

## JOHNSON GRADUATE SCHOOL OF MANAGEMENT

### ADMINISTRATION

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The Johnson Graduate School of Management prepares men and women for managerial careers in business. The school offers course work in many disciplines to provide potential managers with an understanding of the complexities of the professional world in which they 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 start-up 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 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 start-up 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 start-up 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. This course will focus 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 will be the coaching and feedback students will 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, 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; (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. Staff. 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, we will focus on the skills managers need to be successful in their firms and in their careers. An important course goal is to help you hone your critical thinking and problem-solving skills. To this end, our case analyses will require you to take problems apart into their component parts, to uncover their root causes, and to develop workable solutions. I will introduce frameworks and models that will help you 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 start-up 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. Our objective by the end of the course is to provide you with the basic skills necessary to critically analyze a firm's operating performance and practices. We will focus 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, brand management, and entrepreneurship. Immersions offer a semester of continuous focus, real-world problem solving, and site visits to dozens of companies.

### **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 5020 Managerial Cost Accounting** 3 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 credits

**NBA 6200 Marketing Research**

3 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

**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; 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 5020 Managerial Cost Accounting**

3.0 credits

**NBA 5320 Due Diligence in Private  
Equity Investments**

0.5 credits

**NBA 5590 Venture Capital Industry and  
Private Equity Markets**

0.5 credits

**NBA 5640 Entrepreneurship and Private  
Equity—Practicum**

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. Our objective is to enable you to become more knowledgeable, skeptical consumers of financial information by teaching you to (1) understand and be able to reconstruct the accounting that produced the numbers you 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 you choose, whether you 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 and performance evaluation. Course topics include budgeting, product costing systems, activity-based costing, activity-based management standard costing, cost variance analysis, cost estimation and prediction, cost-volume-profit analysis, responsibility accounting, performance evaluation, non-manufacturing cost analysis, cost allocation, and transfer pricing. Instruction is a mixture of lecture and case discussion. Student evaluation is based on a midterm exam, 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. 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, credit analysis, bond rating and bankruptcy predictions, and firm valuation using discounted cash flow 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.

**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 5060. N. Yehuda.

Builds on the core financial analysis skills developed in NBA 5060. Topics include trading strategies, relative (multiple) valuation, mergers and acquisitions-consolidated statements, deal structure, strategic deal pricing, joint ventures and alliances, holding companies and segments, credit and bankruptcy analysis. 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 course builds on the brief introduction to financial modeling in NBA 5060 by modeling the effect on the income statement, balance sheet, and statement of cash flows of more complicated 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.

### 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, 4 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 will give the student 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, former vice president of research for Thompson's venture capital data 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—now an increasingly important and dynamic part of the asset allocation mix; (3) issues in private equity investing such as concentration in fewer, larger funds; and (4) the critical role of a new class of gatekeeper/consultants for limited partners. 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. Gaul.

This course uses lectures and live case studies to address entrepreneurial management in start-up ventures and private equity investments. Topics include valuation and growth management of start-up ventures, buying and selling businesses, leveraged buyouts, and business plans produced by student teams. Guest lecturers speak on specialized topics such as boards of start-up companies, distressed businesses, real estate investment, and entrepreneurial marketing. The lectures and cases are in the first half of the semester and the business plans are developed in the second half. The course attempts to integrate marketing, finance,

operations, and human-resource topics in the context of high-growth business ventures and business ventures and private equity.

**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 gives an overview of the spectrum of alliances, examining the strategic rationale and pros and cons of each major type of alliance. The primary focus is on joint ventures as a specific form of strategic alliance, where the success rate is less than 50 percent. The course develops a set of principles that have contributed to success for Corning Incorporated. The course is taught from the perspective of the general manager of a major business unit.

**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, start-up 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 6890 Law for High-Growth Business**

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 start-ups, (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 5400 Advanced Corporate Finance

Fall. 3 credits. Prerequisite: NBA 5060 or equivalent. Staff.

Relevant for both investment banking and the treasurer's activities of an operating corporation. Most class sessions are lecture-discussion, but there will be several corporate finance cases. Topics include debt securities (duration, convexity, inverse floaters, bond refunding, term structure), convertible debt, capital structure, distribution policy, exotic new securities, financial strategies, and the buy versus lease decision. Investigates corporate financial policy decisions from a normative-quantitative point of view and develops skill in formulating financial models and evaluating models. Uses basic mathematics.

### NBA 5405 Advanced Corporate Finance

Spring. 1.5 credits. H. Bierman.

This course is relevant for banking, investment banking, security analysis, and the financial activities of an operation corporation. Class sessions are lecture-discussion and a very few cases. 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. 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. There will be several class leaders from the real world talking to the class, as well as visitors.

### 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.

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 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.

We will develop an understanding of the theories of corporate finance and have discussions of 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. Jarrow.

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.

#### **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 and R. Swieringa.

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 start-ups 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-base 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. We will spend about one-third of each class on the prepared case, one-third on key technical issues, and one-third on an introduction to the next industry.

#### **NBA 5980 Behavioral Finance**

Spring. 3 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 gives an introduction to behavioral finance. Introduced to the conceptual framework of behavioral finance, and then apply the framework to study a wide range of issues in asset pricing, investment, and corporate finance. Topics covered in the course 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, we will 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. D. Weinbaum.

Deals with the principles of valuation for publicly traded firms, divisions of publicly traded firms, or private firms that have publicly traded comparables, using discounted cash flow (DCF) valuation. The definitions of cash flow and discount rate depend on whether we want to value the entire firm or value only equity. Discusses (1) how to compute free cash flows based on historical income statements and balance sheets; (2) the concept of value drivers and economic value added (economic profits or residual income); (3) operating risk and financial risk, the relation between financial leverage and cost of capital, the levering and unlevering of equity betas, capital asset pricing model, computing cost of equity, cost of debt, cost of preferred stock, weighted average cost of capital, divisional cost of capital, etc. These concepts are applied; (4) to computing cost of capital. Introduces valuation by multiples using comparables and discusses its applications to valuing divisions of multibusiness firms.

#### **NBA 6730 Introduction to Derivatives, Part 1**

Fall, spring. 1.5 credits. Prerequisite: NCC 5060 or permission of instructor. X. Zhang.

Introduces students to the pricing and hedging of derivative securities. Briefly covers forward contracts, futures contracts, and swaps. The primary emphasis is on option contracts. Underlying assets include stocks, currencies, and commodities.

#### **NBA 6740 Introduction to Derivatives, Part 2**

Fall. 1.5 credits. Prerequisite: NCC 5060 or permission of instructor. X. Zhang. For description, see NBA 6730.

#### **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, 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 and the Environment: An Economics Approach**

Spring. 3 credits. Prerequisite: NCC 5020. B. Ho.

Energy use and its impact on the environment will be two of the most important issues of the 21st century. The large role of energy in geopolitical relationships combined with the fact that most of the greenhouse gas emissions associated with global climate change come from energy production, means the energy sector is poised for dramatic change, and thus great opportunity. This course is designed to be a primer for potential entrepreneurs, investors, managers and policy makers on energy and environmental issues. We will consider the economic, social, political, and strategic realities of the energy sector using political/economic analysis, and strategic case analysis. Topics will include environmental economics, energy economics, environmental

ethics, the politics of energy, NGO activism, climate change, the oil sector, the electricity sector, alternative energy, the international context, and sustainability.

**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 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, persuasion, and question/answer. Student speeches constitute the bulk of class time, with each student presenting seven or eight

speeches, many of which are video recorded. The small class size allows for significant individual attention and feedback from peers and the instructor.

**[NBA 5690 Management Consulting]**

**NBA 5700 Foundations of Leadership**

Spring, 1.5 credits. P. Stepp.

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 employs 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. 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 5730 Seminar in Sustainable Development**

Spring, 1-3 credits, variable. A. McAdams.

Involves readings and discussion of issues in environmental management and features four significant outside speakers on the subject of environmental management. (Students interested in doing consulting projects in environmental management are accommodated in NBA 5750 Management Projects.)

**NBA 5740 Management Practicum for AMBA Students**

Fall 3 credits. Prerequisite: accelerated M.B.A. (AMBA). R. Allen.

This course would begin in the summer with a relationship meeting with the companies involved as clients. The clients would be recruited between now and then to focus on companies with technology/science content consistent with the background of many of the TMO students. The types of companies we would focus on are ones that are research centric and ideally within driving distance or

closely aligned with the school. The companies need to be willing to commit their resources and support and will 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 together 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, non-government organizations (NGOs) 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**

Fall, 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 corporate strategy and its interaction with business unit strategies; tools for industry and company analysis; and situational analysis. Complements the core strategy course, with emphasis on understanding and practicing frameworks that are useful in case-based interviews. 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, in analyzing business problems/opportunities, using the strategic process to formulate effective business strategies, and in presenting their recommendations in written and oral form. A major case write-up and presentation in a mock board environment at the end of the course 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.

This half-semester course will focus on analyzing multidisciplinary business cases from a CEO perspective. The course will develop students' analytical and strategic thinking and their presentation skills for effective communication as executive managers or consultants to executive managers. Students will be expected to answer case questions and present solutions in class.

**NBA 6030 Sustainable Global Enterprise**

Spring. 1.5 credits. Staff.

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. 1.5 credits. A. McAdams.

The idea of Creative Design for Affordability is to use product design to help students become more aware of their own creativity and to give them the background necessary to lead or facilitate creative teams in their future careers as managers. Most important, students will be required to actively participate in their teams' creative processes and engage in designing, building, and iterating working prototypes of simple products. Another objective of the course is to give students the tools to understand the product design process as it typically occurs within some of today's organizations. Students will become well versed in real case studies from companies like Kodak and IDEO, and they will come to understand the basics of how to design products that at once appeal to the target customer, meet the customer's needs, and meet the highest quality specifications,

while achieving a level of sustainability through the use of reusable or eco-friendly materials. While achieving all of these goals, students must—above all—design products that are affordable to the consumer.

**NBA 6690 Leading Teams**

Spring. 1.5 credits. M. Thomas-Hunt.

This course 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 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. Students who take advantage of everything this course has to offer will become comfortable and adept in leading group and team enterprises. The primary teaching method in this course will be inductive and experiential. Relatively little class time will be devoted to standard lectures. Much of the learning that occurs in the course will involve exercises and simulations that draw on students' current experiences in the class as well as their previous experiences in teams and organizations outside of Cornell.

**NBA 6720 Goal Setting for Personal Leadership**

Fall. 1.5 credits. Prerequisite: NBA 5700. P. Stepp.

This course is required for the Leadership Focus Program designed as a follow-up to NBA 5700 and will introduce students to "leader as coach." The lasting value of NBA 5700 Foundations of Leadership depends on the amount of follow through students achieve on their personal learning plans (MAPS), learn how to learn about personal behavior change on their own, and learn to coach others. The action learning method will be used to link leadership development to immediate business and personal concerns by challenging participants to practice leadership skills in real world activities. The course will provide structured support for personal change using MAPS plans, establishing learning and development strategies, and receiving feedback and coaching support from peers and practitioners. Students will leave the course with a mission and values statement to help guide and drive personal learning plans, and align them with career aspirations.

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

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

Using readings and cases, this course on strategy making for sustainability introduces the 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 that can 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.

An advanced experiential learning course in which students are primarily tasked to work directly with hospitality companies to solve real sustainability-related issues in the marketplace. Projects relate to the greening of current operations (operational), the refurbishment of existing assets and properties (brownfield), and the establishment of new businesses (greenfield). The goal of the course is to provide students with the opportunity to develop and refine critical analysis and decision-making skills related to hospitality management and sustainability through hands-on learning experiences.

**NBA 6950 Game Theory and Business Strategy**

Spring. 1.5 credits. H. Schneider.

Game theory provides a method for identifying optimal strategies and predicting the outcomes of strategic interactions when players' actions impinge upon each other. Using lectures and in-class games, this course develops the basic tools of game theory as they relate to business situation, and then applies them to business examples and cases. Some of the topics covered 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 strategic concepts 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.

**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 theft), financial risks, operational risks (reputation and public image issues), societal risks (activism of international nongovernmental organizations), and everyday risks (corruption). Through a combination of readings, lectures, guest speakers and case discussions students will develop practical skills in evaluating and assessing risk, and will learn how to approach and manage risks on a global scale.

**NBA 5800 Strategies for Global Competitiveness**

Fall. 3 credits. Can be used to fulfill strategy requirement. A. McAdams.

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

**NBA 5840 International Competitive Strategy**

Spring, 1.5 credits. G. Katzenstein.

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. G. Katzenstein.

International management is a survey of international business from a cultural and managerial perspective. The course uses culture as a foundation to examine a variety of considerations related to business in an international context. The first part of the course briefly examines the context and environment of cross-cultural management. We will look at globalization, why firms get involved in international business, and how they analyze their investment environment and opportunities. The second part of the course concerns analyzing international business, including macro issues such as organizational structure, control, and culture, and micro concerns such as motivation, leadership, negotiation, teams, decision making, and human resource management.

**NBA 5900 Business in Emerging Markets**

Fall 1.5 credits. E. Iankova.

This course focuses on the opportunities and market potential, as well as the risk factors in 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—Eastern Europe, Asia, and Latin America, with a special emphasis on the BRIC countries (Brazil, Russia, India, and China). The course looks at the emerging economies from four major perspectives: market potential; trading opportunities; sourcing; and global competition. It examines in greater 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 risks and opportunities in emerging markets.

**NBA 5920 Experience in International Management**

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

G. Katzenstein.

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). Those meetings are used to present information on international business conditions, industrial structures, management styles, and also to develop cross-cultural skills. 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 start-ups 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. G. Katzenstein.

This course takes a managerial perspective to introduce students to those differences, whether working in Asia or managing operations and personnel in Asia. The course will cover major issues in strategy, organizational behavior, and human resource management in the Asian context. The strategy part of the course will look at issues including particular Asian forms of organization and larger strategic issues such as the role of government, corruption, intellectual property, and the Asian Diaspora. The organizational behavior part of the class will look at issues such as national culture, communication, leadership, motivation, decision making, and group dynamics in an Asian context. The human resource part of the course will examine recruiting, developing, and retaining your local personnel, managing expatriates in Asia, and localization of Asian businesses.

**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.

Explores 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 and the 2004 enlargement to the east are shaping the strategies of multinational corporations with operations in Europe. To understand better the pressures for change in a "deepening" and "widening" European Union in their complexity and entirety, students become personally involved in problem solving through issue and case discussions, such as determinants and policy of entrepreneurship in a European–U.S. comparison; corporate networks in a European–U.S. comparison; trade policy and the European Union's trade disputes with the United States; competition policy and Microsoft's antitrust battles in European courts; environmental policies and corporate sustainability issues in Europe; the common agricultural policy of the European Union and the impact of global trade talks on European farm subsidies; work conditions in Europe and the Wal-Mart experience with doing retail business in Europe; and a variety of other mini-cases.

**NBA 6250 International Marketing**

Fall. 1.5 credits. Recommended: background in core marketing. Staff. Designed to train students to take a domestic product and successfully expand it into international markets. Discusses market selection, international market research issues, and international marketing strategies. The term project (submitted in three parts throughout the semester) requires students to choose a product and develop a plan for taking it abroad. Because each class includes cases, class preparation is essential. Grading is based on the term project, a final exam, and class participation.

**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. Introduces modern data management systems and their use in the business context. Focuses on the capabilities of modern database systems and their role in the enterprise instead of going into technical detail. Topics include data models and modeling, query languages, transactions, database tuning, application servers, service-oriented and three-tier architectures, capacity planning, and data mining. Students perform several hands-on exercises involving a commercial database system.

**NBA 5230 Data-Driven Businesses**

Spring. 1.5 credits. J. Gehrke. The course will cover 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.

**NBA 6000 The Strategic Role of Information Technology**

Fall. 3 credits. D. Huttenlocher. Beyond the hype surrounding the rise and fall of the dot-com era, information technology has had a wide-ranging impact on business activities. For instance, search costs and transaction costs have plummeted, while concurrently new ways of pricing and of organizing commercial transactions have emerged. Such changes are affecting how firms are managed as well as how they interact with their customers, employees, and business partners. This course explores how firms can use information technology to create business value and looks at strategies that can

help ensure they capture part of that value. Examines small and large companies in a variety of industries, including financial services, travel, retail, software, and manufacturing. Prior knowledge of information technology is not presumed; relevant technologies are covered in class or in assigned readings. The course format is a combination of lectures and cases.

**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. Students explore in-depth projects based on a particular fundamental technology. Students are expected to investigate the science and technology and the strategic value of the technology via cross-disciplinary student teams; student teams will explore potential applications for fundamental advances and determine intellectual property related to the technology and applications. Students map progress with presentations, and are expected to create an end-of-term document enveloping technology, intellectual property, applications, and potential commercialization.

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

Spring. 1.5 credits. B. Ganem and A. Biloski. NBA 6080 will introduce JGSM students to the scientific and business principles underlying the modern pharmaceutical and biotechnology industries. The course will examine organizational models in this corporate sector and help students more effectively perform financial and business evaluations of current and emerging technologies. The course will be organized into therapeutic modules, with guest speakers presenting unique perspectives on therapeutic developments in these areas. Each student will participate in a team project whose goal is to identify a therapeutic product or licensing/acquisition opportunity that would be of interest to a specific major pharma company. Course grades will be based upon the consistency and persuasiveness of both business and technical arguments.

**NBA 6100 Technology Management, Bio, Info, Nano**

Fall. 1.5 credits. D. Huttenlocher.

This course will introduce students to some of the current trends in modern biotechnology, information technology, and nanotechnology, and consider cross-cutting issues such as new technology adoption, business models for new technologies, and bridging the gap between scientific invention and business innovation. This course will be a "capstone" course that spends two weeks on bio/tech/pharma, two weeks on materials/nanotech, and two weeks on info tech. Scientific and technological discoveries will continue to drive advances in a broad range of industries. The wide array of technologies in the biological sciences, information technology, and advanced materials present numerous challenges to managers attempting to map future growth in industries that are driven technological advances.

**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 rising 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 to 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. We will use 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 here 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 start-up 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. We will start 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 will lead us 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.

This course 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. We will explore 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. We will focus on features of the firm that interfere with or support these efforts, including the role of the culture, the role of organizational capabilities, and the role of 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 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, you must learn, exhibit, and model critical thinking skills to organizational stakeholders: your colleagues, supervisors/senior executives, and clients/customers. We spend the first few class sessions looking at a series of brief articles that attempt to advance arguments in favor of a particular business proposition, and we 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. We then spend the remainder of the course 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 you 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 the group/organization that you are 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 you want to have a real impact on your company, you must be ready to deal with changes stemming from a variety of internal and external forces. This course will give you the tools to think more systematically about the challenges of managing change, by considering (a) the impetus for the change, and (b) 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 and Organizations**

Fall, 3 credits. Priority given to M.B.A.s. Staff.

Focuses on general principles for successfully leading teams and organizations (the personal development course is NBA 5700). Draws on the latest research in team decision making and organizational leadership to address questions such as: what is the difference between leadership and management? how does a leader establish trust and commitment to an organization? and how do leaders transform organizations? Consists primarily of case studies of leaders but also includes some experiential and group activities. Grading is based on class participation, group case analyses, and a final individual case analysis.

**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. We will generally use case studies and videos to first illustrate a topic by focusing on a specific leader and decision or dilemma faced by that leader. We will 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 seek to 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.

Among the critical tasks facing any senior manager are the creation, evaluation, and implementation of a business unit's strategy. NCC 5090 (Strategy Core) and NBA 5790 (Cases in Business Strategy) teach students tools of creation and evaluation of strategies. This course is complementary and will offer frameworks for understanding ways 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." 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 start-up companies.

#### **NBA 6820 Negotiation Essentials**

Spring, 1.5 credits. S. Spataro and K. O'Connor.

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. This course is designed to complement the technical and diagnostic skills learned in other courses at the Johnson School. A basic premise of the course is that while a manager needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed in order for these solutions to be accepted and implemented. The course will highlight the components of an effective negotiation and teach students to analyze their own behavior in negotiations. The course will be experiential, allowing students to develop their skills by participating in negotiations and integrating their experiences with the principles presented in the assigned readings and course discussions.

### **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 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 on evaluating research methods and on interpretation and use of results rather than 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**

Fall, 3 credits. Prerequisite: NCC 5030. Staff.

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, 3 credits. Staff.

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. S. Gupta.

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. S. Gupta.

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 6410 Logistics and Manufacturing Strategy

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

Covers supply-chain integration, which involves strategic management of the value chain from materials to customer. Students discuss operations strategy issues that are important to both manufacturing and service organizations. The course emphasizes written and oral communication skills. About a fourth of the classes are spent on case studies that are analyzed by small groups. There is a midterm and final exam, but the majority of the grade is evaluated based on a course project, case analyses, and a supply chain simulation assignment that allows students to apply course topics in an experiential-learning setting.

#### NBA 6430 Managerial Spreadsheet Modeling

Fall, spring. 1.5 credits. T. Janosi.

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. T. Janosi.

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.

## 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.

Lean Six Sigma is a robust and customer-focused process improvement methodology that develops value-creating processes in an organization while simultaneously reducing costs, defects, and lead times. This 20-hour course will (1) familiarize students with the Lean Six Sigma D-M-A-I-C process improvement roadmap, (2) introduce the technical fundamentals of Lean Six Sigma, and (3) demonstrate the use of Lean Six Sigma to support and accomplish an organization's strategic and operating plans. Students receiving a passing grade will receive a "Principles of Lean Six Sigma" course completion certificate.

#### 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

#### 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.

We review 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 the 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. 3) Ask students to propose a model of consumer/market behavior that potentially constitute contributions 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. We also explore the relation between these various pricing theories, and extend the treatment of individual consumption/portfolio problems and equilibrium pricing to a multi-period setting. In the third part, we review recent development in asset pricing 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. Prof., Accounting
- 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, Ann Whitney Olin Professor of Accounting; 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
- Gavirneni, Srinagesh (Nagesh), Ph.D., Carnegie Mellon U. Asst. Prof., Operations Management
- Grinstein, Yaniv, Ph.D., Carnegie Mellon U. Assoc. Prof., Finance
- Guar, Vishal, Ph.D., U. of Pennsylvania, Assoc. Prof., Operations Management
- 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. James B. Rubin Professor of Finance, Krause Faculty Fellow in Real Estate; Prof., Finance
- 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, Clifford H. Whitcomb Faculty Fellow
- Huttenlocher, Daniel P., Ph.D., Massachusetts Inst. of Technology. John P. and Rilla Neafsey Professor of Computing and Information Science and Business; Prof., Information Technology
- 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 and Economics
- Johnson, Justin, Ph.D., Massachusetts Inst. of Technology. Assoc. Prof., Economics
- Kadiyali, Vrinda, Ph.D., Northwestern U. Prof., Marketing and Economics
- 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 Behavioral Science
- 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
- 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 and Quantitative Methods
- 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, Nicholas H. Noyes Professor of Economics and Finance; Professor of Finance, Emeritus
- Spataro, Sandra E., Ph.D., U. of California, Berkeley. Asst. Prof., Management and Organizations; Clifford H. Whitcomb Faculty Fellow
- 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 Manufacturing and Operations Management
- Thomas, Manoj K., Ph.D., New York U. Asst. Prof., Marketing, Clifford H. Whitcomb Faculty Fellow
- Thomas-Hunt, Melissa, Ph.D., Northwestern U. Assoc. Prof., Management and Organizations
- Waldman, Michael, Ph.D., U. of Pennsylvania. Prof., Economics; Charles H. Dyson Professor of Management
- Weinbaum, David, Ph.D., New York U. Asst. Prof., Finance
- 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
- 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
- Katzenstein, Gary, Ph.D., Carnegie Mellon U. Sr. Lec., Global Business and Management and Organizations
- Milstein, Mark B., Ph.D., U. of North Carolina. Lec., Sustainable Global Enterprise
- Mink, Barbara E., M.A., Cornell U. Sr. Lec., Management Communications
- Mish, Risa, J.D., Cornell U. Lec., Management; Director, Leadership Skills
- 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
- Szpiro, Daniel A., Ph.D., U. of Western Ontario, Sr. Lec., Accounting

## Adjunct and Visiting Faculty

- Azis, Iwan J., Ph.D., Cornell U. Adjunct Prof., Economics
- Curtis, Rich, M.B.A., Cornell U. Visiting Lec., Finance
- Ellish, F. Warren, M.B.A., Cornell U. Visiting Sr. Lec., Marketing
- Fields, Tom D., Ph.D., Northwestern U. Visiting Lec., Accounting
- Fitzgerald, Eugene, Ph.D., Northwestern U. Visiting Prof., Management
- Fry, Michael J., Ph.D., U. of Michigan, Visiting Assoc. Prof.
- Ganem, Bruce, Ph.D., Columbia U. Adjunct Franz and Elisabeth Roessler Professor; J. Thomas Clark Professor of Entrepreneurship and Personal Enterprise
- Greenberg, Donald P., Ph.D., Cornell U. Adjunct Prof., Management Information Systems
- Gosse, Lois E., Ph.D., Cornell U. Visiting Sr. Lec., Economics
- Grossman, Dale A., J.D., American U. Sr. Lec., Tax and Business Law
- Hanks, James J., LL.M., Harvard U. Visiting Sr. Lec., International Management
- Janosi, Tibor, Ph.D., Massachusetts Inst. of Technology. Visiting Prof., Finance

Juran, David C., Ph.D., Cornell U. Visiting Asst.  
Prof., Operations Management

Keller, Fred P., M.S., Rensselaer Polytechnic  
Institute, Visiting Lec., Management

Marin, Richard A. M.B.A., Cornell U. Executive  
in Residence in Asset Management; Visiting  
Sr. Lec., Finance

Maydew, Edward L., Ph.D., U. of Iowa, Visiting  
Prof., Accounting

McLeod, Poppy, Ph.D., Harvard U. Adjunct  
Assoc. Prof., Management Communications

Nesheim, John L., M.B.A., Cornell U. Visiting  
Lec., President, Aladdin Systems, Inc.

Peck, Nathan H., M.B.A., Cornell U. Visiting Sr.  
Lec., Consulting

Radcliffe, Dana M., Ph.D., Syracuse U. Adjunct  
Day Family Lec., Business Ethics

Raj, S. P., Ph.D., Carnegie Mellon U. Visiting  
Prof., Marketing

Shackell-Dowell, Margaret B., Ph.D., U. of  
Michigan, Visiting Lec., Accounting

Stepp, Pamela L., Ph.D., Cornell U. Visiting Sr.  
Lec., Management and Organizations

Wansink, Brian, Ph.D., Stanford U. John S.  
Dyson Professor of Marketing; Adjunct  
Prof., Marketing

Zurack, Mark A., M.B.A., Cornell U. Visiting Sr.  
Lec., Finance