CAMPUS AND AREA MAPS

GLEASON HALL, SCHLEGGEL HALL, AND CAROL G. SIMON HALL

COURSE CATALOG
Academic Year 2016–2017

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The study grids contained in this book are current for the 2016-2017 academic year. While it is not expected that any billable credits will change for the 2016-2017 academic year, the arrangement of courses is subject to change.
Full-Time MBA Program

To earn the Master of Business Administration degree, a student must complete 67 credit-hours of study with a minimum 3.0 grade point average. Full-time MBA candidates must also successfully complete a Communicating Business Decisions course sequence. The MBA curriculum consists of nine required core courses, plus a Communicating Business Decisions course sequence over the first year.

Waivers are permitted for some of the core courses. The list of core courses for which waivers are permitted and the details of the waiver policy are available on internal websites at Simon. Waivers do not reduce the number of credits needed to get the MBA degree.

Additionally, 11 electives, and one additional for each waiver core course, are required. Although not required, students may complete a concentration. Most opt for at least one and, in many cases, two. Concentrations permit students to develop expertise in the following areas:

• Business Systems Consulting
• Strategy and Organizations track
• Pricing track
• Computers and Information Systems
• Corporate Accounting
• Entrepreneurship
• Finance
• Health Sciences Management
• International Management
• Marketing Strategy track
• Brand Management track
• Pricing track
• Operations Management
• Public Accounting

Much of the academic work in the MBA program will rely on computer-based analysis and computer-assisted presentations. Upon entry to the program, faculty will expect students to have a working knowledge of spreadsheet and word-processing software. The programs most widely used are Microsoft Excel and Access.

MBA REQUIREMENTS AND CORE COURSE SEQUENCES

PRE-FALL QUARTER FALL QUARTER WINTER QUARTER SPRING QUARTER

STR 401 Managerial Economics

GBA 412 Data Analytics
GBA 411 Business Modeling
CIS 401 Information Systems for Management

ACC 401 Corporate Financial Accounting

OMG 402 Operations Management
Elective

MKT 402 Marketing Management
Elective

FIN 402 Capital Budgeting and Corporate Objectives

GBA 401A (1 credit) Business Consulting I
GBA 401B (1 credit) Business Consulting II
GBA 401C (1 credit) Business Consulting III

CMC Co-Curricular Programming

MGC 401 (1 credit) Professional Communication

MGC 402 (1 credit) Communicating Analytics

MGC 403 (1 credit) Teamwork

MGC 411 (1 credit) Interpersonal Persuasion and Influence

Pre-Fall + Fall Quarter Total Credit Hours: 18
Winter Total Credit Hours: 11
Spring Total Credit Hours: 11

Core Courses

ACC 401. Corporate Financial Accounting
CIS 401. Information Systems for Management
FIN 402. Capital Budgeting and Corporate Objectives
GBA 401. A, B, C - Business Consulting I, II, III
GBA 411. Business Modeling
GBA 421. Data Analytics
MKT 402. Marketing Management
OMG 402. Operations Management
STRA 401. Managerial Economics
MGC 401. Professional Communication
MGC 402. Communicating Analytics
MGC 403. Teamwork
MGC 411. Interpersonal Persuasion and Influence

MBA REQUIREMENTS AND CORE COURSE SEQUENCES

PRE-FALL QUARTER FALL QUARTER WINTER QUARTER SPRING QUARTER

STR 401 Managerial Economics

GBA 412 Data Analytics
GBA 411 Business Modeling
CIS 401 Information Systems for Management

ACC 401 Corporate Financial Accounting

OMG 402 Operations Management
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MKT 402 Marketing Management
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FIN 402 Capital Budgeting and Corporate Objectives

GBA 401A (1 credit) Business Consulting I
GBA 401B (1 credit) Business Consulting II
GBA 401C (1 credit) Business Consulting III

CMC Co-Curricular Programming

MGC 401 (1 credit) Professional Communication

MGC 402 (1 credit) Communicating Analytics

MGC 403 (1 credit) Teamwork

MGC 411 (1 credit) Interpersonal Persuasion and Influence

Pre-Fall + Fall Quarter Total Credit Hours: 18
Winter Total Credit Hours: 11
Spring Total Credit Hours: 11

Full-Time MS in Accountancy

ALL COURSES ARE 3 CREDIT-HOURS UNLESS INDICATED OTHERWISE.

Degree Total Credit Hours: 37

FULL-TIME MASTER OF SCIENCE IN ACCOUNTANCY

Students take nine required courses, two electives, plus the Communicating Business Decisions course sequence. A minimum 3.0 grade point average is required for graduation.

Assuming that students have met certain undergraduate prerequisite requirements, this program has been designated by the New York State Education Department as fulfilling the 150 credit-hour requirements for professional education programs in public accounting.

Students whose undergraduate programs do not satisfy all the assumed prerequisites will be advised of the additional courses that they must complete following a review of their undergraduate transcript. The New York State Education Department will have final approval upon application for licensure. Students should contact Heidi Tribunella, clinical associate professor of accounting, for academic advisement.

ACC 411. Financial Statement Analysis

ACC 417. Auditing

ACC 419. Positive Accounting Research

ACC 423. Financial Reporting I

ACC 424. Financial Reporting II

ACC 424. Financial Reporting II

ACC 436. Research Into Professional Accounting Standards

ACC 447. Auditing II—Auditing and Information Systems

Employees: ACC 411. Financial Statement Analysis

ACC 417. Auditing

ACC 419. Positive Accounting Research

ACC 423. Financial Reporting I

ACC 424. Financial Reporting II

ACC 436. Research Into Professional Accounting Standards

ACC 437. Basic Federal Income Tax Accounting

ACC 438. Auditing II—Auditing and Information Systems

Electives: ACC 410. Strategic Cost Analysis

ACC 418. Taxes and Business Strategy

FIN 402. Capital Budgeting and Corporate Objectives

FIN 411. Investments

FIN 412. Corporate Finance

FIN 442. Cases in Finance

FIN 448. Fixed Income Securities

MKT 402. Marketing Management

MKT 414. Pricing Policies (STR 423)

CIS 401. Information Systems for Management

CIS 418. Advanced Business modeling and Analysis Using Spreadsheets

OMG 402. Operations Management

STR 422. Strategic Decision Making: Theory and Practice

STR 440. Corporate Governance

All courses are 3 credit-hours unless indicated otherwise.

* MS Accountancy students are required to take two elective courses during their program of study. One elective is taken in the winter and the other is taken in either fall or spring. The electives are dependent on the student’s undergraduate studies. Students are advised on particular elective requirements during the program overview session of orientation. For any academic questions regarding MS Accountancy, please contact Professor Heidi Tribunella.
### FULL-TIME MS ACCOUNTANCY (INTERNSHIP TRACK)

<table>
<thead>
<tr>
<th></th>
<th>PRE-FALL QUARTER</th>
<th>FALL QUARTER</th>
<th>WINTER QUARTER</th>
<th>SPRING QUARTER</th>
<th>FALL QUARTER</th>
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<tbody>
<tr>
<td><strong>BPP 432</strong></td>
<td>Business Law</td>
<td>ACC 423</td>
<td>ACC 437</td>
<td>ACC 424</td>
<td>ACC 436</td>
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<td><strong>ACC 419</strong></td>
<td>Positive Accounting Research</td>
<td>ACC 417</td>
<td>ACC 411</td>
<td>ACC 438</td>
<td>Auditing II - Auditing and Information Systems</td>
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<td>Auditing</td>
<td>Financial Statement Analysis</td>
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<td></td>
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<td>ACC 438</td>
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<td>Elective*</td>
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<td><strong>CMC Co-curricular Programming</strong></td>
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<tr>
<td><strong>MG 401 (1 credit)</strong></td>
<td>Professional Communication</td>
<td>MG 402 (1 credit)</td>
<td>MG 403 (1 credit)</td>
<td>MG 411 (1 credit)</td>
<td>Teamwork - Interpersonal Persuasion and Influence</td>
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<tr>
<td><strong>Pre-Fall + Fall Quarter Total Credit Hours:</strong></td>
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<td>Fall Total Credit Hours: 3</td>
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</table>

Degree Total Credit Hours: 37

### FULL-TIME MASTER OF SCIENCE IN FINANCE

#### Program Requirements

The MS requires the completion of 46 credit hours. There are eight required core classes, plus the Communicating Business Decisions course sequence, and six additional courses which must be chosen from available electives. A minimum 3.0 grade point average is required for graduation.

#### Required Courses:

- ACC 401*: Corporate Financial Accounting
- ACC 411: Financial Statement Analysis
- FIN 402: Capital Budgeting and Corporate Objectives
- FIN 411: Investments
- FIN 413: Corporate Finance
- FIN 448: Fixed-Income Securities
- GBA 462: Core Statistics for MS Students
- GBA 461: Core Economics for MS Students
- MGC 401: Professional Communication
- MGC 402: Communicating Analytics
- MGC 403: Teamwork
- MGC 411: Interpersonal Persuasion and Influence

#### Choose two from the following:

- FIN 424: Options and Futures
- FIN 433: Cases in Finance
- STR 403: Organization and Strategy

#### Choose four from the following:

- ACC 410: Strategic Cost Analysis
- ACC 424: Financial Reporting II
- CIS 418: Advanced Business Modeling
- FIN 430: Financial Institutions
- FIN 434: Investment and Trading Strategies
- FIN 441A: Real Estate
- FIN 441F: Project Course
- FIN 442: International Economic and Finance
- FIN 444: Entrepreneurial Finance
- FIN 446: Financial Information Systems

**Students with sufficient prior coursework in Accountancy, or holding a CPA can substitute ACC 423 (Financial Reporting I) for ACC 401 in Fall Quarter.**

**MSF Internship Track students take one less course by the end of Spring Quarter and take FIN 441C: Financial Distress or FIN 441D: Hedge Funds in the following Fall Quarter. Please see the MSF Internship Track grid below for details.**

### Full-Time MS in Finance

#### PRE-FALL QUARTER

<table>
<thead>
<tr>
<th></th>
<th>FALL QUARTER</th>
<th>WINTER QUARTER</th>
<th>SPRING QUARTER</th>
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<tr>
<td><strong>GBA 462</strong></td>
<td>Core Statistics for MS Students</td>
<td>GBA 461</td>
<td>Core Economics for MS Students</td>
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<tr>
<td><strong>FIN 402</strong></td>
<td>Capital Budgeting and Corporate Objectives</td>
<td>ACC 401</td>
<td>Corporate Financial Accounting</td>
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<tr>
<td><strong>FIN 411</strong></td>
<td>Investments</td>
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<tr>
<td><strong>FIN 413</strong></td>
<td>Corporate Finance</td>
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<tr>
<td><strong>CMC Co-curricular Programming</strong></td>
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</tr>
<tr>
<td><strong>MG 401 (1 credit)</strong></td>
<td>Professional Communication</td>
<td>MG 402 (1 credit)</td>
<td>MG 403 (1 credit)</td>
</tr>
<tr>
<td>Pre-Fall + Fall Quarter Total Credit Hours: 20</td>
<td>Winter Total Credit Hours: 13</td>
<td>Spring Total Credit Hours: 13</td>
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</table>

All courses are 3 credit-hours unless indicated otherwise. Degree Total Credit Hours: 46
### FULL-TIME MS FINANCE (INTERNSHIP TRACK)

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<th>PRE-FALL QUARTER</th>
<th>FALL QUARTER</th>
<th>WINTER QUARTER</th>
<th>SPRING QUARTER</th>
<th>FALL QUARTER</th>
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</thead>
<tbody>
<tr>
<td>GBA 462 Core Statistics for MS Students</td>
<td>GBA 461 Core Economics for MS Students</td>
<td>ACC 411 Financial Statement Analysis</td>
<td>TAKE 4* OUT OF: ACC 410 Strategic Cost Analysis ACC 424 Financial Reporting II</td>
<td>GBA 462 Core Statistics for MS Students</td>
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<tr>
<td>FIN 402 Capital Budgeting and Corporate Objectives</td>
<td>ACC 401 Corporate Financial Accounting</td>
<td>FIN 448 Fixed Income Securities</td>
<td>TAKE 1 OUT OF: FIN 441C** Hedge Funds FIN 441D** Financial Distress</td>
<td>FIN 418 Corporate Finance</td>
</tr>
<tr>
<td>FIN 411 Investments</td>
<td>FIN 413 Corporate Finance</td>
<td>FIN 465 Applied Finance Project</td>
<td>FIN 448 Fixed Income Securities</td>
<td>FIN 411 Investments</td>
</tr>
<tr>
<td>CMC Co-curricular Programming</td>
<td>MGC 402 (1 credit) Professional Communication</td>
<td>MGC 401 (1 credit) Communicating Analytics</td>
<td>MGC 403 (1 credit) Teamwork</td>
<td>MGC 404 (1 credit) Interpersonal Persuasion and Influence</td>
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</tbody>
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Pre-Fall + Fall Quarter Total Credit Hours: 20  
Winter Total Credit Hours: 10-13  
Spring Total Credit Hours: 10-13  
Fall Total Credit Hours: 3

Degree Total Credit Hours: 46

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### FULL-TIME MS FINANCE STEM

<table>
<thead>
<tr>
<th>PRE-FALL QUARTER (5 WEEKS)</th>
<th>FALL QUARTER</th>
<th>WINTER QUARTER</th>
<th>SPRING QUARTER</th>
<th>FALL QUARTER</th>
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</thead>
<tbody>
<tr>
<td>GBA 462 Core Statistics for MS Students</td>
<td>ACC 401 Corporate Financial Accounting</td>
<td>ACC 411 Financial Statement Analysis</td>
<td>FIN 465 Applied Finance Project</td>
<td>GBA 462 Core Statistics for MS Students</td>
</tr>
<tr>
<td>FIN 462 (MS) Foundations in Financial Economics</td>
<td>FIN 411 Investments</td>
<td>FIN 424 Options and Futures</td>
<td>FIN 430 Risk Management</td>
<td>FIN 418 Financial Modeling</td>
</tr>
<tr>
<td>FIN 413 Corporate Finance</td>
<td>FIN 448 Fixed Income Securities</td>
<td>Take 1 out of: ACC 424 Financial Reporting II</td>
<td>CMC Co-curricular Programming</td>
<td>MGC 402 (1 credit) Professional Communication</td>
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<td></td>
<td>MGC 401 (1 credit) Communicating Analytics</td>
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<td>MGC 403 (1 credit) Teamwork</td>
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<td></td>
<td>MGC 404 (1 credit) Interpersonal Persuasion and Influence</td>
</tr>
</tbody>
</table>

Pre-Fall + Fall Total Credit Hours: 17  
Winter Total Credits: 13  
Spring Total Credits: 10  
Fall Total Credit Hours: 3

All courses are 3 credit-hours unless indicated otherwise. Degree Total Credit Hours: 43

*Students with sufficient prior coursework in Accountancy can substitute ACC423 (Financial Reporting I) for ACC401 in Fall Quarter

**MSF Internship Track students will not enroll in FIN418 during their first fall quarter, resulting in a reduced load during their first Fall (17 credits). They will complete FIN418 Financial Modeling during the following Fall Quarter.
### FULL-TIME MASTER OF SCIENCE IN MARKETING ANALYTICS

Simon’s one-year master’s program in marketing analytics is designed to equip students with the skills and experience necessary to excel in marketing jobs in a compact, highly focused program. Students are likely to take a job related to one of the program’s four main emphases: marketing research, consumer insights, advertising, and account management.

Students take 9 required courses plus MGC. A minimum 3.0 grade point average is required for graduation. Students take the following courses to complete their degree.

#### Required courses:
- CIS 417: Introduction to Business Analytics
- GBA 462R: Core Statistics for MS Students Using R
- GBA 463: Economics and Marketing Strategy for MS Students
- GBA 464: Programming for Analytics
- MGC 401: Professional Communication
- MGC 402: Communicating Analytics
- MGC 403: Teamwork
- MGC 411: Interpersonal Persuasion and Influence
- MKT 412R: Marketing Research Using R
- MKT 414: Pricing Policies
- MKT 436R: Marketing Analytics Using R
- MKT 451: Advanced Marketing Analytics
- MKT 465: A & B - Marketing Analytics Projects I & II

#### Choose one from the following:
- MKT 437: Digital Marketing Strategy
- MKT 439: Advanced Pricing
- CSE 442E: Data Management for Analytics

#### Choose two from the following:
- MKT 440: Pricing Analytics
- CSE 418: Advanced Business Modeling
- CSE 434: Social Media Analytics

### Pre-Fall + Fall Quarter Total Credit Hours: 17

<table>
<thead>
<tr>
<th>Course (Credit Hours)</th>
<th>Courses (Credit Hours)</th>
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<tbody>
<tr>
<td>GBA 463: Economics and Marketing Strategy for MS Students</td>
<td>GBA 462R: Core Statistics for MS Students Using R</td>
</tr>
<tr>
<td>GBA 464: Programming for Analytics</td>
<td>MKT 465A (1 credit) Marketing Analytics Project I</td>
</tr>
<tr>
<td>CIS 417: Introduction to Business Analytics</td>
<td>MKT 465B (2 credits) Marketing Analytics Project II</td>
</tr>
<tr>
<td>CIS 418**</td>
<td>**CIS 418 is taken as an online course throughout Fall Quarter</td>
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<tr>
<td>CIS 442E: Data Management for Analytics</td>
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<tr>
<td>CMC Co-curricular Programming</td>
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<tr>
<td>MGC 401 (1 credit) Professional Communication</td>
<td>MGC 402 (1 credit) Communicating Analytics</td>
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<td>MGC 403 (1 credit) Teamwork</td>
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<tr>
<td>MGC 411 (1 credit) Interpersonal Persuasion and Influence</td>
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### Fall Quarter

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<thead>
<tr>
<th>Course (Credit Hours)</th>
<th>Courses (Credit Hours)</th>
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<tr>
<td>GBA 463: Economics and Marketing Strategy for MS Students</td>
<td>GBA 462R: Core Statistics for MS Students Using R</td>
</tr>
<tr>
<td>GBA 464: Programming for Analytics</td>
<td>MKT 465A (1 credit) Marketing Analytics Project I</td>
</tr>
<tr>
<td>CIS 417: Introduction to Business Analytics</td>
<td>MKT 465B (2 credits) Marketing Analytics Project II</td>
</tr>
<tr>
<td>CIS 418**</td>
<td>**CIS 418 is taken as an online course throughout Fall Quarter</td>
</tr>
<tr>
<td>CIS 442E: Data Management for Analytics</td>
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<tr>
<td>CMC Co-curricular Programming</td>
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<td>MGC 411 (1 credit) Interpersonal Persuasion and Influence</td>
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### Winter Quarter

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<th>Course (Credit Hours)</th>
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<tr>
<td>GBA 463: Economics and Marketing Strategy for MS Students</td>
<td>GBA 462R: Core Statistics for MS Students Using R</td>
</tr>
<tr>
<td>GBA 464: Programming for Analytics</td>
<td>MKT 465A (1 credit) Marketing Analytics Project I</td>
</tr>
<tr>
<td>CIS 417: Introduction to Business Analytics</td>
<td>MKT 465B (2 credits) Marketing Analytics Project II</td>
</tr>
<tr>
<td>CIS 418**</td>
<td>**CIS 418 is taken as an online course throughout Fall Quarter</td>
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<tr>
<td>CIS 442E: Data Management for Analytics</td>
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<tr>
<td>CMC Co-curricular Programming</td>
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<tr>
<td>MGC 401 (1 credit) Professional Communication</td>
<td>MGC 402 (1 credit) Communicating Analytics</td>
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<tr>
<td>MGC 403 (1 credit) Teamwork</td>
<td>MGC 403 (1 credit) Teamwork</td>
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<tr>
<td>MGC 411 (1 credit) Interpersonal Persuasion and Influence</td>
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### Spring Quarter

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<th>Course (Credit Hours)</th>
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<tr>
<td>GBA 463: Economics and Marketing Strategy for MS Students</td>
<td>GBA 462R: Core Statistics for MS Students Using R</td>
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<tr>
<td>GBA 464: Programming for Analytics</td>
<td>MKT 465A (1 credit) Marketing Analytics Project I</td>
</tr>
<tr>
<td>CIS 417: Introduction to Business Analytics</td>
<td>MKT 465B (2 credits) Marketing Analytics Project II</td>
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<tr>
<td>CIS 418**</td>
<td>**CIS 418 is taken as an online course throughout Fall Quarter</td>
</tr>
<tr>
<td>CIS 442E: Data Management for Analytics</td>
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<tr>
<td>CMC Co-curricular Programming</td>
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<td>MGC 401 (1 credit) Professional Communication</td>
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<td>MGC 403 (1 credit) Teamwork</td>
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<tr>
<td>MGC 411 (1 credit) Interpersonal Persuasion and Influence</td>
<td>MGC 411 (1 credit) Interpersonal Persuasion and Influence</td>
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### Degree Total Credit Hours: 40

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**MSMA Internship Track students will take one less course in Spring Quarter and will take CIS418: Advanced Business Modeling in the following Fall Quarter.**
FULL-TIME MASTER OF SCIENCE IN BUSINESS ANALYTICS

The MS in Business Analytics combines business frameworks with the latest data analytics techniques to provide students with skills and concepts to deal with big data in organizations. Students will learn concepts for dealing with large volumes, real time and unstructured data from organizational, web, and social sources. Economics, statistics, and elements from computer science form the foundation of the program. The program includes a project in which the students will apply the newly learned techniques in real world settings.

The concentration requires 10 courses plus MGC, totaling 40 credits. The competency in programming can be waived based on prior experience and education.

Required courses:
- CIS 417: Introduction to Business Analytics
- CIS 434: Social Media Analytics
- CIS 442D: Advanced Business Analytics
- CIS 442E: Data Management for Analytics
- CIS 462R: Core Statistics
- CIS 465: A & B - Practicum in Business Analytics I & II
- GBA 463: Economics and Marketing Strategy for MS Students
- GBA 464: Programming for Analytics
- GBA 466: Accounting and Finance for MS Students
- MGT 436R: Marketing Analytics Using R
- MGC 401: Professional Communication
- MGC 402: Communicating Analytics
- MGC 403: Teamwork
- MGC 411: Interpersonal Persuasion and Influence

Choose two from the following:
- MGT 452: Advanced Marketing Analytics
- CIS 416: Advanced Information Technology
- CIS 418: Advanced Business Modeling
- CIS 415: Supply Chain Analytics
- OMS 415: Process Improvement

FULL-TIME MS IN BUSINESS ANALYTICS (INTERNSHIP TRACK)

<table>
<thead>
<tr>
<th>PRE-FALL QUARTER</th>
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<th>SPRING QUARTER</th>
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<tbody>
<tr>
<td>GBA 463</td>
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<td>Economics and</td>
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<td>GBA 464</td>
<td>CIS 417</td>
<td>CIS 442D</td>
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<td>Programming for</td>
<td>Introduction to Business Analytics</td>
<td>Advanced Business Analytics</td>
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<td>GBA 466</td>
<td>CIS 442E</td>
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<td>Accounting and</td>
<td>Data Management for Analytics</td>
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<tr>
<td>Finance for MS</td>
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<tr>
<td>Students</td>
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</tbody>
</table>

Pre-Fall + Fall Quarter Total Credit Hours: 17  
Winter Total Credit Hours: 11  
Spring Total Credit Hours: 9  
Fall Total Credit Hours: 3

**MSBA Internship Track students will take one less course in Spring Quarter and will take CIS418: Advanced Business Modeling in the following Fall Quarter.**
The study grids contained in this book are current for the 2016-2017 academic year. While it is not expected that any billable credits will change for the 2016-2017 academic year, the arrangement of courses is subject to change.

**PROFESSIONAL MBA (PMBA) PROGRAM**

Students in Simon's PMBA program take nine core courses and eleven electives to complete their desired concentration(s).

**CORE CURRICULUM**

- ACC 401 Corporate Financial Accounting*
- FIN 402 Capital Budgeting and Corporate Objectives*
- GBA 411 Business Modeling*
- OMG 402 Operations Management*
- STR 401 Managerial Economics*
- CIS 401 Information Systems For Management
- MKT 402 Marketing Management
- STR 403 Organization and Strategy

*The first six core courses listed are taken as a cohort; the three remaining courses (CIS401, MKT402, and STR403) must be completed during the first six quarters of the program.

**PROGRAM SCHEDULE**

**COURSES FALL START SPRING START**

**YEAR 1**

<table>
<thead>
<tr>
<th>COURSES</th>
<th>FALL START</th>
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<tbody>
<tr>
<td>STR 401 Managerial Economics</td>
<td>FALL</td>
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<tr>
<td>ACC 401 Corporate Financial Accounting</td>
<td></td>
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<tr>
<td>GBA 412 Data Analytics</td>
<td>WINTER</td>
<td>SUMMER</td>
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<tr>
<td>FIN 402 Capital Budgeting &amp; Corporate Objectives</td>
<td>SPRING</td>
<td>FALL</td>
</tr>
<tr>
<td>GBA 411 Business Modeling</td>
<td>SUMMER</td>
<td>WINTER</td>
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<td>OMG 402 Operations Management</td>
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**YEAR 2**

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<tr>
<th>COURSES</th>
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<tr>
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<td>SUMMER</td>
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<td>FALL</td>
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<td>Elective</td>
<td>SUMMER</td>
<td>WINTER</td>
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**YEAR 3**

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<tr>
<th>COURSES</th>
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<tbody>
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<td>Elective</td>
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**Degree Total Credit Hours: 60**

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**PART-TIME MS REQUIREMENTS**

**PART-TIME MS IN FINANCE**

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<th>COURSES</th>
<th>FALL QUARTER</th>
<th>WINTER QUARTER</th>
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<tr>
<td>Course Requirements</td>
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<tr>
<td>STR 401 Managerial Economics</td>
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<td>GBA 412 Data Analytics</td>
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<tr>
<td>FIN 402 Capital Budgeting and Corporate Objectives</td>
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<tr>
<td>ACC 401 Corporate Financial Accounting</td>
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<td>Additional Requirements</td>
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<tr>
<td>ACC 411 Financial Statement Analysis</td>
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<td>FIN 411 Investments</td>
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<td>FIN 413 Corporate Finance</td>
<td>✓</td>
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<td>FIN 448 Fixed Income Securities</td>
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<tr>
<td>ACC 410 Strategic Cost Analysis</td>
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<td>ACC 424 Financial Reporting II</td>
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<td>CIS 418 Advanced Business Modeling</td>
<td></td>
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<tr>
<td>FIN 424 Options and Futures</td>
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<td>FIN 430 Financial Institutions</td>
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<tr>
<td>FIN 433 Cases in Finance</td>
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<tr>
<td>FIN 434 Investment and Trading Strategies</td>
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<tr>
<td>FIN 441A Real Estate</td>
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<tr>
<td>FIN 442 International Economics</td>
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<tr>
<td>FIN 444 Entrepreneurial Finance</td>
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<td>STR 403 Organization and Strategy</td>
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**Degree Total Credit Hours: 36**
PART-TIME MS BUSINESS ANALYTICS

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<tr>
<td>STR401 Managerial Economics</td>
<td>✓</td>
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<td>GBA 412 Data Analytics</td>
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<tr>
<td>MKT402 Marketing Management</td>
<td>✓</td>
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<tr>
<td>FIN402 Capital Budgeting and Corporate Objectives</td>
<td>✓</td>
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<tr>
<td>CIS401 Information Systems</td>
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Course Requirements

<table>
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<th>Additional Requirements</th>
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<tr>
<td>GB411 Business Modeling</td>
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<tr>
<td>CIS417 Introduction to Business Analytics</td>
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<td>CIS434 Social Media Analytics</td>
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<td>CIS442D Advanced Business Analytics</td>
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<td>CIS461 Strategy and Business Systems Consulting Practicum</td>
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<td>MKT433 Marketing Analytics</td>
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<tr>
<td>CIS416 Advanced Information Technology - OR - MKT431 Advanced Marketing Analytics</td>
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</table>

Degree Total Credit Hours: 36

PART-TIME MASTER OF SCIENCE IN BUSINESS ADMINISTRATION WITH A CONCENTRATION IN MEDICAL MANAGEMENT

Management Tools

Simon offers a part-time MS program in Medical Management to provide physicians, hospital administrators, and medical professionals with management tools and an understanding of the key business issues that confront health care providers. The part-time structure of the program allows health care professionals to maintain their career and personal commitments while in the program. The program focuses on developing health care managers and leaders who will be confident in making key financial, operational, and strategic decisions for their organizations.

Logistics and Time Requirements

The medical management master’s is specifically designed to accommodate the busy schedules of physicians and medical professionals. The program consists of 30 credits and is offered on a part-time basis only. During a typical school quarter, the medical management student enrolls in a core class that meets one night per week. During the same quarter, the student also takes a class on three separate weekends to cover the health care component of the module.

Curriculum

The curriculum is designed around four core areas of management that are especially relevant to health care:

- Development of marketing and business plans
- Quantifying strategy through financial analysis
- Implementing strategy by efficiently managing operations; and
- Building efficient organizations for the long-run, through intelligent work design, performance assessment, and employee incentives.

The curriculum is presented in a unique format that delivers the necessary depth of core business material while simultaneously applying that material to the health care industry. This is accomplished through the pairing of Simon’s core courses with health care management courses that develop applications of the core material. Each pair of courses (module) is delivered and taken simultaneously.

Part-Time MS BA: Medical Management Part-Time Program

<table>
<thead>
<tr>
<th>FALL QUARTER</th>
<th>WINTER QUARTER</th>
<th>SPRING QUARTER</th>
<th>SUMMER QUARTER</th>
<th>FALL QUARTER</th>
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<tbody>
<tr>
<td>HSM 450</td>
<td>HSM 425</td>
<td>HSM 437/OMG 437</td>
<td>STR 403</td>
<td>HSM 455</td>
</tr>
<tr>
<td>Medical Management Economics, Accounting, and Financial Primer</td>
<td>Managerial Accounting for Health Care Organizations</td>
<td>Managing Health Care Operations</td>
<td>Organization and Strategy</td>
<td>Practicum in Medical Management 1</td>
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<td>HSM 451</td>
<td>HSM 452</td>
<td>HSM 453</td>
<td>HSM 454</td>
<td>HSM 456</td>
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<tr>
<td>Health Care Marketing and Business Plan</td>
<td>Health Care Accounting and Finance</td>
<td>Health Care Operations</td>
<td>Designing and Optimizing Health Care Operations</td>
<td>Practicum in Medical Management 2</td>
</tr>
</tbody>
</table>
Simon Business School Course Catalog 2016-2017

CONCENTRATIONS - MBA

BUSINESS SYSTEMS CONSULTING

(Courses)
Simon's concentration in Business Systems Consulting offers a cutting-edge, highly focused program designed to equip students with the skills and experience necessary to excel in the business systems consulting enterprise. While students will be exposed to a variety of career possibilities during the course of their studies, most students are able to assume a position in the business systems practice of one of the major consulting firms.

required core courses, plus:

CIS 461. Strategy and Business Systems Consulting Practicum (OMG 461)

plus either

CIS 415. Business Process Analysis and Design

or

OMG 415. Process Improvement

Three other electives must be selected from the following list:

ACC 438. Auditing II—Auditing and Information Systems

CIS 416. Advanced Information Technology

CIS 418. Business Modeling and Analysis Using Spreadsheets

CIS 440. Electronic Commerce Strategy

CIS 446. Financial Information Systems

FNL 446. Financial Information Systems

MKT 437. Digital Marketing Strategy

MKT 436. Marketing Analytics

OMG 411. Supply Chain Management

OMG 412. Service Management

OMG 413. Operations Strategy

OMG 416. Project Management

OMG 437. Managing Health Care Operations

PRG 415. Competitive Strategy

COMPETITIVE AND ORGANIZATIONAL STRATEGY (STR)

Simon Business School offers two tracks within the Competitive and Organizational Strategy concentration—the Strategy and Organizations Track and the Pricing Track. Students can choose either of these two tracks to satisfy the requirements of the Competitive and Organizational Strategy concentration.

Strategy and Organizations Track

(Courses)
The Strategy and Organizations track builds on the economic foundations introduced in STR 401 and STR 403. Its cross-functional and integrative curriculum provide a sound basis for the evaluation and implementation of a broad range of business strategies and topics. Topics included are: policies internal to the firm such as compensation, performance evaluation, job design and aspects of hiring; strategic interaction among industry competitors, including pricing and advertising; and the influence of external factors such as the regulatory and macroeconomic environments.

Skills offered by the STR curriculum will develop the student's ability to identify the root causes of business problems and sources of new opportunities. The student will respond to these problems and opportunities with innovative solutions and strategies based upon the School's economic-based approach to management. The concentration holds particular interest to those seeking careers in consulting, general management or industry analysis, as well as those seeking an integrative complement to concentrations in other functional areas. Particular emphasis goes to developing the student's capacity to deal with unstructured problems. Particular emphasis goes to developing the student's capacity to deal with unstructured problems. Particular emphasis goes to developing the student's capacity to deal with unstructured problems. Particular emphasis goes to developing the student's capacity to deal with unstructured problems. Particular emphasis goes to developing the student's capacity to deal with unstructured problems.

required core courses and STR 421, Competitive Strategy:

Must complete a minimum of four additional courses in the STR area:

STR 422. Game Theory for Managers

STR 423. Pricing Policies (MKT 414)

STR 424. Human Resource Strategy

STR 427. Organizational Behavior

STR 429. Advanced Competitive Strategy

STR 430. Health Science Management and Strategy

STR 432. B2B Pricing (MKT 438)

STR 438. Advanced Pricing (MKT 439)

STR 439. Advanced Pricing (MKT 439)

(counselling only the one not taken to satisfy the above list)

CIS 413. The Economics of Information Management

Pricing Track

(Courses)
The Pricing Track is offered for those students who desire a focus on pricing tools and for those interested in pursuing a career in pricing. The track resides within both the Competitive and Organizational Strategy and the Marketing concentrations and leverages our School's strengths in economics and marketing analytics.

The Pricing Track is offered by the Competitive and Organizational Strategy and Marketing faculty at the Simon School to enable students to integrate their knowledge of analytic marketing, cost accounting, finance, managerial economics, operations and strategy through the application of pricing optimization tools and technologies to deliver profitable pricing strategies for their organizations.

A student wishing to take the Pricing Track should complete the following five required courses:

STR 423. Pricing Policies (MKT 414)

(Should be taken before courses listed below)

STR 438. B2B Pricing (MKT 438)

or

STR 439. Advanced Pricing (MKT 439)

STR 421. Competitive Strategy

MKT 412. Marketing Research

MKT 436. Marketing Analytics

In addition to these required courses, one additional course is required from the list below:

ACC 410. Strategic Cost Analysis

ENT 435. Negotiation Theory and Practice: Bargaining for Value

MKT 436. Marketing Analytics

CIS 440. Electronic Commerce Strategy

OMG 412. Service Management

OMG 413. Operations Strategy

OMG 415. Process Management

OMG 437. Managing Health Care Operations

PRG 415. Competitive Strategy

COMPUTERS AND INFORMATION SYSTEMS (CIS)

(Courses)
The Computers and Information Systems area enjoys international recognition for its innovation, research and teaching programs. The CIS concentration, taken by itself or combined with another functional concentration such as accounting, finance or operations management, prepares students to manage the broad array of information-systems issues that arise in every organization or to act as successful management consultants.

The concentration focuses on the leading approaches used in the design and development of effective business processes that leverage information technology. It also emphasizes the major business issues that arise in choosing information technologies, designing information processes for improving the effectiveness of specific applications and using enterprise information technology for gaining competitive benefits. The concentration develops the necessary skills for managing in the current environment of rapid technological evolution, increased competition, and global markets. The placement of Simon CIS students in leading investment banks, Fortune 500 manufacturers, and international consulting companies has been very strong. Typical CIS careers include electronic commerce leadership, the management of corporate information systems, business process re-engineering, and general management.

In the required courses, students learn how to analyze the fundamental subjects of business information and decision processes in organizations, and the role of technical and technological change. In the advanced electives, students can study various aspects of electronic commerce, business process design, advanced information technologies, financial information systems and business data communications systems.

A technical background prior to entering the MBA program is not a prerequisite to success in the CIS concentration.

required core courses, plus:

ACC 411. Financial Statement Analysis

ACC 423. Financial Reporting I

ACC 424. Financial Reporting II

Plus two courses selected from this list:

ACC 410. Strategic Cost Analysis

ACC 427. Auditing

ACC 498. Taxes and Business Strategy

ACC 499. Positive Accounting Research

ACR 431. International Financial Statement Analysis

FIN 411. Investments

FIN 413. Corporate Finance

FIN 423. Corporate Financial Policy and Control

Entrepreneurship (ENT)

(Courses)
Entrepreneurship education is becoming increasingly important given the current global economic climate. The Entrepreneurship concentration allows students to draw from a variety of carefully selected courses to become a business generalist, well versed in organizing and managing resources. Simon has a legacy of educating entrepreneurs. Graduates with this concentration have started their own ventures or have pursued “intrapreneurial” careers with major corporations. Students often combine this concentration with finance or marketing to further enhance their education. This is especially true for those pursuing investment banking and mergers and acquisitions where the entrepreneurship knowledge is very useful.

required core courses, plus:

ENT 444. Entrepreneurial Finance (FIN 444)

ENT 423. New Venture Development and Managing for Long Term Success

ENT 425. Technical Entrepreneurship

Entrepreneurship (ENT) is best known for its research and scholarship in the area of finance. This concentration provides students with state-of-the-art techniques for financial analysis. Students learn

CORPORATE ACCOUNTING (ACC)

(Courses)
Corporations actively recruit MBA accounting majors for positions in the offices of control, treasurer and internal auditing, as well as in accounting departments. Many corporate finance positions also require strong corporate accounting backgrounds.

required core courses, plus:

ACC 411. Financial Statement Analysis

ACC 423. Financial Reporting I

ACC 424. Financial Reporting II

Plus two courses selected from this list:

ACC 410. Strategic Cost Analysis

ACC 427. Auditing

ACC 498. Taxes and Business Strategy

ACC 499. Positive Accounting Research

ACR 431. International Financial Statement Analysis

FIN 411. Investments

FIN 413. Corporate Finance

FIN 423. Corporate Financial Policy and Control

Entrepreneurship (ENT)

(Courses)
Entrepreneurship education is becoming increasingly important given the current global economic climate. The Entrepreneurship concentration allows students to draw from a variety of carefully selected courses to become a business generalist, well versed in organizing and managing resources. Simon has a legacy of educating entrepreneurs. Graduates with this concentration have started their own ventures or have pursued “intrapreneurial” careers with major corporations. Students often combine this concentration with finance or marketing to further enhance their education. This is especially true for those pursuing investment banking and mergers and acquisitions where the entrepreneurship knowledge is very useful.

required core courses, plus:

ENT 444. Entrepreneurial Finance (FIN 444)

ENT 423. New Venture Development and Managing for Long Term Success

ENT 425. Technical Entrepreneurship

ENT 426. Technology Transfer and Commercialization

ENT 427. Praxium in Technology Transfer and Entrepreneurship

ENT 431. Legal and Tax Considerations of New Ventures (BPP 431)

ENT 432. Basic Business Law (BPP 432)

ENT 435. Negotiation Theory and Practice: Bargaining for Value

FIN 433. Corporate Finance

FIN 440A. Special Topics in Finance—Real Estate

GBA 482. Business Policy

MKT 412. Marketing Research

MKT 414. Pricing Policies (STR 423)

MKT 422. New Product Strategy

OMG 461. Strategy and Business Systems Consulting Practicum (CIS 461)

STR 421. Competitive Strategy

FINANCE (FIN)

(Courses)
Simon is best known for its research and scholarship in the area of finance. This concentration provides students with state-of-the-art techniques for financial analysis. Students learn

Courses listed in the catalog are not guaranteed to be offered during 2016-17. Please refer to the course offerings for the academic year schedule.

Courses listed in the catalog are not guaranteed to be offered during 2016-17. Please refer to the course offerings for the academic year schedule.
To formulate and solve important corporate finance problems and to obtain information from the many databases on financial markets. Required core courses, plus:

FIN 411  Investments
FIN 413  Corporate Finance
Plus three courses selected from this list:

ACC 421  Financial Statement Analysis
ACC 423  Financial Reporting I
ACC 424  Financial Reporting II
ACC 425  International Financial Statement Analysis
BPP 426  Macroeconomics
FIN 423  Corporate Financial Policy and Control
FIN 424  Options and Futures Markets
FIN 426  Financial Institutions
FIN 432  Cases in Finance
FIN 434  Investment Management and Trading Strategies
FIN 448  Strategic Management: Cases in Finance—Real Estate
FIN 449  Special Topics in Finance: Private Equity
FIN 442  International Economics and Finance (BPP 442)
FIN 444  Entrepreneurial Finance (ENT 444)
FIN 446  Financial Information Systems (ICS 446)
FIN 448  Fixed-Income Securities
FIN 511  Advanced Financial Economics
FIN 523  Advanced Topics in Capital Markets
FIN 534  Advanced Topics in Corporate Finance
HSM 431  Health Sciences Management and Governance to Health Care Organizations (ACC 445)
HSM 430  Health Sciences Management and Governance to Health Care (HSM 431)
HSM 437  Managing Health Care Operations (OMG 427)
HSM 440  Evolving Medical Markets

The remaining courses can be taken from the list below:

FIN 421  Financial Statement Analysis
CIS 415  Business Process Analysis and Design
HSM 425  Managerial Accounting for Health Care Organizations (ACC 445)
OMG 412  Service Management
STR 421  Competitive Strategy
STR 424  Human Resource Strategy

INTERNATIONAL MANAGEMENT (ITL)

Two courses at the Simon School, plus International Program.

FIN 442  International Economics and Finance (BPP 442)
Plus one course selected from this list:

ACC 421  Financial Statement Analysis
BPP 426  Macroeconomics
ENT 435  Negotiation Theory and Practice: Bargaining for Value
ET 486  Management of Technology
GBA 494  Foreign Language Transfer Credit (three credits)

MKT 414  Pricing Principles (STR 423)
MKT 422  New Product Strategy
MKT 433  Advertising Strategy
MKT 435  Channels Strategy

MARKETING STRATEGY TRACK (5 courses)

The Marketing Strategy track emphasizes the use of marketing principles for developing and implementing a firm’s product-market strategies in the marketplace. Students in the Marketing Strategy track must take MKT 412 (Marketing Research), along with four elective courses from the following list. At least two of those electives must be from Group A.

Group A

MKT 414  Pricing Principles (STR 423)
MKT 422  New Product Strategy
MKT 433  Advertising Strategy
MKT 435  Channels Strategy

Group B

HSM 430  Health Sciences Management and Governance to Health Care Organizations (ACC 445)
HSM 437  Managing Health Care Operations (OMG 427)
HSM 440  Evolving Medical Markets

The track resides within both the Competitive and Organizational Strategy and the Marketing concentrations, and leverages our School’s strengths in economics and marketing analytics. The Pricing Track is offered by the Competitive and Organizational Strategy and Marketing faculty at the School to enable students to integrate their knowledge of analytic marketing, cost accounting, finance, managerial economics, operations and strategy through the application of pricing optimization tools and technologies to deliver profitable pricing strategies for their organizations. A student wishing to take the Pricing Track should complete the following five required courses:

STR 423  Pricing Policies (MKT 414) (Should be taken before courses listed below)
STR 438  B2B Pricing (MKT 438)
STR 439  Advanced Pricing (MKT 439)
STR 421  Competitive Strategy
MKT 436  Marketing Analytics

In addition to these required courses, the school requires one additional course from the list below:

AC 410  Strategic Cost Analysis
ENT 435  Negotiation Theory and Practice: Bargaining for Value
STR 422  Game Theory for Managers

B2B Pricing (MKT 438)

BRAND MANAGEMENT TRACK (5 courses)

For those students wishing to become brand product managers in either the consumer or industrial products markets or in financial services, a unique Brand Management Track is offered. Participation in the program requires taking MKT 412 (Marketing Research), MKT 441 (Brand Management) and choosing three courses out of:

CIS 434  Social Media Analytics
MKT 416  Pricing Policies (STR 423)
MKT 432  New Product Strategy
MKT 433  Advertising Strategy
MKT 435  Channels Strategy
MKT 448  Brand Strategy

PRICING TRACK (6 courses)

The Pricing track is offered for those students who desire a state-of-the-art training in pricing, and for those interested in pursuing a career in pricing. The track resides within both the Competitive and Organizational Strategy and the Marketing concentrations, and leverages our School’s strengths in economics and marketing analytics. The Pricing Track is offered by the Competitive and Organizational Strategy and Marketing faculty at the School to enable students to integrate their knowledge of analytic marketing, cost accounting, finance, managerial economics, operations and strategy through the application of pricing optimization tools and technologies to deliver profitable pricing strategies for their organizations. A student wishing to take the Pricing Track should complete the following five required courses:

FIN 442  International Economics and Finance (BPP 442)
FIN 411  Financial Statement Analysis
BPP 426  Macroeconomics
ENT 435  Negotiation Theory and Practice: Bargaining for Value
ET 486  Management of Technology
GBA 494  Foreign Language Transfer Credit (three credits)

MKT 414  Pricing Principles (STR 423)
MKT 422  New Product Strategy
MKT 433  Advertising Strategy
MKT 435  Channels Strategy

MARKETING STRATEGY TRACK (5 courses)

The Marketing Strategy track emphasizes the use of marketing principles for developing and implementing a firm’s product-market strategies in the marketplace. Students in the Marketing Strategy track must take MKT 412 (Marketing Research), along with four elective courses from the following list. At least two of those electives must be from Group A.

Group A

MKT 414  Pricing Principles (STR 423)
MKT 422  New Product Strategy
MKT 433  Advertising Strategy
MKT 435  Channels Strategy

Group B

HSM 430  Health Sciences Management and Governance to Health Care Organizations (ACC 445)
HSM 437  Managing Health Care Operations (OMG 427)
HSM 440  Evolving Medical Markets

The track resides within both the Competitive and Organizational Strategy and the Marketing concentrations, and leverages our School’s strengths in economics and marketing analytics. The Pricing Track is offered by the Competitive and Organizational Strategy and Marketing faculty at the School to enable students to integrate their knowledge of analytic marketing, cost accounting, finance, managerial economics, operations and strategy through the application of pricing optimization tools and technologies to deliver profitable pricing strategies for their organizations. A student wishing to take the Pricing Track should complete the following five required courses:

STR 423  Pricing Policies (MKT 414) (Should be taken before courses listed below)
STR 438  B2B Pricing (MKT 438)
STR 439  Advanced Pricing (MKT 439)
STR 421  Competitive Strategy
MKT 436  Marketing Analytics

In addition to these required courses, the school requires one additional course from the list below:

AC 410  Strategic Cost Analysis
ENT 435  Negotiation Theory and Practice: Bargaining for Value
STR 422  Game Theory for Managers

B2B Pricing (MKT 438)
Simon offers programs that allow students to receive a first-rate business education tailored to their specific needs. In addition to the Full- and Part-Time MBA Programs, a few other opportunities are available to students who wish to pursue coursework within a more specialized context of business management.

The following is a list of the Joint- and Specialized-Degree Programs offered at Simon. Each specific entry includes a brief program description and contact details for further information.

**MD/MBa PROGRAM**

Along with Simon, the School of Medicine and Dentistry offers a combined MD/ MBA degree program in Health Sciences Management. This program is designed to prepare physician managers who can respond intelligently, effectively, and creatively to the changing health care services industry. Only candidates with exceptional promise and academic records will be considered.

To participate in this program, students must apply to and be accepted by both the School of Medicine and Dentistry and Simon Business School. Students are also required to take both the MCAT and GMAT exams. The program takes five years to complete—taken separately, the MD is four years and the MBA is two years. Students start the program at the Simon School for the first-year core courses and the majority of electives, and then move to the MD program on a full-time basis, completing the remaining Simon electives in their third and fourth years of medical school.

For application information, contact:
Pat Samuelson
Director of Admissions
University of Rochester
School of Medicine and Dentistry
601 Elmwood Avenue
Box 604A
Rochester, N.Y. 14642-8603
(585) 275-4542
E-mail: pat_samuelson@urmc.rochester.edu

or

Stefanie Attridge
Director of Admissions
Simon Business School
305 Schlegel Hall
Rochester, N.Y. 14627-0107
(585) 275-3533
E-mail: stefanie.attridge@simon.rochester.edu

**THE 3-2 PROGRAM**

In this program, students earn both a bachelor’s degree in an undergraduate major from the University of Rochester and a master of business administration degree in five years.

In three years of undergraduate study at the University, students complete their majors and distribution requirements. Between January and March of their junior year, qualified students apply to the Simon. The first year of the MBA program is substituted for the senior year. No merit-based scholarships are available to 3-2 students. However, during the final year as an undergraduate, students maintain any undergraduate financial assistance that is offered by the University of Rochester under-graduate College. Visit www.simon.rochester.edu/applynow for application details.

**TECHNICAL ENTREPRENEURSHIP AND MANAGEMENT (TEAM) MS PROGRAM**

The one-year TEAM master’s degree program is offered jointly by the Simon and the Hajim School of Engineering and Applied Sciences and is administered by the University of Rochester Center for Entrepreneurship. This program is designed for students with an engineering, science, or mathematics undergraduate degree, who wish to pursue a master’s level technical education in combination with business and leadership courses. TEAM could also be considered a 4-1 program for University of Rochester undergraduate engineering students.

Students accepted into the TEAM program may choose any technical cluster, such as optics, energy and the environment, computer science, biomedical engineering, chemical engineering, electrical and computer engineering, mechanical engineering, or materials science. Students will simultaneously be taking courses at Simon and the Hajim School.

Requirements include:

- Three core management courses at Simon (one of which is a business plan development course)
- Three technical courses
- One additional course: either a technical class or a business elective
- A capstone practicum

To be considered for this program, students must take either the GRE or GMAT exam. The master of science degree will be conferred by the Hajim School and Simon Business School.

For application information, contact:
Andrea Galati
Executive Director
University of Rochester
Center for Entrepreneurship
1211 Carol Simon Hall
Box 270360
Rochester, N.Y. 14627-0360
(585) 276-3500
E-mail: andrea.galati@rochester.edu

Website: www.rochester.edu/team
ACCOUNTING

M A S T E R ’ S L E V E L C O U R S E S

ACC 401. CORPORATE FINANCIAL STATEMENT ACCOUNTING

Corporate financial accounting is concerned with the form and content of the financial statements of external parties (e.g., shareholders). In the United States, financial reporting is based on Generally Accepted Accounting Principles (GAAP) set by the Financial Accounting Standards Board (FASB). GAAP define the accounting methods and disclose practices that are used by corporations and other business entities to provide financial information. This course provides an in-depth understanding of the financial statements and their role in the financial decision-making process. Students will learn how to analyze financial statements, understand their underlying assumptions, and interpret financial information to make informed decisions about financial matters. The course covers the fundamentals of financial accounting, including the preparation and analysis of financial statements, and emphasizes the importance of ethical decision-making in financial reporting. Students will develop skills in analyzing financial statements, understanding accounting principles, and interpreting financial information to make informed business decisions. This course includes a combination of lectures, discussions, and problem-solving exercises to help students master the material. It is a prerequisite for many advanced courses in financial accounting, and it is strongly recommended for students pursuing careers in accounting, finance, or related fields. The course is offered in the fall quarter and provides 3 credits.

ACC 418. TAXES AND BUSINESS STRATEGY

The objective of this course is to help students develop the tools required to identify tax-deferred opportunities, and to develop a framework for understanding how taxes affect business decisions. It covers planning strategies that help the planner to consider the tax implications of a proposed transaction for all of the parties to the transaction, and then to develop a tax-effective strategy. The course provides students with a framework to understand and productively use tax information. Emphasis is placed on the problems of motivation and control in organizations and the role of accounting information in these problems. Prerequisites: ACC 401 and STR 403 or GBA 463, GBA 464 (may be taken concurrently).

ACC 419. POSITIVE ACCOUNTING RESEARCH

This course is designed for MBA students concentrating in accounting and students in the Master of Science in Accounting program. The primary objective of the course is to introduce students to the role of financial accounting information in capital markets. This objective is accomplished by exposing students to the leading research on the relation between financial accounting information and stock prices, the debt contracting and executive compensation, the contracting role of accounting data, and the incentive for managers to manage earnings. Prerequisites: ACC 401 and FIN 402.

ACC 422. ADVANCED BUSINESS LAW AND ETHICS (Same as BPP 433, a continuation of BPP 432)

This course integrates principles from business law and accounting and provides an overview of the law, ethics, and social responsibility in business. The course is designed for students who have completed BPP 432 and wish to delve deeper into the legal and ethical aspects of business decision-making. It covers topics such as contracts, torts, and business organizations; the law of business organizations; the law of intellectual property; and the law of consumer protection. Students will learn how to apply legal principles to real-world business situations and understand the ethical implications of business decisions. The course is offered in the spring quarter and provides 3 credits.

ACC 445. MANAGERIAL ACCOUNTING FOR HEALTH CARE ORGANIZATIONS (Same as HSM 425)

Costs for health services continue to rise faster than overall economic growth, drawing ever greater attention from employers, governments, and consumers. The front line of the cost battle is within the health services entities where decision making depends on accurate reporting of internal costs. This course focuses on the conceptual framework and how to use the information to make decisions within the health services entity. The topics will be examined with a focus on cost allocation, value-profit analysis, budgeting and variance analysis, and transfer pricing.

PHD COURSES

ACC 501. SEMINAR IN ACCOUNTING

(Offered each quarter, 1 credit. First-year PhD students are graded on a P/F basis. Second-year and later students receive a letter grade.) A forum for the presentation, discussion, and critique of current research papers where accounting faculty, PhD students, and other invited speakers present working papers on current research topics. Students are expected to actively participate in the discussion and critique of the papers presented. In weeks when accounting workshops/seminars are scheduled, accounting PhD students will meet as a group with a member of the accounting faculty before the seminar to discuss the paper. Since such meetings are designed to facilitate students’ active participation in the seminars, students are required to circulate a brief set of comments to the other class participants in advance of the seminar. There is no credit for this course. A minimum of 4 credits is required per quarter on the quality of students’ contributions to the pre-seminar meetings as well as their contributions and participation in the actual workshops.

ACC 510. ACCOUNTING RESEARCH (Offered Fall Quarter, 3 credits.)

The natural starting point for the study of capital market reactions in accounting begins with an examination of the relationship between accounting earnings and security returns. This course covers the evolution of research on the return relation from the seminal papers up through current research. Topics covered include the use of accruals, cash flows, and discretionary earnings in the analysis of earnings, the relationship of earnings to the market for capital, and the use of earnings information in the valuation of firms. The course is offered in the fall quarter and provides 3 credits.

PhD students and the following courses are available to them:

ACC 401. CORPORATE FINANCIAL STATEMENT ACCOUNTING

Corporate financial accounting is concerned with the form and content of the financial statements of external parties (e.g., shareholders). In the United States, financial reporting is based on Generally Accepted Accounting Principles (GAAP) set by the Financial Accounting Standards Board (FASB). GAAP define the accounting methods and disclose practices that are used by corporations and other business entities to provide financial information. This course provides an in-depth understanding of the financial statements and their role in the financial decision-making process. Students will learn how to analyze financial statements, understand their underlying assumptions, and interpret financial information to make informed decisions about financial matters. The course covers the fundamentals of financial accounting, including the preparation and analysis of financial statements, and emphasizes the importance of ethical decision-making in financial reporting. Students will develop skills in analyzing financial statements, understanding accounting principles, and interpreting financial information to make informed business decisions. This course includes a combination of lectures, discussions, and problem-solving exercises to help students master the material. It is a prerequisite for many advanced courses in financial accounting, and it is strongly recommended for students pursuing careers in accounting, finance, or related fields. The course is offered in the fall quarter and provides 3 credits.

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PhD COURSES

ACC 501. SEMINAR IN ACCOUNTING

(Offered each quarter, 1 credit. First-year PhD students are graded on a P/F basis. Second-year and later students receive a letter grade.) A forum for the presentation, discussion, and critique of current research papers where accounting faculty, PhD students, and other invited speakers present working papers on current research topics. Students are expected to actively participate in the discussion and critique of the papers presented. In weeks when accounting workshops/seminars are scheduled, accounting PhD students will meet as a group with a member of the accounting faculty before the seminar to discuss the paper. Since such meetings are designed to facilitate students’ active participation in the seminars, students are required to circulate a brief set of comments to the other class participants in advance of the seminar. There is no credit for this course. A minimum of 4 credits is required per quarter on the quality of students’ contributions to the pre-seminar meetings as well as their contributions and participation in the actual workshops.

ACC 510. ACCOUNTING RESEARCH (Offered Fall Quarter, 3 credits.)

The natural starting point for the study of capital market reactions in accounting begins with an examination of the relationship between accounting earnings and security returns. This course covers the evolution of research on the return relation from the seminal papers up through current research. Topics covered include the use of accruals, cash flows, and discretionary earnings in the analysis of earnings, the relationship of earnings to the market for capital, and the use of earnings information in the valuation of firms. The course is offered in the fall quarter and provides 3 credits.
ACC 513: CONTEMPORARY TOPICS IN ACCOUNTING RESEARCH
(Offered Spring Quarter and alternates with ACC 512, 3 credits)
This course covers topics including value-relevant accounting, accounting-based valuation models, earnings quality, the impact of earnings and accrual quality on firm valuation, the impact of real activity management on firm performance, the economic consequences of respect to accounting numbers, the economic consequences of fraudulent financial reporting, and the effects of accounting restatements.

Prerequisites: ACC 550 and ACC 512

ACC 512: ADVANCED TOPICS IN ACCOUNTING RESEARCH
(Offered Spring Quarter and alternates with ACC 513, 3 credits)
This course covers advanced topics in accounting research including the role of accounting numbers in debt contracts and lending agreements, the role of accounting numbers in executive compensation contracts and corporate governance, the economic consequences of accounting regulation, the use of account-based measures of the cost of capital, and empirical tax research in accounting.

Prerequisites: ACC 510 and ACC 512

AEC 504. FUNDAMENTALS OF ECONOMICS
This is a course meant for entering doctoral students with insufficient background in economics. Topics covered include static oligopoly models, two-stage games and games with infinite horizons. Concepts from game theory such as Nash equilibria, subgame perfect equilibria, and perfect Bayesian equilibria will be used as needed. Special topics may include contracts, patents, licensing, bundling, tying, buyer-seller networks, switching costs, price discrimination, mergers and entry barriers.

AEC 505. REAL ANALYSIS
This course introduces mathematical tools especially useful in economics, econometrics, and finance. Topics include a basic topology of the real line, sequences and series, limits, continuity, differential and integral calculus. Offered in the summer, primarily for entering doctoral students.

AEC 506. PROBABILITY THEORY
This course teaches Random Variable, Distribution, Independence, Transformations and Expectations, Common Families of Distributions, Multiple Random Variables, and Markov Chains. Offered in the summer, primarily for entering doctoral students.

AEC 510. PHD WORKSHOP IN APPLIED ECONOMICS
The workshop provides a forum for the presentation of ongoing and completed research projects by PhD students in the economics core. Third- and fourth-year PhD students are expected to participate actively.

Prerequisite: permission of the instructor

AEC 511. ADVANCED PRICE THEORY I
A course that introduces students to canonical microeconomic modeling: static approaches. The course is organized by concepts and methods, but most time will be spent on applying them to a large variety of topics.

AEC 520. CAUSAL INFERENCE
This course teaches the tools of game theory and contract theory, and applies them to topics in industrial organization, organizational economics, and other areas. Game theory is the study of strategic interaction among a small number of decision-makers. Nowadays, it is applied in almost any area of economics, as well as in related disciplines such as finance, accounting, marketing, and operations research. Contract theory is concerned with the optimal design of contracts (and at a larger scale, organizations) that define the "rules of the game" under which agents (such as a firm’s employees) interact. In this sense, it can be thought of as an extension of game theory. Contract theory is the methodological basis of much of modern organizational economics, but its methods are applied in many other contexts, notably finance. The course is organized by concepts and methods, but most time will be spent on applying them to a large variety of topics.

AEC 521. ADVANCED TOPICS IN THE ORGANIZATION OF INDUSTRY
This course introduces students to canonical microeconomic modeling: static approaches. The course is organized by concepts and methods, but most time will be spent on applying them to a large variety of topics.

AEC 522. MICRO-ECONOMETRIC MODELING: STATIC APPROACHES
This course introduces students to canonical microeconomic modeling for students preparing to do research. Generally, the course covers the economic behavior of individuals and firms in a competitive market setting. Individual behaviors examined include response to price and income changes, intertemporal planning (e.g., saving), household production, labor supply, investment in human capital, search, and matching models; and about future assets and goods prices. For firms, the implications of value-maximization for input demands and output supplies are explored thoroughly. Managerial choices related to multiple products, intertemporal production planning and uncertainty are explicitly mod-
PHD COURSES

APS 511. INTRODUCTION TO MATHEMATICAL STATISTICS

A more theoretical treatment of the subject matter of APS 411, offered in the summer, primarily for entering doctoral students.

APS 514. INTRODUCTION TO ECONOMETRICS

(Same as College course ECO 484; credit–five hours)
The course is for students intending to do research in quantitative areas. Topics include: estimation and hypothesis testing in the standard linear model; weighted least squares, transformations, constants, analysis of variance and covariance, and problems of model specification.

Prerequisites: AEC 505 or equivalent and APS 511 or equivalent

■ APPLIED STATISTICS

MASTER’S-LEVEL COURSES

APS 425. ADVANCED MANAGERIAL DATA ANALYSIS

The objective of this course is to provide a systematic way to organize and make use of quantitative information in business decision-making. It builds on what students have learned in introductory statistics, extending that knowledge to include the situations frequently encountered in decision-making.

Prerequisites: GBA 412 or GBA 462

■ MASTER’S-LEVEL COURSES

MASTER’S-LEVEL COURSES

APS 515. ELEMENTS OF ECONOMETRICS

(Same as College course ECO 485; credit—four hours)
The course starts with the single-equation linear model, focusing on OLS estimation and instrumental variables estimation. Then it moves to a linear system of equations model and covers system OLS estimation, generalized least squares estimation, and generalized method of moments. It ends topics on the linear model with nonlinear unobserved effects panel data models. Then the course moves to non-linear estimation, covering the M-Estimators and discrete response models. If time permits, a few more advanced topics will also be covered.

The course assumes familiarity with matrix algebra, probability theory, basic statistics, and econometrics at the level of ECO 483 and ECO 484. The course requires programming in Matlab for some problem sets.

Prerequisite: APS 514

APS 519. TOPICS IN MICROECONOMETRICS

The course content varies from year to year. Panel data, cross-section time series, qualitative dependent variables and duration analysis are possible topics discussed.

Prerequisite: ECO 517 or permission of the instructor

APS 523. ADVANCED ECONOMETRICS

(Same as College course ECO 517; credit—five hours)
The course covers advanced topics in econometrics, including maximum likelihood methods and methods of moment estimation. Also discussed are asymptotic theory, and semi-parametric and nonparametric estimation.

Prerequisite: APS 515

APS 524. TOPICS IN MACROECONOMETRICS

(Same as College course ECO 518; credit—five hours)
The course focuses on the econometric techniques and problems associated with particular fields in economics, such as the econometrics of labor economics and the econometric issues in macroeconomics or finance.

Prerequisite: APS 523 or permission of the instructor

APS 528. SAMPLING TECHNIQUES

(Same as Medical School course BST 420; credit—four hours)
The course is for students with a primary interest in applied research in quantitative areas. Topics include: design and analysis of simple random, stratified, cluster and systematic sampling, sampling in multistage sampling, and nonresponse and measurement errors.

Prerequisites: GBA 411, GBA 412 and differential calculus

APS 529. APPLIED MULTIVARIATE ANALYSIS

(Same as Medical School course BST 441; credit—four hours)
The course requires programming in Matlab for some problem sets.

This course examines the theory and applications of multivariate methods often used in economics, marketing and finance. Topics include: multivariate normal distributions, sampling distributions, tests of hypotheses, multivariate analysis of variance, canonical correlation, principal components and factor analysis.

Prerequisite: APS 514

APS 531. APPLIED ECONOMETRICS

The course aims to provide PhD students with a broad set of applied econometric skills, concepts and tools that can be used in applied research and in designing and implementing effective statistical analyses. It is designed to provide the broadest group of students fairly and equally the opportunity to acquire a broad set of applied econometric skills. The course content is flexible and can be tailored to the needs of individual students.

Prerequisite: APS 514

■ BUSINESS COMMUNICATIONS

MG 401. PROFESSIONAL COMMUNICATION

This course covers the professional communication strategies that are critical for interpersonal and professional success. Topics include: effective written and oral communication, nonverbal communication, listening, and negotiation.

Prerequisite: APS 514

MG 402. COMMUNICATING ANALYTICS

This course examines the theory and applications of multivariate methods often used in economics, marketing and finance. Topics include: multivariate normal distributions, sampling distributions, tests of hypotheses, multivariate analysis of variance, canonical correlation, principal components and factor analysis.

Prerequisite: APS 514

MG 403. TEAMWORK

This course applies the principles of persuasion and negotiation to real-life business situations. It covers the dynamics of team leadership, conflict resolution, and collaborative problem-solving.

Prerequisite: APS 514

■ BUSINESS ENVIRONMENT AND PUBLIC POLICY

MASTER’S-LEVEL COURSES

BPP 426. MACROECONOMICS

This course covers the study of how economies grow and fluctuate over time, and how they interact with one another. It covers the business cycle and the macroeconomy, with a focus on the role of fiscal and monetary policy.

Prerequisite: BPP 425

BPP 431. LEGAL AND TAX CONSIDERATIONS OF NEW VENTURES

(Same as ENT 431; offered at the discretion of the instructor)

This course covers the legal and tax considerations that are relevant to starting a new business. It covers topics such as business structure, liability, and intellectual property.

Prerequisite: APS 514

BPP 432. ADVANCED BUSINESS LAW AND ETHICS

Topics include: bankruptcy, real property, personal property, sales, secured transactions, negotiable instruments, partnerships, and estates and consumer protection. This course also includes discussions of ethics and professional responsibilities.

Prerequisite: BPP 432

BPP 442. INTERNATIONAL ECONOMICS AND FINANCE

(Same as FIN 442; credit—five hours)

This course covers the theories of international trade, exchange-rate regimes, the determination of exchange rates in a world of flexible exchange rates, the Euromarkets, the pricing of assets in open economies, international financial management and the theory of multinationals. It also includes discussions of market structure, competition, and international trade policy.

Prerequisite: FIN 442

Recommended: FIN 441

■ MASTER’S-LEVEL COURSES

MASTER’S-LEVEL COURSES

BPP 433. ADVANCED BUSINESS LAW

This course covers the law of contracts, agency, and business associations – with the objective of developing familiarity with selected laws, regulations, legal principles, and legal processes that govern (a) efficient exchange, generally; and (b) how and in what ways managers and entrepreneurs organize and interact to facilitate exchange. Although emphasis will be on United States law, there will be selected references throughout the course to issues related to international transactions and to pertinent differences in legal systems of countries outside the United States. The course will examine the impact of the legal framework on business decision-making, bargaining, negotiation, and the resolution of disputes.

Prerequisite: BPP 432

BPP 434. ADVANCED BUSINESS LAW AND ETHICS

This course covers the law of contracts, agency, and business associations – with the objective of developing familiarity with selected laws, regulations, legal principles, and legal processes that govern (a) efficient exchange, generally; and (b) how and in what ways managers and entrepreneurs organize and interact to facilitate exchange. Although emphasis will be on United States law, there will be selected references throughout the course to issues related to international transactions and to pertinent differences in legal systems of countries outside the United States. The course will examine the impact of the legal framework on business decision-making, bargaining, negotiation, and the resolution of disputes.

Prerequisite: BPP 432
STR 401. MANAGERIAL ECONOMICS
This course provides students with the tools to think in economic terms, to identify the relevant economic issues in a given situation, and to develop an intuitive understanding of the irrelevance, and to analyze the implications of alternative actions. Another objective is to provide an increased understanding of markets. The course presents the basic analytical tools of microeconomics, particularly as those skills are relevant to managers. Important economic concepts used in subsequent courses, such as opportunity costs and a Nash Equilibrium, are covered. Applications of marginal analysis are stressed.

STR 403. ORGANIZATION AND STRATEGY
The course teaches how to approach and solve a large range of organizational problems from an analytical perspective that is grounded in agency theory. It discusses in detail the assignment of decision rights (including coordinating and controlling a division of decision), performance measurement, and incentives and rewards. These are the three core aspects of what are now commonly called “functional strategies” (vertical integration). Throughout the course, we emphasize the complementarity of organizational structure and the boundary of the firm (e.g., vertical integration). The course integrates analytical tools and concepts used in subsequent courses, such as opportunity costs and a Nash Equilibrium, are covered. Applications of marginal analysis are stressed.

STR 422. GAME THEORY FOR MANAGERS
This course develops game-theoretic tools that can be used to provide both quantitative and qualitative descriptions of profit-maximizing behavior in a variety of strategic settings. The basic concepts are introduced through applications to strategic settings that one encounters in typical business situations. However, the game-theoretic concepts themselves are quite general, as the goal of the course is to provide students with both an understanding of these concepts, and a tool kit with which to evaluate strategies. The course begins by addressing strategic form analysis of strategic problems specifically discussed includes the pricing of new and existing goods in the presence of substitute and complement goods, advertising and R&D expenditures, analyzing market entry, exit, and entry differential opportunities, and analyzing bargaining and auction environments. Extensive use is made of examples from both the private and public sector analysis of strategic interactions among firms.

STR 429. ADVANCED COMPETITIVE STRATEGY
This course builds on STR421 to train students in conducting and communicating strategic analysis. The course provides an end-to-end methodology for evaluating and developing business strategy. Students learn and practice framing an unstructured strategic challenge, constructing workable quantitative and qualitative analyses, and evaluating the required evidence and formulating strategic recommendations. The course is split between work on a quarter-long project, lectures, and case studies.

STR 430. HEALTH SCIENCES MANAGEMENT AND STRATEGY
This course applies the principles of organizational strategy to the institutional setting of health sciences. The course focuses on the interdependence between the delivery, finance, and technology aspects of the health care marketplace. It discusses how management and strategy choices within each sector are responses to the unique institutional factors in the health care marketplace and how the strategies of each sector affect the behavior of the others. Students will leave the course with an ability to think productively about management issues in health sciences concerning each of the three health science sectors.

STR 440. CORPORATE GOVERNANCE
This course builds on STR 403 Organization and Strategy to provide a more in-depth analysis of organizational governance and governance mechanisms. Topics include: the choice of organizational form; corporate charter (voting rules, anti-takeover provisions, and so on); proxy processes, board of directors; ownership structure, banks and other financial institutions as organizational monitors, CEO selection, ring-fencing, spin-offs, succession, and governance in entrepreneurial firms. The class presents the important issues relating to these topics and examines the relevant empirical research. Emphasis is placed on how optimal practices can vary across industry, strategy, and country and on how they might evolve through time. The course complements FIN 471 and FIN 432 in the sequence Financial Policy and Control in helping students understand how corporate policies affect security prices and value.

PHD COURSES

STR 501. ORGANIZATIONAL AND COMPETITIVE STRATEGY SEMINAR (Same as AEC 553)
A continuation of AEC 501 and AEC 502

STR 510. RESEARCH IN ORGANIZATIONAL AND COMPETITIVE STRATEGY
This course provides a forum for discussing theoretical and empirical research on organizational and competitive strategy, and it contains the core material for preparing a minor exam in STR. The course covers topics similar to those in STR 403. However, students study more advanced papers and analyze the material with more depth and rigor. Depending on the background and interests of the students, likely topics include: why firms exist, why organizations take the form that they do, the mechanisms for change among organizations, incentive problems and contracting, the factors that determine the allocation of decision rights within an organization; why agency problems are mitigated by the market for corporate control, the managerial labor market; compensa- tion plans, the ownership structure of residual claims in the court system, and why “hybrid” organizations such as franchises and joint ventures exist.

Prerequisite: STR 403 or permission of the instructor.
CIS 418. ADVANCED BUSINESS MODELING AND ANALYSIS USING SPREADSHEETS
This course expands and develops students’ analytical tool kit through “hands on” training in the effective use of spreadsheet-based tools for advanced managerial analysis. Students perform quantitative analysis of data that are well connected with each other through electronic technologies, dealing with peak-load problems; pricing and its associated externality. Several types of consulting (e.g., strategic, marketing, and managing different sorts of consulting engagements, and the preparation of consulting engagements, and the preparation of proposals, the winning of contracts, and communicating recommendations will also be covered. The course examines a wide range of topics such as personal attributes of consultants, relationship building, and team building. Diagnostic tools and data gathering techniques (e.g., questionnaires and interviews) will be presented. Frameworks for problem solving, and communicating recommendations will also be included. The course covers the theoretical foundations underlying management information systems and their vital role in the modern business environment: the nature and operation of large-scale enterprise in-systems; database and knowledge management systems; data communication; electronic commerce; business process re-engineering; and information-systems analysis, design and control. The strategic and economic impacts of competitive information systems are emphasized. Assignments and case studies are used in the course to demonstrate the capabilities and limitations of modern information systems.

Prerequisites: CIS 401 and STR 401 or GBA 461

CIS 419. ADVANCED BUSINESS MODELING AND ANALYSIS USING SPREADSHEETS
This course expands and develops students’ analytical tool kit through “hands on” training in the effective use of spreadsheet-based tools for advanced managerial analysis. Students perform quantitative analysis of data that are well connected with each other through electronic technologies, dealing with peak-load problems; pricing and its associated externality. Several types of consulting (e.g., strategic, marketing, and managing different sorts of consulting engagements, and the preparation of consulting engagements, and the preparation of proposals, the winning of contracts, and communicating recommendations will also be covered. The course examines a wide range of topics such as personal attributes of consultants, relationship building, and team building. Diagnostic tools and data gathering techniques (e.g., questionnaires and interviews) will be presented. Frameworks for problem solving, and communicating recommendations will also be included. The course covers the theoretical foundations underlying management information systems and their vital role in the modern business environment: the nature and operation of large-scale enterprise in-systems; database and knowledge management systems; data communication; electronic commerce; business process re-engineering; and information-systems analysis, design and control. The strategic and economic impacts of competitive information systems are emphasized. Assignments and case studies are used in the course to demonstrate the capabilities and limitations of modern information systems.

Prerequisites: CIS 401 and STR 401 or GBA 461

CIS 420. ELECTRONIC COMMERCE STRATEGY
This course covers electronic strategies for business-to-business and consumer e-commerce. Focus: This includes strategies for protecting market share by going online, ameliorating online competition using network effects and customer lock-in, positioning against other online presences, dealing disintermediation and re-intermediation, developing online communities for business or consumer e-commerce, and managing supply chain and customer relationships.

Prerequisite: CIS 401

CIS 442. SPECIAL TOPICS IN COMPUTER AND INFORMATION SYSTEMS
Special topics are generally those which are not covered in other courses. The specific content varies, depending on faculty interest. Established by the instructor

CIS 446. FINANCIAL INFORMATION SYSTEMS
This course examines the role that advances in telecommunications, the Internet, and information technology play in the financial markets and the financial services industry. An in-depth understanding of operations of industry is developed, including studying technology’s transformative role. The class explores subjects such as electronic trading systems competing with traditional exchanges and Internet brokerage firms challenging full-service brokerage firms and banks for customers. How trends in these areas and problems in other kinds of electronic commerce are discussed, the latest developments in financial markets and the financial services are examined, and case studies are used in many classes.

Prerequisites: CIS 401 and FIN 402

CIS 501, 502, 503, 521, 522, 523.

PHD SEMINARS IN COMPUTERS AND INFORMATION SYSTEMS
These six PhD seminars are offered in the fall, winter, and spring quarters, with topics selected from the following: decision-support systems, economics of information systems, the valuation of information systems, issues in the management of information systems and the economic of computing, advanced topics in systems analysis and design, organizational aspects of information systems, logical and physical database design, and topics discussed in the joint CIS/OMS PhD seminar.

Prerequisite: permission of the instructor

CIS 512. ADVANCED TOPICS IN DATABASE DESIGN
This course examines current research issues in database management systems. Topics include: database design methodologies, semantic models, semantic integrity constraints, object-oriented approaches and applications of artificial intelligence to database management systems.

Prerequisite: CIS 445 or permission of the instructor
ENTREPRENEURSHIP

- ENT 442. SPECIAL TOPICS IN ENTREPRENEURSHIP: FUNDAMENTALS OF SOCIAL ENTREPRENEURSHIP
  This course provides both an academic exploration of the critical elements of social entrepreneurship, as well as real-world clinical projects with clients and delivering. Readings will explore the foundational elements, structures, and insights of social entrepreneurship and social enterprises.

- ENT 442C. SPECIAL TOPICS IN ENTREPRENEURSHIP: PRACTICUM IN URBAN ENTREPRENEURSHIP
  This course combines an internship with a start-up venture that requires equity capital investment. Management issues discussed include the phases of the commercialization process and the assessment of alternative commercialization strategies including licensing, startup company formation, and venture capital funding. The course is taught by a combination of lectures and real-world case studies of current technologies, focused upon sound managerial decision-making, business management, external goals, and ultimately business valuation.

- ENT 441. MEDICAL ENTREPRENEURSHIP
  This course aims at educating medical technologists on the understanding of the market potential of a product or service, and the development of skills that enhance the ability to capture value in cooperative and competitive bargaining scenarios. Students participate in and evaluate several cooperative and competitive negotiation simulations. Grade depend, in large part, on performance in these exercises.

- ENT 440. URBAN ENTREPRENEURSHIP
  This course provides an introduction to market efficiency, increased access to capital (community banking and microfinance), promoting business growth, incubators, accelerators and other means, and urban development. Its purpose is to facilitate exchange. Although emphasis will be on United States law, there will be selected reference throughout the course to issues related to international transactions and to pertinent differences in legal systems of countries outside the United States. The course has a distinct transactional focus, with heavy reliance upon contemporary cases, commercial practices, and issues. Particular attention will be given to the impact of the legal framework upon sound managerial decision-making, business risk management, external goals, and ultimately business valuation.

- ENT 431. LEGAL AND TAX CONSIDERATIONS OF NEW Ventures
  This course surveys, from the entrepreneur’s perspective, the legal and tax considerations that impact strategic choices in organizing, funding, staffing, governing, and operating new ventures. The course’s principal focus is on how to create and retain competitive advantage through the skillful ordering of legal affairs. Emphasis will be on policies and issues (as the case dictates) that need to be included in the organization agreement, partnership agreement, or operating agreement.

- ENT 429. BASIC BUSINESS LAW
  This course surveys the laws of contracts, agency, and business associations – with the objective of developing familiarity with selected laws, regulations, and legal processes that govern (a) efficient exchange, generally, and (b) how and in what ways managers and entrepreneurs organize and interact to facilitate exchange. Although emphasis will be on United States law, there will be selected reference throughout the course to issues related to international transactions and to pertinent differences in legal systems of countries outside the United States. The course has a distinct transactional focus, with heavy reliance upon contemporary cases, commercial practices, and issues. Particular attention will be given to the impact of the legal framework upon sound managerial decision-making, business risk management, external goals, and ultimately business valuation.

- ENT 427. PRACTICUM IN TECHNOLOGY TRANSFER AND COMMERCIALIZATION
  This course combines a supervised internship with a start-up venture that requires equity capital investment. Management issues discussed include the phases of the commercialization process and the assessment of alternative commercialization strategies including licensing, startup company formation, and venture capital funding. The course is taught by a combination of lectures and real-world case studies of current technologies, focused upon sound managerial decision-making, business management, external goals, and ultimately business valuation.

- ENT 425. TECHNICAL ENTREPRENEURSHIP
  This course provides an opportunity to examine the management practices associated with technical innovation and new business development. The analysis of entrepreneurship is evaluated primarily from the perspective of a start-up venture that requires equity capital investment. Management issues discussed include organizational development, analysis of market opportunities, market research and interactions with potential customers. The customers required in large part, on performance in these exercises.

- ENT 424. PROJECTS IN ENTREPRENEURSHIP
  This course combines a supervised internship with a start-up venture that requires equity capital investment. Management issues discussed include the phases of the commercialization process and the assessment of alternative commercialization strategies including licensing, startup company formation, and venture capital funding. The course is taught by a combination of lectures and real-world case studies of current technologies, focused upon sound managerial decision-making, business management, external goals, and ultimately business valuation.

- ENT 423. NEW VENTURE DEVELOPMENT AND MANAGING FOR LONG TERM SUCCESS
  The focus of ENT 423 is learning how to prepare an effective business plan that will communicate the potential value of a concept. Among the critical issues that will be addressed are: competitor threats, competitor threats and industry trends, sustainable competitive advantages, market research and interactions with potential customers. The required in large part, on performance in these exercises.

- ENT 422. ENTREPRENEURSHIP
  This course provides an opportunity to examine the management practices associated with technical innovation and new business development. The analysis of entrepreneurship is evaluated primarily from the perspective of a start-up venture that requires equity capital investment. Management issues discussed include organizational development, analysis of market opportunities, market research and interactions with potential customers. The customers required in large part, on performance in these exercises.
FIN 402. CAPITAL BUDGETING AND CORPORATE OBJECTIVES
This course provides an introduction to financial analysis and capital budgeting with an emphasis on the valuation of real investment projects. Topics discussed include: analysis of the firm’s choice among alternative investment projects, the term structure of interest rates, modern portfolio theory and the valuation of risky assets, the estimation of free cash flow, capital structure choices, and the cost of capital.

FIN 411. INVESTMENTS
Investments includes discussion of the efficient-market theory of dynamic behavior of prices in security markets, along with empirical evidence for the validity of the theory; evaluation of the implications of the efficient-market hypothesis for the profitability of alternative investment strategies; exploration of the implications of portfolio theory for equilibrium asset-pricing models and the measurement of risk; emphasis on the empirical evidence for various mean-variance and multifactor models of asset pricing and the use of these models for evaluating portfolio performance; and introduction to special topics in financial markets, such as arbitrage pricing theory, options and futures contracts.
Prerequisites: GBA 412 or GBA 462 and FIN 402

FIN 413. CORPORATE FINANCE
This course provides an intensive analysis of the effects of various corporate financial policy decisions on the value of the firm, including a discussion of the effects of taxes, bankruptcy, and the measurement of risk; emphasis on the empirical evidence for various mean-variance and multifactor models of asset pricing and the use of these models for evaluating portfolio performance; and introduction to special topics in financial markets, such as arbitrage pricing theory, options and futures contracts.
Prerequisites: GBA 412 or GBA 462 and FIN 402

FIN 414. SPECIAL TOPICS IN FINANCE: REAL ESTATE
This course provides an introduction to, and an overview of, real estate as a capital asset and methods of investment analysis of the pricing of options on futures, foreign currency, portfolios and indices, commodity prices, bond prices, and interest rates are included as time permits.
Prerequisites: FIN 402 and FIN 411

FIN 420. FINANCIAL INSTITUTIONS
This course focuses on analysis of the mutual fund, investment banking, commercial banking, and insurance industries. Particular emphasis is placed on the effects of contracts and organizational structure on the incentives of the participants in these industries.
Prerequisites: FIN 402, FIN 411 and FIN 413 (may be taken concurrently)

FIN 433. CASES IN FINANCE
This course provides intensive exercise in valuation methods and the economic analysis of problems of corporate financial policy. A variety of other topics, including insider trading, portfolio performance and asset allocation, are also explored. Specific case topics include: corporate valuations; M&A transactions (finder's fees, mergers, proxy fights, liquidity, leveraged buyouts, stock repurchases, and novel securities. Case reports are done in teams and judged on clarity of analysis, accuracy of reasoning, and development of the problem.
Prerequisites: FIN 402 and FIN 403

FIN 434. INVESTMENT MANAGEMENT AND PORTFOLIO STRATEGIES
This course explores selected topics in the management of equity portfolios. Course content varies from year to year. Topics include: active portfolio management with particular emphasis on risk analysis, multi-factor risk / return models and performance evaluation and style analysis. The course also considers issues and evidence on different forms of market structure and trading systems, including the role of specialists/dealers, optimal trading behavior for institutions, price impact of trades, and related information technology. Extensive use is made of investment software.
Prerequisite: FIN 411

FIN 441. SPECIAL TOPICS IN FINANCE: BANKING
Special topics generally are those which are not covered in other courses. The specific content varies, depending on faculty interest.
Prerequisite: Established by the instructor

FIN 442. INTERNATIONAL ECONOMIES AND FINANCE
(Same as BPP 442)
Topics include: exchange-rate regimes; the determination of exchange rates in a world of flexible exchange rates; speculation in foreign exchange markets; the Eurocurrency and measurement of foreign exchange exposure; analysis of currency futures, swaps, forward foreign exchange, bond, and swap contracts; hedging of foreign exchange exposure.
Prerequisite: FIN 402
Recommended: FIN 411

FIN 444A. SPECIAL TOPICS IN FINANCE: REAL ESTATE
This course provides an introduction to, and an overview of, real estate as a capital asset and methods of investment analysis of the pricing of options on futures, foreign currency, portfolios and indices, commodity prices, bond prices, and interest rates are included as time permits.
Prerequisites: FIN 402 and FIN 411

FIN 444B. SPECIAL TOPICS IN FINANCE: PRIVATE EQUITY
The Private Equity and Venture Capital (PE/VC) industry has become of growing significant interest in recent years. The primary purpose of the course is to provide students with an understanding of the personal financial management, electronic payment systems, and digital cash. Case studies are used in many classes.
Prerequisites: CIS 401 and FIN 402

FIN 444C. FIXED-INCOME SECURITIES
The objective of this course is to undertake a rigorous study of market securities and markets. A variety of fixed-income securities will be discussed including coupon bonds, callable and putable bonds, sinking fund provisions, and floating-rate notes. Interest rate derivatives such as forwards and futures on fixed income securities, bond options, options on bond futures, caps, floors, and collars will also be discussed. In addition, we will study some of the factors that influence the pricing of fixed-income securities.
Prerequisites: FIN 402 and FIN 403

FIN 444D. ENTREPRENEURIAL FINANCE
This course provides an introduction to financial theories and tools an entrepreneur needs to start, build and harvest a successful venture. Case studies will cover business evaluation and valuation, including the venture capital and the real option approach, financing, venture capital funds, compensation structures, and exit strategies.
Prerequisites: FIN 402

FIN 446. FINANCIAL INFORMATION SYSTEMS
This course examines the role that information systems and telecommunications play in various aspects of financial markets, financial service organizations, and corporate finance. Technology's transformation of financial markets is studied from the perspectives of electronic trading systems competing with exchanges, Internet brokerage firms attracting trading and IPO's and making markets, commercial banks of the future, and providers of data and management services. The course covers financial services issues such as electronic banking, automated personal financial management, electronic payment systems, and digital cash. Case studies are used in many classes.
Prerequisites: CIS 401 and FIN 402

FIN 448. FIXED-INCOME SECURITIES
The course covers cross-sectional and panel data empirical methods used in corporate finance research. The course will expose students to a variety of methods commonly employed in empirical research. While the course will cover the efficiency and consistency of various estimators, the primary focus will be on how the methods can be used to identify unbiased causal effects. Lectures and econometric readings will provide students with econometric intuition behind each method covered in the course. Course readings will expose students to examples of the methods used in published and working papers. Assignments will familiarize students with standard datasets used in corporate finance and will enable students to apply the methods covered in the course and to analyze and critique other researchers’ use of common empirical methods.

FIN 549. ADVANCED AGENCY THEORY
This course studies dynamic aspects of the theory of the firm. The strong emphasis is placed on corporate finance. The topics include capital structure, asymmetric information and signaling, contract design, and optimal security design. In addition, we will look into information aggregation in financial markets, bargaining with asymmetric information, and dynamic signaling – important and fascinating topics in the broader area of information economics.

FIN 551. CONTINUOUS TIME THEORY IN FINANCE
This course builds on the basic theory presented in FIN 505 Theory of Finance. FIN 551 will emphasize some relatively advanced, mathematically difficult methods that are used in the research literature of financial economics. The objective of the course is to help students to achieve a fundamental understanding of how the methods that they can be used in research in nancial economics.

FIN 552. EMPIRICAL CORPORATE INCOME STATEMENT ANALYSIS
This course covers cross-sectional and panel data empirical methods used in corporate finance research. The course will expose students to a variety of methods commonly employed in empirical research. While the course will cover the efficiency and consistency of various estimators, the primary focus will be on how the methods can be used to identify unbiased causal effects. Lectures and econometric readings will provide students with econometric intuition behind each method covered in the course. Course readings will expose students to examples of the methods used in published and working papers. Assignments will familiarize students with standard datasets used in corporate finance and will enable students to apply the methods covered in the course and to analyze and critique other researchers’ use of common empirical methods.
This course provides an introduction to utilizing data analysis (laptop computers are required for every class). In the process, students learn to ask the right questions, seek out the relevant data, apply appropriate methods, and effectively communicate your insights to your target audience.

**LEADING TEAMS I AND II**

This sequence of courses spans fall and winter quarters and prepares Simon MBA Coaches and Workshop leaders to lead first team projects and problem solving groups in areas of setting expectations, establishing process, employing collaborative problem-solving frameworks, managing conflict, and giving and receiving performance feedback. The course rests on theoretical frameworks from the fields of psychology, organizational behavior, and economics; its focus is the practical application of these concepts to facilitate the successful functioning of cross-functional based problem solving and project management groups. The course provides weekly opportunity to review Workshop and Coaching related issues. In some weeks leader/leaders increase their mastery of business modeling and operations management concepts, and in other weeks they improve their skills in developing presentations, managing projects and giving feedback for improved performance.

**ECONOMICS AND MARKETING STRATEGY FOR MS STUDENTS**

This course introduces students to the basics of economics and marketing strategy through interactive case study, experiential learning, and through a choice, demand curves, the impact of competition and coordination of the economics topics. Marketing strategy builds on these concepts, competition and company considerations to understand the segmentation, targeting, positioning and pricing decisions of the firm.

**ACCOUNTING AND FINANCE FOR MS STUDENTS**

This course provides an understanding of the techniques taught can be applied in a business decision making. The course covers central tendency and variability, probability, binomial and normal distributions, standard scores, hypothesis testing, z and t tests, ANOVA, correlation and regression, and non-parametric tests.

**MANAGEMENT OF TECHNOLOGY**

This capstone course focuses on the strategies of international corporations that seek a sustainable competitive advantage through technological innovation. The course includes guest speakers from the business community and case presentation on topics including the definition of competitive strategy, the CEO’s role as leader as well as manager, the analysis of the firm’s competitive position, understanding of constraints and opportunities, the management of research and development, fast-cycle product development; cross-functional team; achieving product quality through technology; a comparative analysis of patent law in the U.S. and other countries, strategic structuring of alliances between large and small firms, international joint ventures, and the acquisition of small, high-tech firms by large corporations. Student teams play the role of strategic managers in a multinational corporation. The course covers the “Small Associates” that has been retained by the CEO of a technology-based corporation to develop strategic options for the solution of a complex business problem with marketing, operations and financial implications. On presenters, case presentation and written reports are graded on the quality of presentation as well as the quality of analysis.

**AMERICAN BUSINESS PRACTICE**

Credit—one hour.

This course is designed to give students an opportunity to practice business-management techniques they have learned in their Simon School studies while they are assigned as interns. This course is designed to give students an opportunity to practice business-management techniques they have learned in their Simon School studies while they are assigned as unpaid interns.

**FOREIGN LANGUAGE ASSOCIATE**

Credit—one hour.

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**FOREIGN LANGUAGE ASSOCIATE**

Credit—one hour.

This course is designed to give students an opportunity to practice business-management techniques they have learned in their Simon School studies while they are assigned as unpaid interns.
HSM 430. HEALTH SCIENCES MANAGEMENT AND STRATEGY
(Same as STR 430)
This course applies the principles of organizational economics and strategy to the institutional setting of the health care sector. It draws on the principles of financial valuation, investments and corporate financing, as well as the economics of organizations and corporate governance, to analyze current management problems in the health care sector. The primary purpose of the course is to gain an understanding and comfort level with applying economic and financial theories within the unique institutional setting of health care.
Prerequisite: STR 403, ACC 410. In addition, it is strongly recommended that students complete FIN 413 and HSM 430 before taking this course.

HSM 431. APPLICATIONS OF CORPORATE FINANCE AND GOVERNANCE TO HEALTHCARE
This course applies the principles of corporate finance and governance to the institutional setting of health care. It covers the principles of financial valuation, investments and corporate financing, as well as the economics of organizations and corporate governance, to analyze current management problems in the health care sector. The primary purpose of the course is to gain an understanding and comfort level with applying economic and financial theories within the unique institutional setting of health care.
Prerequisite: STR 403, ACC 410. In addition, it is strongly recommended that students complete FIN 413 and HSM 430 before taking this course.

HSM 437. MANAGING HEALTH CARE OPERATIONS
(Same as OMG 437)
The health care industry is undergoing rapid growth and as well as rapid structural changes. New technology, changing reimbursement mechanisms, and increased competition create many interesting management problems, least of which is the area of health care operations. In this course, we will study the operations of various types of health care provider organizations (such as hospitals, HMOs, group practices, nursing homes, etc.) and other participants in the industry (such as insurance companies, pharmaceutical companies, suppliers and consulting companies). Topics that will be studied include: patient and provider scheduling, capacity management, providing services and supplies to health care providers, new product development and integrated delivery systems. Students who took OMG 402 or similar need to obtain instructor's permission prior to registration.

HSM 440. EVOLVING MEDICAL MARKETS
Firms supplying products and services to the health care industry face a variety of regulatory and marketing challenges that will be explored in this course. Topics include: the economics of developing and marketing new medical technologies, regulations affecting market structure, health and safety regulations and insurance markets. The course will cover evaluation tools frequently used in public policy debates and in marketing medical technologies including cost benefit and cost-effectiveness analysis and quality of life indices.
Prerequisite: STR 401 or GBA 461. Recommended: STR 403, STR 42

HSM 450. ACCOUNTING, ECONOMICS AND FINANCE FOR MS STUDENTS*
Available only to MS students concentrating in Marketing and Health Sciences Management
This course is designed to present the fundamentals of economic analysis, financial accounting, and financial analysis that will serve as a foundation for concepts developed throughout subsequent courses in the Medical Management program. The objectives of this course are to enable participants to understand and productively use the principles of managerial economics and accounting information to better structure business decisions. In addition, the course will address the principles of capital budgeting. The economic section covers foundational principles of microeconomic theory. The focus is on those principles with the greatest application for managers in health care, including supply and demand, the economic model of behavior, decision-making under uncertainty, gains from trade, externalities, demand, production, and cost functions, and basics of pricing. The accounting and finance module presents skills required to interpret and analyze common financial statements, and evaluate a company’s past performance and potential future performance. Specific topics of discussion include differences in financial statements of for-profit vs. not-for-profit entities, cash vs. accrual accounting, depreciation methodologies, and capital budgeting. Capital budgeting will include net present value (NPV), pay-back, accounting rate of return (ARR) and internal rate of return (IRR).

HSM 452. HEALTH CARE ACCOUNTING AND FINANCE
Basic concepts in finance and financial accounting are combined with material developed in ACC 410 to develop a framework for financial decision making, financial planning, assessment, and control. The goal of the class is to provide students with a set of tools to first make financial decisions about programmatic development. In addition, students will be taught to assess and control programs toward specified financial goals.
Prerequisite: HSM 450

HSM 453. HEALTH CARE OPERATIONS
This is an advanced course on operations management for health delivery organizations. We study the application of operations management concepts to the management of health care provider organizations (such as hospitals, group practices, HMOs, nursing homes, etc.), and other participants in the health industry (such as insurance companies, pharmaceutical companies, consulting businesses, etc.). Applications include both medical and administrative operations. The course uses a mixture of cases, lectures, in-class exercises, and guest lectures.
Part of this course is closely integrated with OMG 402. Operations Management extending and applying concepts from the introductory course to practice problems in health care administration. However, a significant part of the course focuses on quality and process improvement, a topic that is not covered in OMG 402.

HSM 454. LEADING HEALTH CARE ORGANIZATIONS
Concepts developed in STR 403 Organizations and Strategy are applied within the evolving healthcare setting to teach the student how to organize tasks and motivate staff to achieve coordination and efficiency (including leadership, culture, change management, and team effectiveness).

HSM 455. PRACTICUM IN MEDICAL MANAGEMENT
This course provides students with hands-on experience with a medical management project. It develops skills in identifying a problem, working with data, finding possible solutions and delivering recommendations, all within a fixed time frame. Students learn to produce analysis, but also have to argue persuasively that the recommendations based on the analysis are valuable and should be implemented. Projects require that students not only apply analyses learned in the classroom, but also that they argue persuasively that the recommendations based on the analyses are valuable and should be implemented. Teams of three to four students are responsible for the individual project, and meet with the instructor individually. The organizations submitting projects must be willing to spend time with students and to provide appropriate data.

HSM 456. PRACTICUM IN MEDICAL MANAGEMENT 2
A continuation of the project from HSM 455.
Prerequisite: HSM 455

HSM 464. CREATING AND USING INFORMATION TO MANAGE HEALTHCARE
The objective of this course is to provide healthcare executives with an understanding of the role that information technologies can play in driving care quality and financial performance in their organizations. It is intended to improve their ability to invest strategically and thoughtfully in IT to achieve the desired organizational returns. The course discusses how information technologies are reshaping and redefining the healthcare sector through better care, efficiencies in the delivery of care, advances for patient involvement and continuum of care, decision support tools for clinicians, and the generation of insights from digital exhaust. It teaches students how to critique and analyze various technology tools and systems currently available to healthcare professionals. The focus is largely on strategic level issues, although some implementation issues will also be discussed.
MGM 501. QUANTITATIVE METHODS

This course is an introduction to quantitative methods used in business decision making. The focus of the course is on the use of mathematical models to analyze and solve business problems. The course covers a variety of topics, including linear programming, network analysis, probability, and statistical methods. The course is designed to provide students with the skills and knowledge to apply quantitative methods to solve real-world business problems.

MGM 502. STATISTICS

This course covers the basic principles and techniques of statistical analysis. The course focuses on the collection, organization, and analysis of data, with an emphasis on the use of statistical methods to draw inferences and make decisions. The course covers topics such as descriptive statistics, probability, hypothesis testing, and regression analysis. The course is designed to provide students with the skills and knowledge to apply statistical methods to solve real-world business problems.

MGM 503. MANAGEMENT SCIENCE

This course covers the basic principles and techniques of management science, with an emphasis on the use of mathematical models to analyze and solve business problems. The course covers topics such as linear programming, network analysis, probability, and statistical methods. The course is designed to provide students with the skills and knowledge to apply management science methods to solve real-world business problems.

MGM 504. PROBABILITY AND MANAGEMENT SCIENCE

This course covers the basic principles and techniques of probability and management science. The course focuses on the use of probability and statistical methods to analyze and solve business problems. The course covers topics such as probability theory, random variables, and statistical inference. The course is designed to provide students with the skills and knowledge to apply probability and statistical methods to solve real-world business problems.

MGM 505. REAL ANALYSIS

This course covers the basic principles and techniques of real analysis. The course focuses on the use of mathematical methods to analyze and solve business problems. The course covers topics such as differentiation, integration, and the theory of functions of a real variable. The course is designed to provide students with the skills and knowledge to apply real analysis methods to solve real-world business problems.

MGM 506. MANAGEMENT SCIENCE

This course covers the basic principles and techniques of management science. The course focuses on the use of mathematical models to analyze and solve business problems. The course covers topics such as linear programming, network analysis, probability, and statistical methods. The course is designed to provide students with the skills and knowledge to apply management science methods to solve real-world business problems.
MKT 436R. MARKETING ANALYTICS

Firms can now gather detailed real-world data on their customers, competitors and marketplace on an unprecedented scale. This volume of information will provide significant competitive advantages to those companies that are able to analyze and leverage these data sets to derive actionable business-building insights. This course will focus on what data sets, both big and small, can and cannot tell us. We will introduce basic programming through R, a widely used and state of the art statistical analysis tool, and teach students how to analyze and leverage these data sets on their customers, competitors and the marketplace in defining new product opportunities on the consumer side of this industry.

MKT 439, 440, 441. DIGITAL MARKETING STRATEGY

This course examines the major issues involved in marketing on the Internet. Among the topics included are how the Internet changes the traditional view of marketing, and how it is changing the role of the Internet; the changing role of advertising; the new medium's effect on consumer behavior; word-of-mouth among consumers on the Internet; the Internet as a distribution channel; and marketing research on the Internet.

MKT 440. PRICING ANALYTICS

This course builds on the student's intuition and tools to make pricing recommendations in a variety of industrial contexts, and to meet the business demand for pricing and consulting related careers. The course builds around key economic intuitions behind customer- and competition-driven pricing strategies, and focuses on the application of these strategies to a variety of pricing problems using state-of-the-art data analysis tools. We will study the decisions on price levels, and changes of prices along time, product line, market segments and competitor structure. We also explore synergies between pricing and marketing and new product launch decisions.

MKT 441. BRAND MANAGEMENT

This course is the capstone course of the Brand Management Track. Lectures focus on scanner data analysis, and guest speakers discuss time-limited brand management topics. The main focus is a team project formed for a major consumer packaged goods firm, requiring the analysis of various current data sources, most notably scanner data. The major deliverable is a presentation to the client by each team of their findings. Typically, this amount to performing a brand review.

Prerequisite: MKT 412 (may be taken concurrently)

MKT 442. SPECIAL TOPICS IN MARKETING

Special topics are generally those which are not well covered in other courses, or they may deal with selected industries (e.g., financial services, high-tech marketing, etc.). The specific content of the course varies, depending on faculty interests.

Prerequisite: permission of the instructor

MKT 444: B2B MARKETING

This course involves all of the basic marketing functions but it takes on a totally different complexion in that it involves organizations (profit and not-for-profit that acquire goods and services that are utilized in the production of other goods and services or are used in the overall operation of the organization.

Besides the major commercial organizations that make up a sizeable percentage of B2B companies, there are institutional organizations in the mix as well—hospitals, colleges, universities and government. B2B marketing involves several distinct characteristics such as: larger, fewer purchases, centralized buying decisions, multiple buying influences, close supplier/customer relationships, etc.

The overall market tends to be global in nature and technology is a major influence.

Prerequisites: dependent upon instructor

MKT 448. BRAND STRATEGY

In this project-based course, students consult with the senior leadership teams of local companies that are in need of a brand strategy. In doing so, students address the following questions:

• What is the firm's desired brand strategy?
• How does the firm currently see its brand?
• What can the firm do organizationally (firing, structure, incentives, etc.) to move toward providing the desired brand?
• What can the firm do using marketing activities, including product and service experiences, to move consumer perceptions toward this desired position?

The course introduces students to an intuitive framework in which to develop answers to these questions and a series of research tools to collect the necessary information. Students then actually use these tools to help a local company design brand strategy.

Students in this course realize several meaningful benefits:

• Greater preparedness to add immediate value in the corporate workplace, where they are likely to come in contact with brand-related issues (e.g., financial services, high-tech marketing, etc.).

The specific content of the course varies, depending on faculty interests.

Prerequisite: permission of the instructor

MKT 451. ADVANCED ANALYTICS

This course is designed to give students the knowledge, vocabulary, and confidence to improve and customize data analysis, using flexible and adaptable approaches. The course will cover the use of state-of-the-art computational data analysis techniques that are not possibly with the widespread adoption of modern computing, including maximum likelihood estimation, and fitting models with custom metrics, optimization, bootstrapping, time series data, binary data, and discrete choice data.

Expanding on the topics covered in MKT 436, the course will explore questions such as: How do you customize your analysis approach to new problems? When should you or should you not use regression? How do you integrate the next big thing in data analysis?

The course will also discuss potential computational bottlenecks, and the techniques, software, and tools available for solving these problems. This course will focus on basic R programming skills, and the techniques, software, and tools for solving problems that are not covered in other courses, or they may deal with selected industries (e.g., financial services, high-tech marketing, etc.). The specific content of the course varies, depending on faculty interests.

Prerequisite: permission of the instructor

MKT 505. MARKETING RESEARCH PhD WORKSHOP

This workshop provides a forum for the presentation of research ideas and completed research by students. The course includes discussion of current job market papers and AMA interviews, journal reviewing, and generating new research ideas. In addition, some topics are covered to illustrate current research areas of interest for the faculty. All marketing PhD students who are not on the job market are expected to participate actively.

Prerequisite: permission of the instructor

MKT 511. ADVANCED TOPICS IN MARKETING I

This course is the first leg of a three-part sequence that prepares PhD students for research in marketing. The presentation of topics between the three parts may vary from year to year. The aim is to help students assess progress and identify opportunities for future research.

Prerequisite: permission of the instructor

MKT 512. ADVANCED TOPICS IN MARKETING II

In this second part of a three-part sequence that prepares PhD students for research in marketing, topics are discussed in a format similar to MKT 511.

Prerequisite: permission of the instructor

MKT 546. MARKETING PROJECTS

This course serves as a practical capstone experience for the MS Marketing Analytics program. Working with corporate sponsors, student teams put their training to use in database projects which address practical marketing problems, and in this way, build their analytical and professional skills. All marketing PhD students are expected to participate actively.

Prerequisite: permission of the instructor

MKT 553. ADVANCED TOPICS IN MARKETING III

In this third part of a three-part sequence that prepares PhD students for research in marketing, topics are discussed in a format similar to MKT 511 and MKT 512.

Prerequisite: permission of the instructor
OMG 402. OPERATIONS MANAGEMENT
Operations Management introduces the concepts and skills needed to design, manage, and improve service and manufacturing operations. The course develops a managerial perspective of the operations function and an appreciation of the role that operations plays in creating and maintaining a firm’s competitive edge. The course introduces process analysis, performance measurement systems for operations, and production control systems.

Quantitative models and case studies apply these skills to service process management, manufacturing, inventory control, supply chain management, and project management. This course highlights the role of effective operations management in the strategic direction of the firm as well as the connections between operations and other functional areas.

Prerequisites: CIS 401, GBA 411, and GBA 412 or GBA 462

OMG 411. SUPPLY CHAIN ANALYTICS
To survive and thrive, firms need to coordinate the flow of information and goods across more complex supply chains. At the same time, the ability to collect detailed and voluminous data from customers has exploded, creating enormous opportunities for analysis and enhanced control. Companies like Apple, Walmart, Google, and Uber have introduced completely new forms of supply chain management and coordination (among other innovations), while others have struggled to adjust their practices.

This course examines modern supply chains and applies advanced business analytics to major supply chain issues. We will follow an integrative approach that combines data analysis, modeling of complex decision situations, and strategic insights. Methods used will include regression analysis, forecasting, simulation, and static and dynamic optimization.

Emphasis will also be placed on presenting the results of analyses in a convincing manner, both in written reports and in oral presentations. Results of analyses learned in this course are relevant in virtually every industry as companies work to improve their bottom-line performance. The best way to improve performance is through a holistic approach, where the structure of processes, information and technological requirements, and the managerial implications, are considered concurrently.

Prerequisite: OMG 402

OMG 413. OPERATIONS STRATEGY
For many firms, the operations function manifests the majority share of a firm’s assets and resources while producing products and services. Decision-making in operations can have a decisive effect on both the cost and the attractiveness of the firm’s outputs. Thus the development and management of operations activities is a critical factor in a firm’s competitive strategy. This is a course that explores operations related decisions in the context of overall business, operations, financial and marketing strategies. Strong emphasis is given to valuation of different operational strategies and NPV analysis. Many types of operations decisions are considered: location, capacity, sourcing, flexibility, and process choice. Risk management and capital investment evaluation of capital projects will be discussed. In addition to financial evaluation, students will analyze the fit of strategic choices in the competitive context a firm faces.

Prerequisite: OMG 402

OMG 415. PROCESS IMPROVEMENT
This course will teach a systematic method for understanding and improving ongoing business processes. The techniques learned in this class provide a systematic method of asking questions, collecting data, and analyzing data that helps to learn how processes work (or are failing) and what can be changed to improve them. The statistical techniques you will learn are SPC (Statistical Process Control, used as a proactive tool for investigation rather than its traditional role as a reactive tool), MSA (Measurement Systems Analysis, for determining if your measurement system is capable), and FMEA (Failure Modes and Effects Analysis), and DOE (Design of Experiments). In addition to these analysis tools, there will be a strong emphasis on the process of data collection. To support the process of acquiring the right data and learning the analysis tools, you will do a small outside project for the class and a series of in-class simulations. You will learn to use two additional tools that support the questioning that leads to good data acquisition: process mapping (of the process you will be improving) and thought process mapping (of the process you use to solve the client’s problem).

Prerequisite: OMG 402

OMG 416. PROJECT MANAGEMENT
The topics treated in this course span a wide spectrum of issues, concepts, systems, and techniques for managing projects effectively in today’s complex business environment. Students are led through a complete project life cycle, from requirements analysis and project definition to start-up, reviews, and phased-out. Important techniques for controlling project costs, schedules, and performance are studied. The course employs a combination of lectures, case analyses, business/project simulations, videos, Internet resources, and group discussions to develop the conceptual understanding and operational skills needed for effective managerial role performance.

Prerequisite: OMG 402

OMG 451. PROCESS IMPROVEMENT
This course will teach a systematic method for understanding and improving ongoing business processes. The techniques learned in this class provide a systematic method of asking questions, collecting data, and analyzing data that helps to learn how processes work (or are failing) and what can be changed to improve them. The statistical techniques you will learn are SPC (Statistical Process Control, used as a proactive tool for investigation rather than its traditional role as a reactive tool), MSA (Measurement Systems Analysis, for determining if your measurement system is capable), and FMEA (Failure Modes and Effects Analysis), and DOE (Design of Experiments). In addition to these analysis tools, there will be a strong emphasis on the process of data collection. To support the process of acquiring the right data and learning the analysis tools, you will do a small outside project for the class and a series of in-class simulations. You will learn to use two additional tools that support the questioning that leads to good data acquisition: process mapping (of the process you will be improving) and thought process mapping (of the process you use to solve the client’s problem).

Prerequisite: OMG 402

OMG 460. SPECIAL TOPICS IN OPERATIONS MANAGEMENT
This course provides a critical study of selected topics in operations management focusing on benchmarking and the status of research efforts to date. Potential topics are: yield management, operations and information management issues in retail fashion and apparel supply chain management, or customers’ relationship management.

Prerequisite: OMG 402

OMG 461. STRATEGY AND BUSINESS SYSTEMS CONSULTING PRACTICUM
(Same as CIS 461 and STR 461)
This course provides students with an introduction to strategy and business systems consulting. It is aimed at students who wish to explore career opportunities within the major consulting firms. It is also relevant for students considering a career as an independent consultant, or within a corporation’s internal consulting group. The course focuses on three areas:

• The Consulting Industry: Students will examine several types of consulting (e.g., strategic, operations, systems, human resource, and marketing) and understand which major consulting firms position themselves. The career paths for graduates entering the industry, and the skills and values necessary for success as a consultant will be scrutinized.

• The Business Systems Consulting Process: The creation of proposals, the winning of consulting engagements, and the preparation of contracts will be discussed. The typical stages of a business systems consulting engagement (e.g., problem framing, analysis design, gathering data, interpreting results, architectural solution, and presentation of recommendations) and managing different sorts of consulting projects (e.g., operational improvement, supply chain optimization, quality improvement, strategy formulation, and organization design) will be examined.

• Consulting Skills: The role of the consultant and firm, but it is an overview which will be discussed. (e.g., personal attributes of consultants, relationship building, and team building). Diagnostic tasks and data gathering techniques (e.g., questionnaires and interviews) will be presented. Frameworks for problem solving, and communicating recommendations will also be introduced.

The course examines a wide range of modern global business challenges and opportunities from both the consultant’s and the client’s perspective and provides a learning platform to integrate and practice the skills and knowledge learned.
ANDREW ANSIELE
Assistant Dean and Professor of Marketing
As dean of Simon Business School, Andrew Ansiele will lead efforts to differentiate and strengthen the School’s curriculum, attract and retain faculty of the highest caliber, improve the student experience, and develop strong relationships with alumni and the community. Before joining Simon, he served as senior associate dean for the full-time MBA program at the UCLA Anderson School of Management from 2010 to 2016. While at UCLA, Ansiele’s responsibilities included admissions, student services, and career placement. In the four years Ansiele was at Anderson, the school increased its admissions more than 60 percent, increased placements more than 20 percent, and revised its curriculum to better meet the demands of the market and the needs of the students. In addition to his duties as Anderson’s senior associate dean, Ansiele was associate professor of marketing at UCLA-Anderson, and previously was assistant professor of marketing from 2000 to 2005. Prior to his time at Anderson, Ansiele was assistant professor of marketing at Cornell University’s Johnson Graduate School of Management from 1997 through 2000. Ansiele’s major research interests are in economic and statistical models of consumer behavior and in direct marketing. In particular, he focuses on developing variance components models for a variety of environments. Topics he has investigated include: new products and move diffusion, model performance, and consumer behavior uncovered through choice modeling. Most recently, he is studying the effect of store characteristics on consumer purchasing behavior.

RON GOETTLER
Senior Associate Dean for Faculty and Research; James N. Doyle Sr.
Senior Associate Dean for Faculty
Professor of Entrepreneurship
Professor of Economics, Marketing, and Entrepreneurship
Professor Goettler’s research spans quantitative marketing, industrial organization, and finance, with an emphasis on structural econometric methods to understand consumer and firm behavior. He is particularly interested in high-tech industries, focusing on the relationships between competition, innovation, and on the marketing of new products.

GUY ARIE
Assistant Professor of Business Administration
Professor Arié’s research interests include the study of employee incentives, strategic competition between firms, and the design of employee roles in firms. His current research focuses on the internal design of firms and employment relations when the task becomes harder with effort. He is investigating how these ideas can help software producers improve the productivity and profitability of software testing. Another application of this research is the design and compensation of sales forces.

JAMES A. BRICKLEY
Gleason Professor of Business Administration
Professor Brickley has research and teaching interests in the economics of organizations, corporate governance and compensation policy, corporate finance, franchising and banking. His papers have been published in the Journal of Business, the Journal of Law and Economics, The Journal of Finance, the Journal of Accounting and Economics, the Journal of Finance and Economics, the Journal of Economic Perspectives, The Journal of Economic Behavior and Organization, the Journal of Risk and Uncertainty, the Journal of Financial and Quantitative Analysis, Financial Management and the Journal of Corporate Finance. The fifth edition of Managerial Economics and Organizational Architecture (authored by Brickley, Clifford W. Smith Jr. and Jerold L. Zimmerman) was published by McGraw-Hill in 2009. The sixth edition is scheduled for 2015. Brickley, Smith, Zimmerman and Janet Willett authored a trade version of this text entitled Designing Organizations to Create Value, published by McGraw-Hill in 2003. Brickley has served as an associate editor of finance and accounting journals. Several studies report that Brickley is among the most cited researchers in the areas of Corporate Governance and Finance. In 2002, three of his published papers received the Journal of Financial Economics All Star Paper Award (based on number of citations through 2002). From 1989 to 1991, he was chairman of the finance department and research director at the University of Utah’s Garn Institute of Finance. Prior to his position at the University of Utah, Brickley was an associate professor of economics at Simon. He has served as chairman of the Simon Faculty Curriculum Committee and as Area Coordinator for Strategy and Organizations. Brickley is a past winner of the Simon School’s Distinguished Teaching Award. He has also been listed multiple times on the School’s Teaching Honor Roll. In addition to his academic achievements, Brickley has been a consultant to major companies and firms on organizational, franchising, valuations and antitrust issues. He has also held various positions in government, including executive director of the Jackson Josephine County CETA Program, public transportation director of the Rogue Valley Council of Governments and economic analyst for an economic development district.

DELORES CONWAY
Professor of Real Estate Economics and Statistics
Professor Conway focuses on the Simon School’s planning activities and represents the school in external engagement which includes enhancing corporate relations both domestically and internationally. Her research interests include statistics, real estate, health care management, finance, law and labor markets. Her papers have appeared in many academic journals. Prior to joining the Simon School, Conway was a tenure faculty member at the University of Southern California (USC) Marshall School of Business and the director of the Carsest Real Estate Forecast at the USC Lusk Center for Real Estate. While teaching statistics in the MBA Core, she received USC’s highest teaching honor, the Associates Award for Teaching Excellence, which is awarded each year to only two of the university’s faculty. Before her USC appointment, she served on the faculty of the Booth School of Business at the University of Chicago. She is an elected fellow of the American Real Estate Association and a former chair of the Business and Economics Statistics Section. She has also served on the editorial boards of many academic journals including the Journal of the American Statistical Association.

In addition to her research in statistics and financial modeling, she is widely respected for her research reports on the commercial and residential real estate markets in Southern California. She is frequently interviewed by the national news media for her viewpoints on the real estate markets and within the last couple of years was quoted by The Wall Street Journal, the New York Times, Bloomberg, BusinessWeek, Forbes, the Chicago Tribune, the Los Angeles Times, the Washington Post, Investors Business Daily and the San Francisco Chronicle, and has appeared on CNN, the CBS Evening News, the Today Show, MarketWatch and CNBC. Real Estate Southern CA Magazine ranks her as one of the “50 People of Influence” Real Estate in California.”

FACULTY
and as a Trustee (asleep) in Assignments for the Benefit of Creditors (ABC’s). Prior to founding DMG, Mr. Couch founded and managed ROC Action, a new business that operated multiple companies, usually in an Intern/President/CEO capacity. Mr. Couch was also a Senior Vice President – Business Development for the New Venture Capital Management – where he assisted in the selection, growth and transition of early-stage companies. Following a 9-year career at Xerox in various general management roles in both the copier manufacturing and printing systems group, his experience included general management roles in two mid-sized companies, which he ultimately sold to international buyers. In addition to his management experience, Mr. Couch has been a board member of several startup companies. He is also the past Executive Director of the Tri-Valley Technology Enterprise Center (TITEC) – an early-stage Incubator and Technology Transfer organization partnering with Lawerence Livermore Labs and Northern California Private Equity groups. He periodically accepts counsel/advisor/mentor roles with CEOs who are managing rapid change in their own companies.

Mr. Couch received the Simon School Undergraduate Teaching Award from the University of Rochester, and has served on the Simon Executive Advisory Board and was the first Chair of the Simon School Executive MBA Program. As a frequent panelist/presenter at industry conferences and has taught numerous executive and advanced undergraduate courses in business schools. Mr. Couch is a Navy Veteran, and lives with his wife, Deborah, and two children, Alyiah and Zachary, in Fairport, New York.

BS, Social Sciences, University of Buffalo MS, Education, University of Rochester MBA, University of Rochester

RAJV M. DEWAN
Xerox Professor of Business Administration and Computer Information Systems; Director of the MBAS Business Analytics Program

Professor Dewan has teaching and research interests in cloud economics, energy economics, organizational issues in management of information systems, the information technology industry, and financial information systems. He was one of three Best Paper Award winners for research done, in collaboration with his colleagues at the Simon School, in the most recent issue of the International Journal of Accounting, Information Systems and Business Ethics. He has taught courses in information systems, and accounting and financial information systems. His papers have appeared in the Journal of Computing, Management Science, Decision Support Systems, IEEE Transactions on Computers, among other journals. Prior to joining the Simon School in 2009, Elrickson was an assistant professor of economics at Duke University. Prior to joining the Simon School in 2009, Elrickson was an assistant professor of economics at Duke University.

GLENN D. HUELS
Clinical Associate Professor of Accounting

Professor Huels has served as vice president-tax at Deloitte, senior vice president of a large corporate tax department at Goulds Pumps Inc. In both roles, he had overall responsibility for the development, administration, and direction of all aspects of the corporate tax function. This included responsibility for global tax strategy and compliance, and closely collaboratively with operations and the corporate accounting, M&A, and tax functions to determine and implement optimal legal, debt, and equity structures, and to maximize after-tax cash flows to the parent enterprises through dividend planning and other repatriation strategies. He has also served as Bausch + Lomb’s director of external tax services and was responsible for the management of all income tax accounting and financial reporting requirements, and as a director in Bausch + Lomb’s corporate treasury department, continuing to work closely with operations and other corporate functions regarding global cash flow strategies, compliance, accounting for derivatives and other external reporting requirements, and the minimization of foreign exchange exposures and risks. Huels is a Certified Public Accountant licensed in New York State, and was a manager at the public accounting firm of Deloitte prior to his corporate tax service. Before joining Simon Business School as an associate professor, he had served as an instructor in continuing education courses for Deloitte junior staff at firm-wide national training sessions, lecturing in SUNY at Buffalo’s Graduate Tax Certificate Program, and teaching accounting and tax courses at Finger Lakes Community College and the former St.

Lakes Community College and the former St.

Rochester

PhD, Mathematics, Harvard University MBA, University of Chicago

PETER ELLICKSON
Professor of Economics & Marketing; Executive Director, Center for Research in Government Policy and Analysis Program

Professor Ellickson’s research interests lie at the intersection between quantitative marketing and industrial organization, with a focus on using structural modeling to understand the forces that drive strategic interaction and optimal decision making. He is particularly interested in modeling the importance of dynamic and spatial competition in retail trade. Ellickson’s research has been published in various academic journals including the RAND Journal of Economics, Marketing Science, Journal of Economic Literature and the International Journal of Industrial Organization. Before joining the Simon School in 2009, Elrickson was an assistant professor of economics at Duke University. Prior to joining the Simon School in 2009, Elrickson was an assistant professor of economics at Duke University.

HARRY GROENEVELT
Associate Professor of Operations Management

Professor Groenevelt has interests in health care industry economics, health care systems, the information technology industry, and financial information systems. His papers have appeared in the Journal of Computing, Management Science, Decision Support Systems, IEEE Transactions on Computers, among other journals. Prior to joining the Simon School in 2009, Elrickson was an assistant professor of economics at Duke University.

PAUL ELLICKSON
Professor of Economics & Marketing; Executive Director, Center for Research in Government Policy and Analysis Program

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YUFENG HUANG
Assistant Professor of Marketing

Huang has research interests in demand estima- tion, learning, quantitative marketing, and marketing econometrics. His teaching interests are in marketing research and marketing manag-
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has done theoretical and empirical research on fundamental interpretations of fluctuations in economic activity (business cycles). Long is a past editor and advisory editor of the Journal of Political Economy and a member of Beta Gamma Sigma.

BA, Mathematics, Rice University
PhD, Industrial Administration, Carnegie Mellon University

MITCHELL J. LOVETT
Associate Professor of Marketing

Professor Lovett’s research develops quanti- tative models of consumers and firms to understand marketing phenomena. His research studies targeted advertising, advertising content and schedule choices, online and offline word-of-mouth, social media listening, and consumer learning. One stream of Lovett’s research examines the antecedents and con- sequences of social engagement and word-of- mouth. Recent projects in this stream evaluate the relative importance of paid, earned, and owned media in building entertainment brands, how brand characteristics influence word-of-mouth online and offline, and how these two channels differ in their content and use. A second stream of Lovett’s research focuses on applying and developing empirical methods for political marketing. Current proj- ects in this stream study the dynamics behind why candidates go negative in their political advertising, how candidates use social media to influence voter sentiment.

Lovett’s research has been published in top marketing journals including Marketing Science and the Journal of Marketing Research, among others. He has received research grants and awards, including the Institute for the Study of Business Markets’ Research Grant Silver Medal Award, and garnered national media coverage in trade publications such as The New York Times, Axios, MS Insights, and Marketing News. At the Simon School, Lovett teaches marketing research and advanced marketing topics and consumer learning. One stream of Lovett’s research examines the antecedents and con-sequences of social engagement and word-of-mouth. Recent projects in this stream evaluate the relative importance of paid, earned, and owned media in building entertainment brands, how brand characteristics influence word-of-mouth online and offline, and how these two channels differ in their content and use. A second stream of Lovett’s research focuses on applying and developing empirical methods for political marketing. Current projects in this stream study the dynamics behind why candidates go negative in their political advertising, how candidates use social media to influence voter sentiment.

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BA, Economics, Carnegie Mellon University  
PhD, Finance, University of Pennsylvania

RICKY ROET-GREEN
Assistant Professor of Operations Management  
Professor Roet-Green recently completed two postdoctoral fellowships at the University of California, Los Angeles and the University of Michigan, working at the Centre for Maintenance Optimization and Reliability Engineering (C-MORE), and in operations and logistics at the Boart Longyear Business School of Management. Her scholarly interests are in operations research, operations management, service systems, queueing theory, game theory, and mechanism design. Previously, she was an instructor at Tel Aviv University, where she won several awards for teaching excellence.

BA, Economics and Political Science, Tel Aviv University  
MA, Political Science, Tel Aviv University  
MSc, Applied Mathematics, Tel Aviv University  
PhD, Operations Research, Tel Aviv University

HUXIAI RUI  
Assistant Professor of Computers and Information Systems  
Professor Rui’s research interests include social media, economics of information technology, health IT, and contract theory. His current research focuses on social media analytics, online word of mouth, and online advertising.

BE, ME, Control Science and Engineering, Tsinghua University  
PhD, Information Management, The University of Texas at Austin (McCombs School of Business)

WERNER SCHENK
Clinical Assistant Professor of Computers and Information Systems  
Professor Schenk has professional and teaching interests in computer and information systems as applied to end-user computing, documentation and training, and applications development for office and manufacturing environments. Prior to joining Simon, he worked as a principal information specialist and manager of programming services for Xerox Corporation. He now consults independently on information systems. He was a visiting professor at the Rochester Institute of Technology and the State University of New York at Brockport. He has been a member of the ANSI Committee for Programming Language Standardization and is a co-author of the American National Standards for Information Systems Programming Languages Fortran. Professor Schenk is also a member of the International Standards Organization (ISO) as part of a sub-committee defining programming standards for Cobol-Integrated Manufacturing Systems (CIMS) and Computer numerical control (CNC).

PhD, Information Technology, University of California at Berkeley  
MBA, Manager of programming services for Xerox

G. WILLIAM SCHWERT
Distinguished University Professor and Professor of Finance and Statistics  
Professor Schwert’s current research interests focus on financial economics and corporate strategy. He has been particularly interested in corporate finance and strategic management. He is known for his work in information economics, stochastic processes and performance modeling for capacity planning and pricing. In 2000, he was named a “Distinguished Fellow” by the Institute of Operations Research and the Management Sciences (INFORMS) and the Financial Systems Information of INFORMS. The award was given to Schwert, in recognition of his contributions to the development of the systems discipline. Schwert is currently a faculty member at the University of Rochester to work that honor. In October 2011, he won the WITS 2012 Best Instructional Technology award for developing the highly interactive www: Tradingsimulator.com. This software has been in use by dozens of leading universities around the globe. Schwert has been consulting with many of the leading industrial and service corporations and presented numerous research papers and executive seminars around the world. He has won teaching awards from the MBA and Executive MBA classes at the Simon School, as well as several awards from the MBA Class of 2003, and the MBA Classes of 1989 and 1990. His research was cited twice on the front page of the Wall Street Journal and he was granted several prestigious prizes at international conferences for publishing outstanding research papers and presentations. His research deals with the pricing of initial public offerings, the evolution of corporate strategies, information economics and electronic commerce. These include the award for Best Paper at the 2003 Annual Conference of INFORMS, present in Amsterdam, the Netherlands. He also won the best paper award at the 1996 International Conference on Information Systems, present in Amesterdam, the Netherlands. He also won the best paper award at the 1999 International Conference on Information Systems, present in Kahului, Hawaii. In 1999, the Workshop on Information Systems and Networks presented him with a special award for writing “The Best Paper on Information Systems and Economics.” He is currently working with team members from the University of Rochester Medical School, University of Texas Medical School and Johns Hopkins University on the development of innovative ways that leverage on Telemedicine for treating various neurological disorders including Parkinson’s Disease. He is currently using protocols and maps. He also works on the www.3rdFinad.com application that supports the research efforts with the respective medical schools that they plan to visit for their residency.

BSc, Industrial and Management Engineering, Technion, Israel Institute of Technology  
MSc, Operations Research, Technion, Israel Institute of Technology  
PhD (cum laude), Industrial Engineering, Texas Tech University  
He has received research grants from the US National Science Foundation, the Social Sciences Research Council (SSRC), and the Social Sciences Research Council (SSRC).


WERNER SCHENK
Assistant Professor of Accounting  
His research interests lie in financial accounting with specific interest in asset revaluation options, accounting, and earnings quality. He holds an active CPA license in Colorado following work experience at PricewaterhouseCoopers in the electronic audit support practice.

MA, University of Colorado, Leads School of Business  
PhD, Accounting, University of Southern California (Marshall School of Business)  
Bryce Schuenhofer  
Assistant Professor of Accounting  
Professor Schuenhofer’s research interests include management accounting, business process, and technology. His current research and consulting activities include medical informatics, electronic commerce, online auctions, project management, and information technology. His research papers have appeared in journals such as Production and Operations Management. His current research and consulting activities include medical informatics, electronic commerce, online auctions, project management, and information technology. His research papers have appeared in journals such as Production and Operations Management.

MA, University of Colorado, Leads School of Business  
PhD, Accounting, University of Southern California (Marshall School of Business)  
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Assistant Professor of Accounting  
His research interests lie in financial accounting with specific interest in asset revaluation options, accounting, and earnings quality. He holds an active CPA license in Colorado following work experience at PricewaterhouseCoopers in the electronic audit support practice.

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Assistant Professor of Accounting  
His research interests lie in financial accounting with specific interest in asset revaluation options, accounting, and earnings quality. He holds an active CPA license in Colorado following work experience at PricewaterhouseCoopers in the electronic audit support practice.
on using communications to support and lead change and to enhance the performance of executives and change leaders; building high-performance teams, defining target messages for important stakeholders; and synthesizing and presenting insights from extensive analysis of complex issues. As a coach, he provides seminars for new responsibilities through a mix of technical and adaptive growth, building on theories of meaning-making and self-development.

BA, English, Yale University MA, English and American Literature, The University of Chicago MFA, Creative Writing, Emerson College

YARON SHOPOSNISKIN Assistant Professor Of Operations Management

He received his PhD in Operations Research from the Massachusetts Institute of Technology (MIT) in June 2016. His research interests are in stochastic dynamic optimization with learning, data analytics, AI, and management of operations research, primarily in health care. Shapastrik also earned a BS in Information Systems Engineering and an MS in Industrial Engineering from Technion-Israel Institute of Technology.

BS, Information Systems Engineering, Technion- Israel Institute of Technology MS, Industrial Engineering, Technion-Israel Institute of Technology PhD, Operations Research, Massachusetts Institute of Technology (MIT)

CAROL C. SHUHIER Clinical Assistant Professor of Business Communications

Professor Shuhier has extensive experience in the areas of leadership development and organizational change, in academia and private industry. Prior to joining the Simon Business School faculty, she was Senior Associate Provost for the University of Rochester where she created the first University-wide orientation and career development programs for new faculty, UR Year One, introduced leadership education for newly appointed academic department chairs and division chiefs, Conversations in Academic Leadership, and collaborated with faculty from each of the University’s seven schools to design the Future Faculty Workshop, aimed at preparing doctoral students and post-doctoral fellows for their jobs. During her time as Provost she was a member of the Academy of International Business and a co-investigator/author of the 2010 Diversity Report, subsequently charged with implementing its recommendations for improving the experience of new, underrepresented faculty, and strengthening the capacity of department chairs leadership of diverse academic organizations. Before coming to Rochester Shuhier established the University of Arizona’s Program for Academic Administration and led an executive search for the University’s seven schools to design the Future Faculty Workshop, aimed at preparing doctoral students and post-doctoral fellows for their job conversations and academic careers. She was a faculty member at the University of Southern California’s Marshall School of Business and academic director of its full-time MBA program. As a long-term consultant to the Los Angeles Times, Carol led development of the Newspaper Management Institute, executive educators of the 200+ mid-level Times executives, and collaborated with journalists to create Editing Excellence, leadership education for new editors. She has consulted with firms ranging from Fortune 50 media conglomerates to family-owned machine shops.

PhD, Rhetoric and Communication, University of Oregon

CLIFFORD W. SMITH JR. Louise and Henry Epstein Professor of Business Administration and Professor of Finance

Professor Smith has research interests in the fields of corporate financial policy, derivative securities, and financial intermediation. He has published 16 books and over 90 articles in leading finance and economics journals. Students in the Executive MBA Program have given him the “Superior Teaching Award” 21 times; students in the MBA Program have given him the “Superior Teaching Award” 16 times. In 2003, he received the FMA Fellows Award by the Financial Management Association International. He was named Distinguished Scholar by the Southern Finance Association in 2000, and Distinguished International Visiting Scholar by the British Accounting Association in 1991. In 1986, he was given the first Special Award for a Perfect Teaching Rating by the School of Business in 1983, he was chosen a University Mentor in recognition of his scholarship and teaching. He is currently chairman of the Board of Home Properties REIT, a multifamily real estate investment trust (REIT) with operations primarily along the East Coast of the United States, and was formerly chair of the compensation committee, chair of the governance committee, and lead director. Smith has served as president of the Risk Management, Society, president of the Financial Management Association National Honor Society, vice president for Global Services of the Financial Management Association International, vice president of the International Economics and Finance Society, a member of the board of advisors of the International Economics and Finance Society; and a member of the editorial board of the Wiley Periodical of the Financial Management Association and the Southern Finance Association. He is an ad-hoc editor for the Jouer of Risk and Insurance, Financial Risk Management, and the Journal of Risk and Insurance, Financial Risk Management, and the Journal of International Business Studies, and the Journal of Risk and Finance, and the Journal of Financial Research; a member of the editorial board of the Review of International Economics; and a member of the advisory board of the Journal of Applied Corporate Finance, The Financial Analyst, Contemporary Finance Digest, and The Arbitrageur. His paper, “Trading Cost for Listed Options: The Implications for Market Efficiency” (with Susan M. Phillips), was awarded the Pomerance Prize for Excellence in Options Research by the Options Research Society Options Exchange for 1980; his paper, “On the Convergence of Insurance and Finance Research,” was awarded the Alpha Kappa Psi-Spangler Award by the American Risk and Insurance Association for 1996.

BA, Economics, Emory University PhD, Economics, University of North Carolina at Chapel Hill

ERIN SMITH Assistant Professor of Finance

In her dissertation, “Do Shareholders Want Less Governance?” Smith uses over-vesting as a novel instrumental variable that increases the likelihood of passing anti-takeover rules, finding that such provisions increase shareholder value. She has been awarded the Best Finite PhD Dissertation Paper in Honor of Stuart Stewart to be published by Washington University in St. Louis and the Edwin Etting Prize for Best Job Market Paper by New York University. Sten-School of Business Smith visited the Securities and Exchange Commission during 2014.

BA, Economics, and Engineering, Dartmouth College PhD, Finance, New York University (Stern)

Teresa Vukelic Associate Professor of Operations Management

Professor Vukelic’s research interests are in health care operations, supply chain management, and stochastic scheduling. Her current research is focused on queueing theory, health care, modeling and in operation. She has received a superior MBA teaching award, and multiple teaching honor roll recognition. She has industrial experience as a software engineer and project manager in telecommunication medical instrumentation, supply chain software and financial industries. Her research has been published in Management Science, Operations Research, OMOR, Production and Operations Management Journal, Decision Support Systems, European Journal of Operations Research and the International Journal of Production Economics, and other scientific and industry publications.

PhD, Electrical Engineering, Massachusetts Institute of Technology MS, Applied Mathematics, Colorado School of Mines PhD, Operations Management, Case Western Reserve University

HEIDI TRIBUNELLA Clinical Associate Professor of Accounting; Faculty Director of MS in Accounting

Professor Tribunella has served as an auditor for two national firms, Deloitte & Touche and PricewaterhouseCoopers LLP. At those firms, she served clients in the health care industry as an auditor of small to mid-size firms. She received a New York State Certified Public Accountant, spent over five years in industry as a manager of financial reporting for different health care companies. Prior to joining the Simon School faculty, she taught a variety of business and accounting courses at various colleges. Tribunella has an interest in accounting and auditing research and has published articles in the Journal of Business and Economic Research, the Journal of College Teaching and Learning, The Review of Business Information Systems, and the Accounting Information Systems Educator Journal. Tribunella has received Best Paper Awards at the International Business and Economics Research Conference and the Accounting Information Systems Educators’ Conferences.

BS, Accounting, State University of New York at Geneseo Certified Public Accountant, New York State License MS, Accounting, State University of New York at Binghamton PhD, Accounting, The University of Iowa

KENT WALKER Senior Lecturer Of Communications

Walker has taught writing courses in the English department at Brock St. John’s University, and was an Adjunct Professor at Niagara College, also in St. John’s. He currently also serves as a professor of Accounting, the Review of Economics and Finance, the Accounting Research Journal, the Journal of Accounting, the Journal of Financial Economics, Contemporary Accounting Research, the Journal of Financial Reporting, the Journal of the Capital Market and the Journal of the Capital Market.

BA, English, University of Western Ontario MA, English, University of Western Ontario PhD, English, York University

JEROLD B. WARNER Fred H. Gowen Professor of Business Administration; Professor of Finance and Area Coordinator, Finance

Professor Warner has teaching and research interests in portfolio theory, capital markets, and corporate finance. He is currently an associate editor of the Journal of Financial Economics, a former member of the Faculty of the University of Chicago Booth School of Business.

BS, Economics, University of Pennsylvania MA, Operations Research, University of Chicago MBA, Finance, Economics, University of Chicago PhD, Economics and Finance, University of Chicago

CHARLES E. WASLEY Professor of Accounting; Area Coordinator, Accounting

Professor Wasley’s teaching interests are in accounting, management accounting, and financial reporting. His research interests encompass the role of accounting information in capital markets. He currently serves as an associate editor of the Journal of Accounting, the Review of Economics and Finance, the Accounting Review, and the Contemporary Research in Accounting. He is a recipient of several grants from the Centers for Medicare and Medicaid Services and the National Institute of Mental Health, as well as the Robert Wood Johnson Foundation.

Gerard J. Wedig Associate Professor of Business Administration; Associate Dean of Human Resources and Director of Health Care Programs

Professor Wedig’s research interests involve the application of corporate finance, governance, organizational behavior, and health economics to the health care industry. He has studied the impact of performance measures and financial incentives on hospital performance, and has been an observer of the U.S. health care industry. Wedig’s publications have appeared in the Journal of Finance, the Journal of the American Medical Association, the Journal of Financial Economics, the Journal of the American Medical Association, and the Journal of the American Medical Association.

BS, Economics, University of Iowa MA, Operations Research, University of Chicago MBA, Economics and Finance, University of Chicago PhD, Economics and Finance, University of Chicago

Carol L. Smith Research Associate Professor of Economics

Professor Smith has a PhD in Economics from the University of North Carolina at Chapel Hill. She obtained a Master in Economics from Collegio Carlo Alberto in 2009. His scholarly interests are in capital markets. He currently serves as an associate editor of the Review of Economics and Finance.
JASON XIAO
Assistant Professor of Accounting
Xiao earned his PhD from the University of Pennsylvania Wharton School in 2016. His research interests are in corporate governance, executive compensation and incentives, and disclosure. Xiao also holds an MA in Statistics from Wharton, and a BS in Business Administration with a double major in Accounting and Economics from The Ohio State University.

CHENYU YANG
Assistant Professor of Economics and Management
Yang received his PhD from the University of Michigan in 2016. His primary fields of interest are industry organization, innovation and applied econometrics. His research focuses on how market structures affect innovation, product positioning, pricing and welfare. He is particularly interested in the smartphone and telecommunications industries. Yang also earned a BA in Mathematics from Gustavus Adolphus College.

JEROLD L. ZIMMERNAN
Ronald L. Blitter Professor of Business Administration and Professor Emeritus of Accounting
Professor Zimmeman's research and teaching interests include financial and managerial accounting. In 2004, he and Professor Russ L. Watts (at MIT) received the American Accounting Association's J. Curtis Brown Award for their joint paper, "The Costs and Benefits of Cost Allocation," which was published in 1978.

SHIMING FU
Visiting Assistant Professor of Finance
Professor Fu is visiting Simon from the Fuqua School of Business at Duke University, where he recently completed a PhD. His research interests are in financial economics, corporate finance, and dynamic contracting.
ROBERT M. PLACE  
Lecturer in Business Law  
Mr. Place has been a practicing attorney for 32 years and is currently the Deputy General Counsel for the University of Rochester. He taught social studies at the junior and senior high school level for 13 years before attending law school at Syracuse University.  
He was a partner in the law firm of Place & Arnold, a general practice which represented local municipalities, real estate, matrimonial, bankruptcy and estate clients. His varied legal experience gives students a practical understanding of business law.

BA, Brown University  
MBA, Union College  
PhD, Union College

RICHARD C. INSALACCO  
Lecturer in Finance  
Mr. Insalaco is the senior investment officer and assistant treasurer in the University of Rochester Investment Office, which manages and invests the University’s operating capital and affiliated funds as well as the University’s operating capital. Mr. Insalaco’s areas of responsibility include multi-strategy alternative investments, real estate, venture capital, distressed debt, fixed income, cash funds, and risk management; he has responsibility for managing and investing the University’s operating capital. He joined the University in 2007, after serving as a senior financial analyst and trader at the New York Federal Reserve Bank, where he worked on the Open Markets trading desk, from which the Fed implements monetary policy. In that capacity, he provided advice to senior Federal Reserve and treasury officials on macroeconomic issues and market developments, and oversaw the Open Market Desk’s customer trading operations. Prior to this, Mr. Insalaco briefly worked as an investment analyst in the financial institutions group at Smith Barney. He began his career as a corporate and securities attorney in San Francisco, where he practiced for seven years before returning to academia to attend business school.

BS, Ithaca College School of Business  
JD and MBA, University of Michigan

RAMI KATZ  
Lecturer in Entrepreneurship  
Rami Katz is the Chief Operating Officer for Excel Partners, a VC fund that invests in high growth technology companies. Rami focused on New York State’s tech ecosystem in Upstate NY. Rami manages Excel’s due diligence and investment processes, managing a team of venture analysts. Post-investment, Rami takes an active role with the fund’s portfolio companies as a member of the board of directors and as by providing executive mentoring to the management team.

Prior to joining Excel, Rami played an active role in commercializing new technology, as an entrepreneur, investor and a consultant working with regional incubators, entrepreneurs and researchers to develop business plans that secured over $40M in funding.

MBA, University of Rochester  
JD, Tel-Aviv University

GREGG LEDERMAN  
Lecturer in Marketing  
Mr. Lederman is the founder of Brand Integrity, Inc. and co-creator of the Achieving Brand Integrity® process. With over 15 years of experience as a business and marketing strategist, Lederman is an entrepreneur who has owned and operated several businesses in the Rochester area prior to founding Brand Integrity, Inc.  
Brand Integrity focuses on facilitating senior management teams to achieve alignment and consensus in regards to an “ultimate business strategy,” the brand strategy, and creating actionable ways to live it internally through people and processes. Brand Integrity works with leadership to achieve employee “buy-in” to the brand strategy to ensure sound execution and to establish accountability for performance, which in turn leads to increased employee productivity, loyalty among existing customers, and greater sales to new customers. Lederman has crafted and implemented organization-wide and product-specific brand strategies with many of today’s leading companies including Wegmans Food Markets Inc., Hallmark Cards Inc., Erickson Communities, PAETEC Holding Corp., Convergent, Duke Energy, Frito-Lay and the American Red Cross.

Throughout the year, Lederman delivers keynote interactive presentations at various conferences across the country. Lederman is a board member with the Learning Disabilities Association of New York and the Genesee Valley Trust-Advisory Board, and the Simon School Alumni Council.  
BS, Ithaca College School of Business  
MBA, University of Rochester

MARK W. WILSON  
Lecturer in Entrepreneurship  
Mr. Wilson founded Initiatives Consulting LLC in 1997 to help clients turn technical ideas into new products and companies. Initiatives Consulting, LLC has created business plans, marketing support, and road show coaching that has been instrumental in starting six companies, raising several million dollars of seed money, and launching four new medical devices, including most recently a proprietary spring-product and a device to reduce catheter-related and stream infections.

Since 2004, Wilson’s training company (www.neworks.biz) has taken nearly 500 teams through an intense workshop to jump-start their technology-based product ideas. This program has launched well over 100 pre-seed stage companies out of university research and patents which have gone on to collectively raise over $500 million in equity funding. (www.neworks.com)

With a background in these initiatives in product design, process engineering, optical tooling, lean manufacturing and automation, Wilson has been involved in the creation and launch of five new medical device platforms currently generating more than $1 billion in annual sales. As a part-time academic, Wilson is driven to simplify, quantify, and systematize the fuzzy-front-end of innovation.

BS, Mechanical Engineering, Rensselaer Polytechnic Institute  
MS, Mechanical Engineering, Rensselaer Polytechnic Institute

JOHN T. WHITAKER  
Lecturer in Entrepreneurship  
Mr. Whitaker is a commercial bank loan officer for KeyBank, a subsidiary of KeyCorp. Mr. Whitaker has been with KeyBank for fifteen years serving in a variety of roles including Small Business Relationship Manager and Business Development Manager. In addition to his career at KeyBank Mr. Whitaker is a graduate of Simon’s 2014 Executive MBA program and currently serves as an Assistant Professor at Nazareth College’s School of Business.

BS, Boston College  
MM, Healthcare Management, Loyola University Chicago  
MBA, Simon School of Business
ADMISSIONS AND FINANCIAL AID

Simon Business School encourages applications from men and women with diverse educational, professional, cultural, and geographic backgrounds. This richness of experience and backgrounds and experiences greatly enhances classroom interaction and social life at the School.

CRITERIA FOR SELECTION

The selection process emphasizes evaluating the applicant, as indicated by demonstrating potential contributions to Simon and to the world’s business community. The Admissions Committee looks carefully for predictors of success in both the academic setting and the business world. In selecting students, the committee considers the following criteria: evidence of leadership and initiative, the nature and scope of prior work experience, teamwork and communication skills, grade-point average, GMAT or GRE score, letters of recommendation and the applicant’s career focus. The applicant is encouraged to prepare a careful and thoughtful application.

PREPARATION FOR GRADUATE STUDIES

Applicants from all undergraduate majors are considered for admission to the MBA program. MS degrees in some areas may have specific course or major prerequisites. Visit our website at simon.rochester.edu for details. Undergraduate backgrounds of current MBA students are distributed across business, engineering/math/sciences, economics, and other social sciences and the humanities. The curriculum is designed to be managed successfully by students without prior business coursework. However, for applicants planning to take additional coursework, a grade-point average of 3.3 or higher will not be required to be considered for admission to the PMBA program. A grade-point average of 3.0 or higher is required for credit to be awarded.

FULL-TIME MBA PROGRAM

Our Full-Time MBA students begin in August each year and complete their 2-year program during the fall, winter, and spring quarters. Most Full-Time MBA students complete a summer internship between their first and second years of study and have curricular flexibility to pursue one more concentrations during their time at Simon.

FULL-TIME MS PROGRAMS

Our full-time MS programs are one year of focused study in an area of business. Designed for early career professionals, students can choose from a number of concentrations, including Accounting, Business Analytics, Finance, and Marketing Analytics.

PROFESSIONAL MBA (PMBA) AND PART-TIME MS

The Simon Professional MBA (PMBA) program is designed for students working full-time. The PMBA program offers a partial block, cohort-style experience, in which teams of students take six of the nine core courses together in a structured sequence. Students will also take 12 electives to complete any desired concentration(s). If students complete two courses per quarter, they typically complete their degrees in two-and-a-half years. Need- and merit-based scholarship opportunities are available for the PMBA program.

The criteria for admission are the same for full- time and Professional MBA and part-time MS students. Applicants to the Professional MBA and Part-time MS program may matriculate in the fall or spring quarter. Application instructions and deadlines can be found on the Simon website.

Students interested in the Professional MBA or Part-time MS program may take up to two non-matriculated courses before formally applying to the program. Course options are: STR 401 (Managerial Economics), ACC 401 (Corporate Financial Accounting), CSE 401 (Corporate Financial Accounting), MKT 402 (Marketing Management) and FIN 402 (Capital Budgeting and Corporate Objectives).

Grades received in non-matriculated courses automatically become part of the application for students who plan to matriculate into the part-time programs. Professional MBA and Part-time MS students who complete the two non-matriculated courses with a grade-point average of 3.3 or higher will not be required to take the GMAT or GRE. The non-matriculated courses may be started during any quarter.

The Office of Admissions offers day and evening appointments for part-time applicants desiring admissions counseling. Additionally, quarterly Open Houses are offered to provide prospective students with more information about the School.

All part-time students must complete an orientation registration session prior to beginning their first full-time program and orientation prior to the start of each quarter for students interested in the non-matriculated option. Students matriculating into the Professional MBA or Part-Time MS program will attend a full- day orientation in the fall or spring quarter of their matriculation. The orientation provides details on Simon and University of Rochester student services, and the transition into business school, while allowing the student to complete course registration. Please refer to Simon. rochester.edu/ events for dates of the Open Houses and orientation sessions.

APPLICATION PROCEDURES

Applications must be complete before being considered by the Admissions Committee. A complete application consists of the following:

• the online application form, including essays;
• an uploaded, scanned, official transcript from each college attended (undergraduate and graduate);
• at least one and no more than two online letters of recommendation;
• a non-refundable application fee;
• a current résumé;
• uploaded scanned official scores reported from the Graduate Management Admission Test (GMAT) or Graduate Record Exam (GRE);
• uploaded scanned Test of English as a Foreign Language (TOEFL) or IELTS for international applicants who are non-native English speakers (see details in the Online Application available through our Website)

MBA or MS applicants are expected to apply online through our website at simon.rochester.edu and the applicant’s career focus. The applicant is encouraged to prepare a careful and thoughtful application.

CRITERIA FOR SELECTION

The Admissions Committee may request an interview with prospective candidates. Applicants selected for an interview will be notified by the Office of Admissions after a preliminary review of his or her application.

Interviews are conducted by a combination of Simon School faculty and the applicant. U.S.-based applicants are usually scheduled for interviews at the Simon School, while international applicants are scheduled for interviews at Simon and the University of Rochester campus. They are usually scheduled on Monday and Thursday, when classes are in session. We will make an attempt to accommodate those who request to be interviewed during the fall or spring quarter.

APPLICATION FEE

The non-matriculated application fee is $130. It is not returned if the application is not selected for an interview. Additional fees and charges will be required if an interview is scheduled.

FINANCIAL AID

For further information on student loans, please contact the Office of Student Financial Aid. To receive a timely response, a completed FAFSA should be on file in the University of Rochester Financial Aid Office at least 12 weeks prior to the quarter in which a student intends to enroll. The University of Rochester requires parental information of dependents.

The Simon School also offers an International Student Loan Program to eligible Full-Time MBA students that do not qualify as U.S. citizens or permanent resident of the United States.

To apply for student loans, students should submit a Free Application for Federal Student Aid (FAFSA). To receive a timely response, a completed FAFSA should be on file in the University of Rochester Financial Aid Office at least 12 weeks prior to the quarter in which a student intends to enroll. The University of Rochester requires parental information of dependents.

The Simon school assists qualified full-time students in financing their management education and has been relatively generous in awarding merit-based scholarships to those who show promise of achieving excellence at the School and in their careers. In awarding merit-based aid, primary emphasis is given to academic excellence, professional development and demonstrated qualities of leadership.

The requirements are still in force for the 2016-2017 academic year. Please refer to the Bursar office website for more information.

STUDENT OWNERSHIP OF LAPTOP COMPUTERS (REQUIRED)

It is required that students acquire a laptop computer to support their course work and program preparation. It is the responsibility of each student to acquire the appropriate equipment. When not in use, equipment will not be supplied to students.

Students who purchase computers may include the cost in calculating their eligibility for loan programs.

APPLICATION PROCEDURES

Students may petition to receive transfer credit for graduate coursework taken at other universities within five years of the date of matriculation to Simon. A maximum of three courses (nine credit hours) will be transferred to the MBA program.

A maximum of two courses (six credit hours) may be transferred to an MS program. Students taking approved courses for transfer credit to Simon must earn a grade of ‘B’ or better in those courses. Requests for transfer of course credit are made by submitting a petition for transfer credit to the associate dean for MBA programs. Only petitions from students already matriculated into a program will be considered.

Course descriptions and syllabi must be submitted as part of the petition.

Because of the integrated nature of the cohort system, no transfer credit is granted for core courses for full-time students. Part-time students, however, may petition for the transfer of core courses. Grades for transferred courses are not calculated into a student’s cumulative GPA. There is a $1000 course transfer fee paid for each course taken outside the University of Rochester and transferred for credit to the Simon Business School. An official transcript is required for credit to be awarded.

FINANCIAL AID OPPORTUNITIES

The organizations listed below offer financial assistance to international students.

American Association of University Women (AAUW) International Fellowships

The Simon School also offers an International Student Loan Program to eligible Full-Time MBA students that does not qualify as a U.S. citizen. Contact the Simon MBA Admissions office for more details.

For further information on student loans, please contact the University of Rochester Financial Aid Office.

INFORMATION SOURCES

Paula D. Mushinski
University of Rochester
Suite 700
Washington, D.C. 20036
(852) 326-2289

American Councils for Cultural Interchange (AAUW)
175 Massachusetts Avenue, NW,
Washington, D.C. 20036
(585) 275-3226

American Councils ACTR/ACCELS
Suite 700
Washington, D.C. 20036
(800) 881-6234 (toll free within the U.S.)

INTERNATIONAL FINANCIAL AID OPPORTUNITIES

Contact: Andrew Segars
(202) 833-7522
americanCouncils.org

Contact: William F. Davis
(585) 275-3226

Simon Business School Course Catalog 2016-2017

Simon Business School Course Catalog 2016-2017
The information contained in the 2016–2017 Course Catalog is current as of January 2017.

Provisions of this publication are not to be regarded as an irrevocable contract between the student and the William E. Simon School of Business. Simon Business School reserves the right to make changes in its course offerings, degree requirements, regulations and procedures, and fees and expenses as educational and financial considerations require.

Simon encourages the application of all qualified persons interested in the study of management at the master’s and doctoral levels.

The University of Rochester values diversity and is committed to equal opportunity for persons regardless of age, color, disability, ethnicity, gender identity or expression, genetic information, marital status, military/veteran status, national origin, race, religion/creed, sex, sexual orientation, or any other status protected by law. Further, the University complies with all applicable non-discrimination laws in the administration of its policies, admissions, employment, and access to and treatment in University programs and activities.

Questions on compliance should be directed to the particular school or department and/or to the University’s Intercessor, University of Rochester, P.O. Box 270039, Rochester, NY 14627-0039. Phone: (585) 275-9125.

CONTACT INFORMATION:

Registrar’s Office
Phone: (585) 275-3533
Fax: (585) 271-3907
E-mail: registrar@simon.rochester.edu

Office of Student Engagement
Phone: 585.275.8163
E-mail: studentengagement@simon.rochester.edu