institutions such as governments, nongovernment organizations, and intergovernmental organizations). Topics include activists, the media, lobbying, the U.S. political system, environmental and other regulation, antitrust, intellectual property, international political economy, trade policy, ethics, and corporate social responsibility.

NBA 5780 Consulting Process

Spring. 1.5 credits. N. Peck.

Focuses on understanding and applying the basic consulting process by covering the elements of a consulting engagement, including selling the engagement, scoping the project, contracting with the client, forming the consulting team, creating consultant/client work teams, defining deliverables, developing a work plan, conducting analysis, creating a communication and change plan, managing the project, overcoming resistance and barriers, developing recommendations, presenting the deliverables/implementation plan, and

developing potential follow-on work. The course is organized around a real client engagement, examining the consulting process from the perspective of the case. Several guest speakers from the consulting engagement add both client and consulting perspectives. The course is intended for students with no or limited consulting experience who have an interest in exploring consulting as a career or who want to sharpen their analytical and organizational change skills.

NBA 5790 Cases in Business Strategy

Fall. 1.5 credits. Prerequisite: second-year M.B.A. students. J. Suwinski.

Focuses on the process of effective strategy formulation from the perspective of the general manager of a business unit. Discusses situational analysis, tools for industry and company analysis, and development of business unit strategies. Complements the core strategy course, with an emphasis on understanding and practicing frameworks that are useful in case-based interviews. Case discussions are focused on current strategic issues facing real companies. Draws heavily on the instructor's experience developing strategy for numerous businesses at Corning Incorporated. Guest speakers from industry and strategy consulting firms and from industry present their approaches to strategy and discuss the analytical tools they find most effective in working on business strategy. Students gain experience, via assigned cases and class discussion, in analyzing business problems/opportunities, and using the strategic process to formulate effective business strategies. The final deliverable is a presentation in a mock board environment that gives each student an opportunity to play the role of a strategy consultant working on a real case.

[NBA 5810 Management Cases

Fall. 1.5 credits. N. Peck.]

NBA 6030 Sustainable Global Enterprise

Spring. 1.5 credits. M. Milstein.

Explores the connections between "global sustainability" and business strategy—the unlimited business opportunities in solving the world's most difficult problems. Through a combination of cases, readings, lectures, videos, and simulations, class sessions will engage students in discussions aimed at developing strategy models and applying new strategy tools that incorporate principles of environmental management and social performance.

NBA 6110 Creative Design for Affordability

Spring. 2 credits. M. Touesnard and S. Danko.

This graduate-level course, co-taught by instructors from the Johnson School and the College of Human Ecology, features guest lecturers from various disciplines and companies. The course uses product design to help students become more aware of their creativity and prepare them to lead or facilitate creative teams in their future careers as managers. Students work in multidisciplinary teams and develop fundamentals of design thinking and comprehensive solutions to design challenges, with a focus on product design and development. Cornell teams are paired with student teams in India to create viable business solutions that address "energy for cooking" for underserved populations in India. Each team will identify the business opportunity, design a solution, and create a viable business plan to compete in the Acara

Challenge (www.acarainstitute.org). No technical background is necessary to take—and excel in—this course.

NBA 6130 Women in Leadership

Spring. 1.5 credits. S. Cabrera.

What are the facts about the current state of women as leaders? What special challenges face women as they transition from students to managers to leaders? What do the latest research findings offer to women who are seeking C-level positions and the organizations that want to benefit from more women leaders? This course takes a multipronged approach to learning about women and leadership to better prepare students of both genders to lead in organizations.

NBA 6140 Green Leap Strategies

Spring. 1.5 credits. S. Hart.

The year 2008 will come to be recognized as the turning point, when a series of crises gripped the planet: the spike in oil prices, the world food shortage, and the global financial meltdown. Add these crises to the list of on-going mega-problems (e.g., poverty and climate change) and it becomes clear that innovation on a massive scale is required to move us toward a more sustainable world. This course explores the innovation strategies needed to effectively address the planetary crisis we now face.

NBA 6770 Systems Tools for Sustainable Enterprise, Concepts, Methods, and Applications

Spring. 1.5 credits. Prerequisite: Graduate students. J. Geurts.

Using readings and cases, this course on strategy making for sustainability introduces students to modern hybrid interactive processes such as systems dynamics group modeling, scenario building, strategic decision analysis, interactive strategic journey designs, and gaming/simulation. Students will get to know and apply the tools mentioned above, which can then be woven together to form systemic and interactive managerial support processes using both systems analytical and collective learning techniques to assist an organization in policy exploration, decision making, and strategic change for sustainability.

[NBA 6900 Sustainable Global Enterprise in Hospitality (also HADM 6690)]

Spring. 4 credits. M. Milstein.]

NBA 6950 Game Theory and Business Strategy

Spring. 1.5 credits. H. Schneider.

Game theory is the science of strategic decision making in situations where players' actions are interdependent. It provides a method for identifying optimal strategies and predicting the outcomes of strategic interactions. Using lectures, in-class games, and assignments, this course develops the basic tools of game theory as they relate to business situations, and then applies them to real-world cases. Topics include strategic cooperation and punishment between firms, strategic commitments, predatory and limit pricing, entry deterrence, and auctions. The final deliverable is a take-home essay in which you apply the course material to a game theoretic setting of your choice. This course requires only basic mathematics skills, but a familiarity with microeconomics and strategy is recommended.

International Management

NBA 5240 Macroeconomics and International Trade

Spring. 3 credits. I. Azis.

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. Uses a lecture/discussion format.

NBA 5480 Global Business Risk Management

Spring. 1.5 credits. E. Iankova.

The aim of this course is to introduce students to the global risks involved in international business operations, and to develop students' general understanding of the field of global risk analysis and management. More specifically, students will get acquainted with the various types of risks that international businesses face in their overseas operations, such as political risks (asset expropriation, contract repudiation, legal and regulatory risks), macroeconomic risks (taxation risk), market risks (intellectual property risks), financial risks (exchange rate risk), operational risks, and societal risks (activism of international nongovernmental organizations). Through a combination of readings, lectures, discussions, and a group project, students develop practical skills in evaluating and assessing risk, and learn how to approach and manage risks on a global scale.

NBA 5840 International Competitive Strategy

Spring. 1.5 credits. Staff.

Focuses on the development of competitive strategies in the global environment—including the identification of internationally relevant strengths and weaknesses, the movement and use of resources to gain competitive advantage, and strategies to confront competitors, both domestic and multinational.

NBA 5870 International Mergers and Acquisitions

Spring. 1.5–2 credits, variable. J. Hanks.

Addresses the principal business and legal issues in cross-border mergers and acquisitions, including forms and techniques of combining two businesses, negotiation, pricing and other economic terms, due diligence, issuance of securities, antitrust, duties of managers, and the resolution of employee and other social issues. The graded work is a written proposal for an M&A transaction between two existing companies in different countries prepared by small teams. Proposals are based on publicly available financial, business, legal, and other documents and data and any other information obtained. The goal of the written work is to simulate the process in which business people, investment bankers, and lawyers work together to structure transactions across national borders. The reading covers the basic business and legal issues most frequently encountered in international mergers and acquisitions. Class discussion occasionally refers to the reading but generally covers other issues.

[NBA 5890 International Management

Spring. 3 credits. Staff.]

NBA 5900 Business in Emerging Markets

Fall. 1.5 credits. E. Iankova.

In an increasingly globalized world, more and more companies are pursuing their major business objectives in emerging markets. What are the opportunities and market potential, as well as the risks, of operating in these markets? This course aims to provide a general understanding of the business potential in the world of emerging economies. It offers an in-depth comparative perspective on business development and strategy across the most important regions with emerging markets in the world—Asia, Eastern Europe, and Latin America, with a special emphasis on the BRIC countries (Brazil, Russia, India, and China). More specifically, students will become acquainted with the emerging economies from four major perspectives: market potential, trading opportunities, sourcing, and global competition. The course examines in great detail foreign investment trends, entry strategies and investment decisions, determinants of enterprise behavior, modes of establishing and managing relationships, impact of local cultures, and strategic responses to potential opportunities and risks in emerging markets. To understand better the pressures for change in the emerging economies in their complexity and entirety, students are personally involved in case discussions of organizations and ventures operating in different emerging markets and sectors of the economy.

NBA 5920 Experience in International Management

Fall, spring. 1.5 credits. Fee charged for required faculty-approved study trip. Staff.

Combines classroom sessions and international experience with an increased awareness of business environments outside the United States. On trips, students visit local businesses, subsidiaries of foreign multinationals, government officials, local business school students, and others. Students also must attend two pre-trip meetings during spring semester (2-1/2 hours each). These meetings are used to present information on international business conditions, industrial structures, management styles, and also to develop cross-cultural skills. Students also must attend one post-trip meeting with a discussion and analysis of their impressions from the trip. A final paper, integrating the material learned in the classroom with their experiences, is required.

NBA 5930 International Entrepreneurship

Spring. 1.5 credits. Prerequisite: At least one finance or economics class.

M. Goldman.

Entrepreneurial startups and their financing across the globe (outside of the United States) are the focus of the course. Sessions will examine the constraints to entrepreneurs and the ways in which they obtain financing with a particular focus on venture capital and emerging markets. The course will use cases of successful entrepreneurs under the most difficult circumstances and will address entrepreneurship in a serious downturn and networking across borders. In addition to common issues related to starting a business and investing in it, the class will address issues not normally on the radar screen of U.S. entrepreneurs and venture capitalists. The course will draw on the experience of investors and entrepreneurs, cases prepared especially for this course, as well as findings reported in the research literature. This course

is meant to be in part a practical guide to students who wish to be entrepreneurs outside the United States or to create cross-border businesses. It may be of interest to people working in entrepreneurial environments in other organizations or students who want to get involved in various forms of financing entrepreneurial ventures. Students may use the course to explore development of a business concept or plan outside (at least in part) the United States. There will be a particular concentration on Asia, the role of government in stimulating entrepreneurship and venture capital and the nitty-gritty issues of valuing young and private firms sharing profits, raising resources, and organizing and managing human resources.

[NBA 5940 Asian Business]
Spring. 1.5 credits. Staff.]

NBA 5950 Economics of Financial Crises
Spring. 3 credits. I. Azis.

Familiarizes students with the analysis of the causes, nature, and consequences of financial crises, and equips them with tools of analyses to better understand the economics of financial instability and alternative strategies for dealing with them. The first part of the course concentrates on financial instability/crisis by way of explaining the empirical episodes of the crisis in various emerging market countries, and elucidating the relevant theoretical concepts in each of the cases. The second part is devoted to discussions of post-crisis episodes, emphasizing the different paths of recovery and major policy responses to the crisis. The latter includes financial and monetary policies and the unsettled relationship between interest rates and exchange rates.

NBA 5990 Business in the European Union

Fall. 1.5 credits. E. Iankova.
Examines the impact of the process of European integration on business organization and strategy. The foundations, institutions, and common policies of the European Union are discussed first. The course further examines how the establishment of the Economic and Monetary Union is shaping the strategies of multinational corporations with operations in Europe. To understand better the complex pressures for change in a "deepening" and "widening" European Union, students are involved in problem solving and case discussions about issues, such as determinants of entrepreneurship in a European-U.S. comparison; management in a European-U.S. comparison; competition policy and Microsoft's antitrust battles in European courts; marketing and retailing in Europe, with an emphasis on WalMart's experience there, environmental policies and business approaches to sustainability in Europe; agricultural policies, agricultural biotechnology, and the challenge of genetically modified organisms; trade policy and the EU's trade disputes with the United States; and a variety of other mini-cases.

NBA 6250 International Marketing

Fall. 1.5 credits. Recommended: background in core marketing. J. Russo.
International Marketing is the application of marketing concepts, skills, and tools in global markets. Students learn to think like marketing executives with an established or desired presence in multiple foreign markets. These executives face three categories of decisions: foreign entry (whether and where), adaptation

to local markets (including subtle cultural challenges), and strategic coordination across multiple countries. Specific issues include the best choice among alternative modes of entry into a foreign market, how to identify and analyze the common challenges and opportunities of a foreign market, and the trade-off between localized marketing activities and coordinated multinational offerings.

NBA 6310 The Global Enterprise

Fall. 2 credits. G. Dowell.
Whether you are working in a large multinational or a business that is focused on the domestic market, global forces are affecting your organization. This course is designed to give you a strong grounding in the basic issues affecting global business today, from macro forces like economic and political risk, to internal organizational issues like assessing your business's preparedness for global business. We bring these issues to life by taking a trip to work with students from a foreign business school and to visit companies in that environment—for the last two years the trip has been to Shanghai, China, and it most likely will involve China again this year.

Strategic Technology Management

[NBA 5180 Data Mining for Marketing, Sales, and Customer Relationship Management]

Spring. 1.5 credits. J. Gehrke.]

NBA 5230 Data-Driven Businesses

Spring. 1.5 credits. J. Gehrke.
Covers management challenges and strategy for businesses where data is a strategic asset. Topics include (1) how to create value from data through tools such as data management, search, and data mining, and (2) management challenges in data-centric businesses, especially managing businesses in markets with network effects such as search online advertising, and social networks. The course includes hands-on experience with a leading mining tool.

[NBA 6000 The Strategic Role of Information Technology]

Fall. 3 credits. D. Huttenlocher.]

NBA 6010 Electronic Commerce

Spring. 3 credits. L. Orman.
Electronic commerce, the use of information technology in conducting economic transactions and managing businesses over computer networks, has captured public attention because of its wide-ranging implications for businesses, markets, public institutions, and the general public. Electronic commerce involves a wide variety of cooperating technologies (e.g., communications, networks, databases, expert systems, and multimedia) and affects a wide variety of managerial issues. It created a new emphasis on information technologies and systems in management; led to the development of new technologies and new combinations of existing technologies to support management; and occasionally radically altered business practices and the role of management. Students in this course learn to conduct economic transactions and manage businesses on the Internet. All major technical and managerial issues are covered through computer exercises on the Internet and case studies and examples of businesses on the Internet.

[NBA 6020 Commercialization of Fundamental Technologies]

Spring. 3 credits. E. Fitzgerald.]

NBA 6080 Innovation in Pharma/Biotech: The Challenge of Change

Spring. 1.5 credits. A. Biloski.
Provides in depth exposure to a variety of timely topics in the health care and biotechnology industries. Among the subject areas for 2010 are (1) The design and execution of clinical trials; (2) Valuation methods and deal structures for alliances; (3) The role of web 2.0 and social networking in health care; (4) Nanotechnology and biotechnology; (5) The role of script tracking for new product forecasting; (6) Systems biology. A major component of the course grade will be group reports and presentations on defined projects.

[NBA 6100 Technology Management, Bio, Info, Nano]

Fall. 1.5 credits. D. Huttenlocher.]

NBA 6120 Disruptive Technologies

Fall. 1.5 credits. Priority given to students with technology of science backgrounds.
Prerequisite: working knowledge of computers. D. Greenberg.
Begins by presenting historical technological advances that created major paradigm shifts for communications. Presents advances in computer technology emphasizing the fundamentals behind the increases in processing power, video and computer graphics capabilities, and network transmission. The second half of the course covers the effect of these scientific advances on many discipline-specific areas including photography, the film industry, the entertainment and animation industry, television broadcasting, publishing, and the computer industry itself. Sessions are devoted to the social and legal issues arising from the rapid advances in electronic communication. In attempting to predict the disruptive changes of the future, it is best to understand the technologies themselves. The course is especially tailored to a business school and industrial concerns and has interactive live demonstrations at the state-of-the-art laboratory of the Program of Computer Graphics. No prior knowledge of computer science is required.

NBA 6520 Commercializing University Science and High Technology

Spring. 1.5 credits. W. Sine.
How do scientists take their research to the marketplace? How do scientists and entrepreneurs find and create market opportunities? Commercializing University Science and High Technology will tackle these issues and apply our learning to projects drawn from Cornell labs and local high-tech firms. This course is designed to help students identify, evaluate, and obtain control over technology opportunities. The course focuses on three themes: (1) the source, discovery, and evaluation of technological opportunities on a university campus; (2) increasing the efficiency of the innovation process to produce new technologies that satisfy customer needs; and (3) the different mechanisms available to appropriate returns from technology. The course uses readings, cases, and discussions with practitioners to examine this phenomenon. After completing this class, students will be familiar with basic principles related to technology entrepreneurship and will have gained a deeper understanding of the technology

commercialization process at Cornell. The class will be composed of a select group of graduate students drawn from science, engineering, law, medicine, and the Johnson Graduate School of Business (enrollment is limited).

NBA 6650 The Strategic Management of Technology and Innovation

Spring, 3 credits. W. Sine.

This is an introductory management course covering the strategic management of technology and innovation in established firms as well as startup organizations. This course is designed for students who may someday work in, consult for, and/or create firms whose primary product is fundamentally related to technology or innovation. The course typically includes both M.B.A. students and graduate students in science. It starts by examining how industries are transformed by new technologies and how these patterns of industrial change generate both opportunity and high rates of firm failure. We will then explore the questions: Why do some technology leaders fail? and How do technology innovators successfully take on and replace incumbent firms? This leads to an examination of internal management issues, focusing on the design of innovative organizations: designing reward systems, managing growth, overcoming resistance to change, and using organizational culture to promote innovation.

Management and Organizations

NBA 5220 International Negotiations

Spring, 1.5 credits. Staff.

Focuses on negotiation in the global business setting. It will cover the negotiation concepts dealt with in NBA 6660 (Negotiations) and NBA 6820 (Negotiation Essentials). In addition, it will investigate issues that can be particularly troublesome in the global setting, including currency, venue for dispute resolution, and ethics that are unique to the international arena; parties at the cross-cultural negotiation table; and how culture affects negotiators' interests and priorities and strategies. The capstone exercise is a real-time email negotiation with students in Beijing, China.

NBA 5290 Executing Successful Corporate Strategy

Spring, 1.5 credits. Prerequisite: NCC 5090. O. Khessina.

Firms evolve, grow, and change through mergers and acquisitions, as well as through the internal creation of new divisions or subsidiaries. As promising as these pathways can sound, as most people know, the success rate of these efforts is quite poor. In fact, most mergers and acquisitions fail to recover their costs. This course explores the central and critical challenge in corporate strategy, which is to create corporate advantage through investments in a set of businesses that are better off for being commonly owned. It also focuses on features of the firm that interfere with or support these efforts, including the role of culture, organizational capabilities, and existing social, communication, and power networks, among others. By the end of the course, you should be able to examine a firm and offer answers to three main questions: (1) What factors should inform the firm's decision to diversify? (2) What is the right portfolio of businesses for the firm? (3) How can diverse businesses be integrated to achieve strategic

advantage for a corporation? The course is relevant for students who plan to pursue a managerial career in large corporations, intend to start and sell a new business, or plan to work in the investment or consulting industries. Students interested in the managerial aspects of mergers and acquisitions, divestitures, and internal development will find the course especially useful.

NBA 5860 Cross-Cultural Management

Spring, 1.5 credits. Y. Chen.

Takes a multifaceted approach to help students develop their global management skills. Characteristics of an effective global manager include an understanding of personal strengths and weaknesses as a manager, a good sense of cultural differences, interpersonal and group management tools, and knowledge of important issues in cross-cultural management.

NBA 5880 Critical Thinking for Business Leaders

Spring, 1.5 credits. R. Mish.

This course is based on the proposition that leading well requires thinking well—that is, in order to succeed in any business leadership role, one must learn, exhibit, and model critical thinking skills to organizational stakeholders: colleagues, supervisors/senior executives, and clients/customers. The first few class sessions look at a series of brief articles that attempt to advance arguments in favor of a particular business proposition, and students learn how to examine these arguments critically, including by evaluating the strength and limitations of the evidence presented and by identifying and articulating the best counter-arguments to the positions offered. The remainder of the course is spent applying these critical thinking skills to a set of business cases, using a Strategic Thinking Problem-Solving framework. By the end of the course, the goal is for students to be able to approach business problems in a systematic and critically thoughtful way, and to produce and communicate a problem solution that is well reasoned, well received by ultimate decision makers, and likely to be implemented with success by a group/organization that a student is leading.

NBA 6280 Strategic Change and Renewal

Fall, 1.5 credits. Prerequisite: NCC 5040.

G. Dowell.

Today's organizations are beset by change, and if managers want to have a real impact on their company, they must be ready to deal with changes stemming from a variety of internal and external forces. This course will give students the tools to think more systematically about the challenges of managing change, by considering (1) the impetus for the change, and (2) the systemic implications of the change.

NBA 6540 Power and Politics

Fall, 1.5 credits. E. Mannix.

Nothing is more frustrating than having a great idea and not having the political capital to get it recognized and implemented. This course is aimed at providing you with the political intelligence to succeed in an organization. This course aims to: (1) improve your ability to diagnose the underlying distribution of power in organizations, (2) allow you to practice strategies for building your own personal power, and (3) show you how to be fluent in multiple techniques for influencing others.

NBA 6630 Managerial Decision Making

Fall, 3 credits. J. Russo.

This course attempts to make its participants better managerial decision makers. However, most students find that the course applies equally well to their personal decisions. There are two other objectives. The first is to convey an enduring understanding of decision concepts, skills, and tools that, taken as a whole, comprise a troubleshooter's guide to dealing with the uncertainty, complexity, and conflict of the professional world. The second is to provide a framework for a good decision process in which all of the decision concepts, skills, and tools fit coherently. The pedagogical approach uses lectures, in-class exercises, and applications.

NBA 6660 Negotiations

Fall, spring, 3 credits. Staff.

Judgment is the art and science of transforming perception into thought or opinion. 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. It is designed to complement the technical and diagnostic skills learned in other courses. A basic premise is that while a manager needs analytical skills to develop optimal solutions to problems, he or she also needs a broad array of negotiation skills for these solutions to be accepted and implemented. The course highlights the components of an effective negotiation and teaches students to analyze their own behavior in negotiations. It is largely experiential, giving students 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.

NBA 6680 Leading Teams

Spring, 1.5 credits. Priority given to M.B.A.s. Staff.

Examines the design, management, and leadership of teams in organizational settings. The focus is on the interpersonal processes and structural characteristics that influence the effectiveness of teams, individual behavior in face-to-face and distributed group interactions, and the dynamics of interpersonal relationships. The purpose of this course is to understand the theory and processes of group and team behavior so that leaders can successfully work with teams.

NBA 6700 Becoming a Leader

Spring, 1.5 credits. J. Detert.

This course explores the complex process of "becoming a leader" by systematically uncovering beliefs and myths about leadership and rigorously examining how they hold up to the scrutiny of critical thinking, analysis, and research. Each class will address a number of important questions about leadership. Generally, the class uses case studies and videos to first illustrate a topic by focusing on a specific leader and decision or dilemma faced by that leader, then abstract from the specific to the general by discussing the principles and research findings pertaining to that aspect of leadership. Students should also develop a significantly enhanced understanding of their own leadership strengths and objectives because the course requires personalization of concepts via a number of self-reflections and exercises.

NBA 6710 Business Ethics

Fall, spring. 1.5 credits. D. Radcliffe.
 Poor moral judgment can ruin a manager's career or even sink a company. In general, an organization cannot survive without the trust of numerous stakeholders, and ethical lapses destroy trust and threaten vital stakeholder relationships. In today's volatile and fiercely competitive business environment, a manager must be able to identify and effectively resolve ethical issues that inevitably arise in the pursuit of business (and career) objectives. This course is designed to enhance students' skills in moral reasoning as it applies to managerial decision making. It begins by examining normative concepts and principles that typically enter into moral reasoning, then uses those concepts and principles to analyze cases. Discussions are designed to help students understand the moral issues confronting the decision makers in the cases and explore how those issues might be addressed in ethically responsible ways.

NBA 6760 Organizing for Strategic Advantage

Spring. 1.5 credits. Prerequisite: NCC 5090. O. Khessina.
 A company may never benefit from even the most brilliantly formulated strategy if it does not manage to implement that strategy effectively. Strategy implementation (along with strategy creation and evaluation) is a key critical task facing any senior manager. NCC 5090 (Strategy Core) and NBA 5790 (Cases in Business Strategy) teach students tools of strategy creation and evaluation. This course is complementary and will offer frameworks for understanding methods of strategy implementation. Specifically, it will provide conceptual tools for designing and changing organizations given the strategic choices that have already been made. It will place special emphasis on organizational and human resources issues, hence the name, "Organizing for Strategic Advantage." Using case studies, the class analyzes how case managers can avoid common mistakes and traps to succeed at implementing their business strategy. The course is particularly relevant for students who are (1) thinking about working in the consulting industry; (2) planning to manage and lead firms; or (3) planning to found and own startup companies.

NBA 6820 Negotiation Essentials

Fall, spring. 1.5 credits. S. Spataro, Y. Chen, and K. O'Connor.
 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, a broad array of negotiation skills is needed in order for these solutions to be accepted and implemented. The course is designed to help students approach negotiations with confidence. They have the opportunity to develop their negotiating skills experientially and to gain insight into what works, what does not, and why.

Marketing**NBA 6170 Emerging Technology Marketing**

Spring. 1.5 credits. Prerequisite: graduate students. B. LaPerle.
 An overview of how successful companies combine a deep understanding of unmet customer needs with a key emerging and enabling technology to create significant new market and shareholder value. A proactive and repeatable 10-step Market Development Planning process will be described with special emphasis on tools and techniques that link industry and competitor technology trends with unmet customer needs. This course will give prospective brand managers, product managers, business and engineering managers the conceptual and operating tools to proactively identify, and successfully bring from the R&D lab to the marketplace, new differentiated value propositions.

NBA 6200 Marketing Research

Spring. 3 credits. Prerequisites: NCC 5010 and NCC 5030 or equivalent. Y. Park.
 Deals with marketing research as a critical support function in corporations. The broad objective is to provide a fundamental understanding of marketing research methods employed by better-managed firms or proposed by leading academicians. The course is aimed at the manager, the ultimate user of marketing information, who is responsible for the scope and direction of research activities involved in obtaining, analyzing, and interpreting results of research. Covers the use of secondary sources of marketing information as well as qualitative research for designing studies and collecting primary data. Students are exposed to up-to-date methods in research design, qualitative research, measurement, data collection, and analysis. The emphasis is more on evaluating research methods and on interpretation and use of results, and less on mathematical derivations. Students are also exposed to the practical side of marketing research through case studies, problem sets, and projects.

NBA 6210 Integrated Marketing Communications (also HADM 6649)

Fall. 3 credits. L. Pearo.
 This course is designed to provide students with the framework and skills required to design, manage, and evaluate integrated marketing communication programs. Over the past decade, the number of communication options available to consumers, and hence to organizations, has grown exponentially. With so many different avenues for communication to, from, and among consumers, organizations must approach the communication task with the objective of creating a unified message that is consistent, coherent, and effective across all media—an integrated marketing communications program. Through class exercises, case studies, advertising critiques, online observation and participation, and teamwork on a simulated campaign, students will master the skills necessary for marketing campaign management.

NBA 6220 Marketing Strategy

Spring. 3 credits. Prerequisite: NCC 5030. V. Rao.
 A sound marketing strategy is essential for the long-term success of a firm. Marketing strategies, while guided by environmental conditions, also seek to anticipate, exploit, and sometimes shape changes in the

environment to gain competitive advantage. This requires an understanding of how customer needs evolve, how product-market boundaries shift, and how competitors are likely to react. The strategic roles of existing and new products need to be assessed, appropriate resource allocations made, and marketing strategies developed to ensure sustained growth. Successful development of marketing strategy requires an equal measure of analytical and creative thinking. This course introduces students to various concepts and analysis methods of defining opportunities and threats implicit in dynamic environments and to the process of formulating a long-term marketing strategy for a multiproduct organization. Students will learn about the theoretical and applied perspectives of marketing strategy from readings, competitive marketing strategy simulation, developing a marketing strategy plan for a firm of their choice, case analyses, and guest speakers.

NBA 6260 Consumer Behavior

Fall. 1.5 credits. E. Wu.
 Topics include factors that influence response to various kinds of advertising, purchase decisions, product perceptions, response to promotion, consumer satisfaction, and the basic methodologies for understanding consumer behavior.

NBA 6290 Current Topics in Marketing

Fall. 1.5 credits. Prerequisite: NCC 5030. J. Russo.
 The focus of this course will be on emerging topics such as new media, measuring ROI for marketing, channel partnerships, and global marketing. Specific topics vary from year to year. For each topic, students will be required to do readings and apply the readings and class material to an assignment in class. Students will work on in-class assignments in groups and will submit an individual term paper.

NBA 6340 Customer Relationship Management

Spring. 1.5 credits. Y. Park.
 The course is aimed at managers who are interested in pursuing activities in CRM built around the notion of customer centricity. The principal objectives of the course are to emphasize how CRM can help accomplish strategic initiatives and improve firm profitability, to develop essential skills using the statistics program, and to implement strategic initiatives in CRM. Students will be exposed to the practical side of CRM through case studies and hands-on exercises.

NBA 6390 Data-Driven Marketing

Spring. 3 credits. V. Rao.
 Deals with the use of data to make marketing decisions. Introduces concepts, methods, and applications of decision modeling to address marketing issues such as segmentation, targeting, positioning, promotions, advertising, and sales-force decisions. Unlike marketing courses that focus on conceptual material, this course provides skills to translate conceptual understanding into specific operational plans—a skill in increasing demand in organizations today. The course is particularly valuable to students planning careers in management consulting, marketing, and market research. It is designed for students who have some background in quantitative methods and have a willingness to deal with mathematical concepts.

NBA 6930 Strategy and Tactics of Pricing

Spring, 3 credits. V. Rao.

Pricing is a critical management decision that has both strategic and tactical elements. The objective of this course is to introduce participants to proven techniques and frameworks for assessing and formulating pricing strategy and tactics. A marketing manager responsible for pricing needs to understand economic, psychological, and organizational factors. This course revolves around understanding how to make effective pricing decisions, while keeping in mind these factors. Some of the topics to be covered include the analysis of relevant costs, economic value analysis (EVA), measurement of price sensitivity, techniques for price differentiation, competitive pricing, and revenue management. This course should be useful for those pursuing careers in marketing, general management, and consulting.

Operations Management**NBA 5200 Retail Operations**

Spring, 1.5 credits. V. Gaur.

The retailing industry is a major part of the world economy, and at the forefront of business changes through its direct connection with the consumer, wide use of technology, innovations, market uncertainty, and intense competition. Topics in this course include demand forecasting, growth and risk management, performance analysis, incentives, store execution, technology (e.g., RFID), product variety, and emerging economies. The course should be useful for those interested in careers in retailing as well as businesses like banking, consulting, IT, and manufacturing, which provide services to retailers.

NBA 6410 Logistics and Manufacturing Strategy

Spring, 3 credits. Prerequisite: NCC 5080 or permission of instructor. Staff.

Examines major challenges in managing efficient supply chains. Course illustrates various strategic and tactical supply-chain issues such as product design, virtual integration, information-sharing strategy, outsourcing, procurement, distribution strategy, and risk management. Additionally, it offers an opportunity for students to explore emerging supply-chain issues. The course uses case discussions to examine issues related to supply-chain management.

NMI AND NRE RESEARCH AND ADVANCED STUDIES**NMI 5000 Directed Reading and Research**

Fall, spring, 1–3 credits, variable.

Prerequisite: approval of advisors and faculty members involved in research. Staff. Students undertake special-interest research under the supervision of faculty members.

NMI 5030 Principles of Lean Six Sigma Process Improvement

Spring, 1.5 credits. Staff.

A hands-on introduction to understanding process excellence with a focus on Six Sigma from the perspective of Johnson and Johnson. This one-week course is condensed from the two-week Johnson & Johnson six sigma Green Belt certification training that its employees

take. The course teaches the DMAIC roadmap, which is a methodology to solve business problems. Students learn and practice the tools associated with six sigma and the roadmap. The course will be facilitated by Johnson and Johnson certified six sigma belts, but the course does not result in a Green Belt certification for the students. Students will learn (1) How to define, focus, and charter a problem; (2) How to understand what the customer wants; (3) How to map a process; (4) Tools to measure the magnitude of the problem; (5) Statistical tools to uncover root causes of the problem; (6) Tools to develop innovative solutions for the problem; (7) Tools to maintain and control the innovative improvements. Students will be introduced to Minitab as a software tool to accomplish the above objectives and they will conduct an interactive case study to apply the tools.

NMI 5100 Multicultural Work Environments

Fall, 1 credit. Prerequisite: students whose summer internships are in a country other than that of their citizenship or prior work experience. Students should register for course in spring semester before internship after obtaining an internship offer and completing paperwork for course instructors. International students obtain and process work authorization forms with the International Students office. See Charlotte Rosen (435 Sage Hall) for further details about academic and immigration requirements for NMI 5100. C. Rosen and B. Mink.

Independent study. Promotes an understanding of the cultural assumptions we bring to the work environment and the effects of cultural differences on organizational interactions and productivity. Grades are posted in the following fall semester after completion of the course project (a 10-page paper).

DOCTORAL SEMINARS

Doctoral seminars may change. Please see the Registrar's Office in 106 Sage Hall for current listing.

NRE 5010 Capital Markets Research in Accounting

Spring, 1.5 credits. C. Nichols.

This course is designed to introduce topics in capital markets research and to develop students' ability to evaluate and generate archival research in accounting. In addition, the course is intended to develop students' understanding of common research designs used in archival studies and to identify potential research questions.

NRE 5020 Doctoral Seminar In Marketing

3 credits. Prerequisite: permission of instructor; graduate-level course in mathematical statistics or econometrics (may be waived in special cases). Staff.

Introduces students to empirical research in marketing. Although there is a strong focus on the historical development of econometric specifications of consumer choice models (with an emphasis on heterogeneity and issues of dynamic consumption patterns) and Bayesian methods in marketing, the content is to some extent driven by the students. Teaching is interactive, and each student is expected to present one of the papers studied to the rest of the class and to replicate the

results of one of the papers, requiring him or her to write the necessary code and briefly discuss their findings. Students are welcome to sit in on parts of the class (e.g., the section on Bayesian Methods is broad enough that students from other areas may find the presentation useful).

NRE 5040 Judgment and Decision Making, Research and Accounting

3 credits. Prerequisite: Ph.D. students.

C. Nichols.

This 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.

NRE 5150 Behavioral Decision Making

Spring, 3 credits. Prerequisite: Graduate status. J. Russo.

This seminar focuses on decision making, judgment, and related topics. The initial topic is competing paradigms for research on decision making and the contributions to knowledge that each has made. Specific issues include (a) the kinds of decisions that each paradigmatic approach is most successful in explaining or predicting, (b) the forces that have impelled a shift of emphasis from one paradigm to another, and (c) the expected future productivity of the different paradigms. The remainder of the course is devoted to specific topics within decision research broadly construed, with their selection and priority guided by the interest of participants.

NRE 5170 Macro Organizational Theory Ph.D. Seminar

Spring, 3 credits. G. Dowell.

Reviews the major themes in macro OT research, paying particular attention to institutional theory and organizational ecology, but also including organizational learning, organizational identity, strategic management, and other topics.

NRE 5180 Marketing Model

Spring, 1.5 credits. S. Gupta.

This course is a study of model-based research in the marketing literature. The course aims to accomplish three main objectives: (1) develop student's knowledge of the technical details of various techniques for analyzing data, (2) expose students to "hands-on" use of various computer programs for carrying out statistical data analyses, and (3) have students propose a model of consumer/market behavior that potentially constitutes a contribution to the literature.

NRE 5360 Doctoral Seminar on Introduction to Asset Pricing

Spring, 3 credits. M. Huang.

This course is an introductory Ph.D.-level course on the basic theories of asset pricing. It consists of four parts. The first part deals with individual choices under uncertainty, including expected utility theory, risk aversion, stochastic dominance, and two-period consumption-portfolio problems. The second part deals with equilibrium pricing theories, including implications of no arbitrage and stochastic discount factor, risk sharing, aggregation, and consumption-based pricing in complete markets, mean-variance efficiency and the Capital Asset Pricing Model, and the Arbitrage Pricing Theory. The course also explores the relation between these various pricing theories, and extends the treatment of individual consumption/portfolio problems

and equilibrium pricing to a multiperiod setting. In the third part, recent developments in asset pricing are reviewed by introducing some stylized facts and new theories. The fourth part gives a brief introduction to behavioral finance.

FACULTY ROSTER

Bailey, Warren B., Ph.D., U. of California, Los Angeles. Prof., Finance
 BenDaniel, David J., Ph.D., Massachusetts Inst. of Technology. Don and Margi Berens Professor of Entrepreneurship
 Bhojraj, Sanjeev, Ph.D., U. of Florida. Assoc. Prof., Accounting
 Bierman, Harold, Jr., Ph.D., U. of Michigan. Nicholas H. Noyes Professor of Business Administration; Prof., Finance
 Bloomfield, Robert J., Ph.D., U. of Michigan. Nicholas H. Noyes Professor of Management; Prof., Accounting
 Chen, Ya-Ru, Ph.D., Columbia U. Prof., Management and Global Business
 D'Souza, Julia, Ph.D., Northwestern U. Assoc. Prof., Accounting. Director of Graduate Studies
 Detert, James R., Ph.D., Harvard U. Asst. Prof., Management and Organizations
 Dowell, Glen W. S., Ph.D., U. of Michigan. Asst. Prof., Management and Organizations
 Dyckman, Thomas R., Ph.D., U. of Michigan. Prof. Emeritus
 Farahat, Amr A., Ph.D., Massachusetts Inst. of Technology. Asst. Prof., Operations Management
 Frank, Robert, Ph.D., U. of California, Berkeley. Prof., Economics, Henrietta Johnson Louis Professor of Management
 Gaur, Vishal, Ph.D., U. of Pennsylvania. Assoc. Prof., Operations Management
 Gavirneni, Srinagesh (Nagesh), Ph.D., Carnegie Mellon U. Asst. Prof., Operations Management
 Grinstein, Yaniv, Ph.D., Carnegie Mellon U. Assoc. Prof., Finance
 Gupta, Sachin, Ph.D., Cornell U. Prof., Marketing, Henrietta Johnson Louis Professor of Management
 Hart, Stuart, Ph.D., U. of Michigan. S. C. Johnson Chair in Sustainable Global Enterprise; Prof., Management
 Hass, Jerome E., Ph.D., Carnegie Mellon U. Prof. Emeritus
 Heffetz, Ori, Ph.D., Princeton U. Asst. Prof. of Economics
 Hilton, Ronald W., Ph.D., Ohio State U. Prof., Accounting
 Ho, Benjamin, Ph.D., Stanford U. Asst. Prof., Economics
 Huang, Ming, Ph.D., Stanford U. Prof. of Finance
 Isen, Alice M., Ph.D., Stanford U. S. C. Johnson Professor, Marketing
 Jarrow, Robert A., Ph.D., Massachusetts Inst. of Technology. Ronald P. and Susan E. Lynch Professor of Investment Management; Prof., Finance
 Johnson, Justin, Ph.D., Massachusetts Inst. of Technology. Assoc. Prof., Economics
 Kadiyali, Vrinda, Ph.D., Northwestern U. Prof., Marketing and Economics
 Karolyi, G. Andrew, Ph.D., U. of Chicago. Alumni Prof., Economics; Prof., Finance and Global Business
 Khessina, Olga M., Ph.D., U. of California, Berkeley. Asst. Prof., Management and Organizations

Leary, Mark T., Ph.D., Duke U. Asst. Prof., Finance
 Libby, Robert, Ph.D., U. of Illinois. David A. Thomas Professor of Management; Prof., Accounting and Management and Organizations
 Mannix, Elizabeth, A., Ph.D., U. of Chicago. Prof., Management and Organizations Ann Whitney Olin Professor of Management
 McAdams, Alan K., Ph.D., Stanford U. Prof., Economics
 McClain, John O., Ph.D., Yale U. Prof., Operations Management; Emerson Electric Company Professor of Manufacturing Management
 Michaely, Roni, Ph.D., New York U. Prof., Finance; Rudd Family Professorship of Management
 Muthulingam, Suresh, M.B.A., Indian Institute of Management. Acting Asst. Prof., Operations
 Narayan, Vishal, Ph.D., New York U. Asst. Prof., Marketing
 Nelson, Mark W., Ph.D., Ohio State U. Prof., Accounting; Eleanora and George Landew Professor of Management
 Nichols, D. Craig, Ph.D., Indiana U. Asst. Prof., Accounting
 O'Connor, Kathleen, Ph.D., U. of Illinois. Assoc. Prof., Management and Organizations
 O'Hara, Maureen, Ph.D., Northwestern U. Robert W. Purcell Professor in Management; Prof., Finance
 Orman, Levent V., Ph.D., Northwestern U. Prof., Management Information Systems
 Park, Young-Hoon, Ph.D., U. of Pennsylvania. Assoc. Prof., Marketing
 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 and Management and Organizations
 Saar, Gideon, Ph.D., Cornell U. Assoc. Prof., Finance; Clifford H. Whitcomb Faculty Fellow
 Schneider, Henry S., Ph.D., Yale U. Asst. Prof., Economics
 Sine, Wesley, Ph.D., Cornell U. Asst. Prof., Management and Organizations
 Smidt, Seymour, Ph.D., U. of Chicago. Prof. Emeritus
 Spataro, Sandra E., Ph.D., U. of California, Berkeley. Asst. Prof., Management and Organizations
 Stayman, Douglas M., Ph.D., U. of California, Berkeley. Assoc. Prof., Marketing
 Swieringa, Robert J., Ph.D. U. of Illinois. Prof. of Accounting, Anne and Elmer Lindseth Dean Emeritus
 Thomas, L. Joseph, Ph.D., Yale U. Anne and Elmer Lindseth Dean, Prof. of Operations Management
 Thomas, Manoj K., Ph.D., New York U. Asst. Prof., Marketing
 Waldman, Michael, Ph.D., U. of Pennsylvania. Prof., Economics; Charles H. Dyson Professor of Management
 Yang, Nan, Ph.D., Columbia U. Asst. Prof., Operations Management
 Yehuda, Nir, Ph.D., Columbia U. Asst. Prof., Accounting
 Zhang, Xiaoyan, Ph.D., Columbia U. Asst. Prof., Finance

Lecturers

Allen, Randy L., B.A., Cornell U. Sr. Lec., Strategy
 Andolina, Robert, M.B.A., Cornell U. Sr. Lec., Finance
 Biloski, Alan J., Ph.D., Cornell U. Sr. Lec., Finance
 Calk, Stephen M., M.B.A., U. of Chicago. Lec., Finance
 Goldman, Melvin H., M.P.A., Princeton U. Lec., Management
 Hostetler, Michael, M.S., U. of Tennessee, Lec., Leadership
 Iankova, Elena A., Ph.D., Cornell U. Lec., International Business
 Milstein, Mark B., Ph.D., U. of North Carolina, Chapel Hill. Lec., Sustainable Global Enterprise; Director, Center for Sustainable Global Enterprise
 Mink, Barbara E., M.A., Cornell U. Sr. Lec., Management Communications
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 Noble-Grange, Angela P., M.B.A., Cornell U. Lec., Management Communications
 Rosen, Charlotte, Ph.D., Cornell U. Sr. Lec., Coordinator, Management Communications
 Schneider, George T., B.M.E., Cornell U. Lec., Entrepreneurship
 Shulman, Zachary J., J.D., Cornell U. J. Thomas Clark Senior Lecturer of Entrepreneurship and Personal Enterprise, Sr. Lec., Entrepreneurship
 Suwinski, Jan H., M.B.A., Cornell U. Sr. Lec., Operations Management
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Adjunct and Visiting Faculty

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 Ganem, Bruce, Ph.D., Columbia U. Adjunct Franz and Elisabeth Roessler Professor; J. Thomas Clark Professor of Entrepreneurship and Personal Enterprise
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 Keller, Fred P., M.S., Rensselaer Polytechnic Institute. Visiting Lec., Management
 LaPerle, Robert L., M.B.A., U. of Rochester. Visiting Lec., Marketing

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