



MBA Program Academic & Career Advising Guide

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KATZ

UNIVERSITY OF PITTSBURGH
JOSEPH M. KATZ
GRADUATE SCHOOL
OF BUSINESS

READY.



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ACADEMIC & CAREER ADVISING GUIDE

The Katz Academic & Career Advising Guide is a program roadmap that enables students to customize and tailor their MBA experience based upon their individual strengths and weaknesses. Used in coordination with Gallup's Strength Finders, the MBA assessment tool [CareerLeader](#), and regular appointments with your career and academic advisors, the Katz Academic & Career Advising Guide guides you through what suggested courses and co-curricular activities will most benefit you and further allows you to individualize your MBA.

You can use this document throughout your time at Katz to refer to particular areas of interest, certificates, and co-curricular activities that are suited for your academic and career goals.

ADVISING

At Katz, we have a multi-faceted advising approach that is designed to provide every MBA student the best opportunity to achieve post-MBA success. The faculty, career advisors, and academic advisors work together to provide integrated advice.

You may have wondered why you heard from your career and academic advisor before you even started the program. Katz advisors are acutely aware that MBA students that have been successful in the past were singularly focused on post-MBA goals before they arrived on campus. With this knowledge in hand, we begin the process of focusing on your ultimate academic and career goals as early as possible.

As career goals come into focus, career advisors can then discuss the goals of each MBA student with their academic advising counterparts. Career advisors and academic advisors work together to understand the ultimate goal of each MBA student along with the skill sets the MBA student will require to meet his/her goals. Then, they work with each student to construct curricular and co-curricular courses and activities specifically tailored to the individual MBA student.

Faculty will also have frequent interaction with both career and academic advisors to further enhance this comprehensive effort. Career advisors provide recruiter feedback to faculty in regard to specific topics that give MBA students a competitive advantage. Academic advisors then work with the faculty to determine which courses provide the student with specific knowledge that is most important to recruiters for the success of that individual student.

This process continues throughout the Katz MBA experience and is designed to be completely transparent to the student, staff, and faculty thus creating an MBA advising process that is nimble and proactive. The MBA student enters the job market ready to achieve immediate success.

The Career Management Center is focused on providing students with the 3 pillars:

- **Career Advice:** Career advising resources to put students on the right path based on their strengths and realistic professional objectives.
- **Professional Development:** Ensuring that students develop business sophistication and appropriate communication, which are critical in today's job market.
- **Employer Engagement:** Connecting students to employers that fit with their professional objectives and company needs.

MBA CURRICULUM

In order to make the most of your Katz MBA experience, it befits each student to work closely with your academic advisor, career advisor, and Katz faculty to assist you with appropriate course selection and sequencing that aligns with professional aspirations. You may reference course offerings on [StudentNet](#) under the 'Class Schedule' tab.

Core courses

Core courses are required of all MBA students and are intended to provide students with the breadth of knowledge to build a solid business foundation. All core classes are offered every semester in the evening, so part-time students should work with their academic advisors to schedule classes that best fit their goals in a given semester. Full-time students should take courses in the semester listed below:

Required courses for all MBA students	Credits	Term likely to be offered
BACC 2401-Financial Accounting	3.0	Fall
BECN 2401-Economic Analysis for Managerial Decisions	3.0	Fall
BQOM 2401-Statistical Analysis: Uncertainty, Prediction & Quality Improvement	3.0	Fall
BOAH 2409-Organizational Behavior Leadership and Group Effectiveness	1.5	Fall
BFIN 2409-Financial Management 1	1.5	Fall
BMKT 2409-Marketing Management	1.5	Fall
BMIS 2409-Information Systems	1.5	Spring
BQOM 2421-Decision Technologies in Manufacturing and Operations Management	1.5	Spring
BSPP 2409-Strategic Management	1.5	Spring
BSEO 2401-Business Ethics & Social Performance	1.5	Spring
BIND 2444-Competitive Management Simulation	3.0	Spring

Course exemptions

Students have the opportunity to take exemption exams if they have a high proficiency in a given area of study. Students who successfully pass an exemption exam are exempt from the core course, but not the credits and will still be required to complete the requisite number of credits that have been prescribed for their MBA. Exemption exams may only be taken once in a given subject area.

Full-time students are only able to take exemption exams at the following times:

Fall semester (during Orientation)

BACC 2401-Financial Accounting
BECN 2401-Economic Analysis for Managerial Decisions
BQOM 2401-Statistical Analysis: Uncertainty, Prediction & Quality Improvement
BOAH 2409-Organizational Behavior Leadership and Group Effectiveness
BMKT 2409-Marketing Management
BFIN 2409-Financial Management 1

Spring semester

BMIS 2409-Information Systems
BQOM 2421-Decision Technologies in Manufacturing and Operations Management
BSPP 2409-Strategic Management

Part-time students should contact their academic advisor to schedule time to take an exemption exam. Students who have received a U.S. CPA license may automatically be exempt from BACC 2401 Financial Accounting. Students must provide a copy of their CPA license to their academic advisor. EBS students who would like to exempt from core classes should see their academic advisor.

Elective courses

Elective courses are intended to provide depth in a particular concentration. Concentrations are defined as taking nine credits within a given area excluding core courses. Students typically choose one or two concentrations to focus on while at Katz. Concentrations are not official and will not show on your university transcript. However, concentrations allow you to clearly define your academic and career goals and should be listed on your resume to distinguish yourself from other career seekers. All full-time students and part-time student who are seeking employment are required to declare a concentration prior to the start of classes.

The Academic & Career Advising Guide allows you to read more about the areas students are able to concentrate in while at Katz including the co-curricular activities that are recommended for students in those areas. We have also specified particular career tracks that are the most pursued areas and we have listed the recommended courses that students should take within those tracks.

You are able to concentrate in the following areas at Katz:

[Finance](#)

[Management of Information Systems](#)

[Marketing](#)

[Operations](#)

[Organizational Behavior/Human Resources](#)

[Strategy](#)

PROFESSIONAL DEVELOPMENT

The goals for professional development are closely tied and consistent with the overall Katz assurance of learning and MBA program, as well as emphasize our commitment to experience based learning. The main competencies are:

Leadership Development (LD) - Developing the knowledge, skills, and experience needed to lead others in achieving a common goal or outcome.

1. *Abstract Thinking*: Competence in using concepts to make and understand generalizations.
2. *Strategic thinking*: Competence in thinking about, assessing, viewing , and creating opportunities and outcomes for others
3. *Ethics*: Commitment to integrity and responsibility, serving as a role model for ethical conduct standards.
4. *Teamwork*: Competence in working with effectively others. Demonstrating the ability to be a valuable contributor to cross-functional teams through collaboration, information sharing, teamwork, decision making, and effective followership

Communication Development (CD) - Competence in being able to express ideas, views and emotions clearly, concisely and appropriately in speech and/or through written work

1. *Oral Communication*: Competence in expressing oneself verbally to convey messages and visions especially as a way of achieving goals.
2. *Nonverbal-interpersonal communication*: Competence in reading, empathizing and understanding others through the use of active listening skills
3. *Written communication* : Competence in being able to articulate one's thoughts and ideas effectively through written work

Global and Cultural Engagement (GCE) - Competence in the understanding of and respect for diversity of ideas, people and cultures

1. *Global Awareness*: Competence in understanding how various global concepts (social, environmental, economic) impact day-to-day decisions and behavior
2. *Multicultural Awareness*: Competence in understanding and appreciating other people's cultures and values as a way to form more meaningful relationships.

Professional Competence Development (PCD) - Demonstrating a keen awareness and strong understanding of how to approach and analyze business situations and problems in a manner that produces effective outcomes

1. *Analytical Ability* : Competence in conceptualizing ideas and drawing conclusions with supporting arguments; detecting patterns, brainstorming, interpreting data and integrating information in a productive manner
2. *Functional Skills*: Business agility; Innovation, creativity, adaptability
3. *Technical Skills*: Quantitative skills, technology based skills
4. *Critical Thinking*: Competence in connecting pieces of information for deeper analysis leading to inferring a larger meaning

Networking and Relationship Management: (N&RM) - Establishing strong and active peer, professional and alumni based networks that have the potential to lead to enhanced professional development and career based opportunities

ASSESSMENTS

At Katz we utilize Gallup's StrengthsFinder 2.0 to increase students' self-awareness of their dominant talents. This information has been proven to be helpful to individuals as they develop their leadership and problem solving skills, and begin a path to better performance and higher engagement in the workplace.

The Global Competence Aptitude Assessment (GCAA)[®] is the world's most comprehensive measure of global readiness. It is based on original research (Hunter 2006) that determined the international consensus definition of global competence and was published and cited worldwide in internationally peer-reviewed journals. The GCAA[®] is the only assessment that measures all the dimensions necessary for global competence - a necessary 21st century business skill.

TRACKING

[Suitable- Learning Beyond the Credit Hour](#)

Katz uses the online tool, Suitable, to keep track of and analyze data about their own engagement outside of the classroom. Katz populates the platform with programming aimed at professional development and employer engagement. The mobile app platform also allows for students to evaluate their engagement level against their peers.

For events and registration information, please see [Career Connection](#).

CASE COMPETITIONS

Title	Area(s) of Interest	Typical Term	Notes
National Black MBA Association/Chrysler Case Competition	Interdisciplinary	Fall	
Humana Health Case Competition	Healthcare	Fall	
PSU Smeal MBA Sustainability Case Competition	Sustainability	Fall	
National Hispanic MBA PepsiCo Case Competition	Interdisciplinary	Fall	
Howard University Case Competition	Interdisciplinary	Fall	
BMC Case Competition	MIS	Fall	
Baylor Case Competition	Ethics	Fall	
Crane Case Competition	Operations	Fall	Internal to Katz
Purdue University Human Capital Case Competition	Human Resources	Fall	
CMU Tepper Operations Management Case Competition	Operations	Fall	
John Molson Case Competition	Interdisciplinary	Spring	
BNY Mellon KATZ Invitational Case Competition	Energy/Corporate Social Responsibility	Spring	Qualifying internal Katz round
The Case 20XX; MIT Center for Real Estate Alumni Association	Real Estate	Spring	
APICS Case Competition	Operations	Spring	
AMEX Case Competition	Marketing	Spring	Internal to Katz
Key Bank Minority MBA Case Competition	Interdisciplinary	Spring	
Association for Corporate Growth (ACG CUP)	Finance	Spring	Qualifying internal Katz round
CFA Institute Research Challenge	Finance	Spring	
Daniel's Race and Case	Ethics	Spring	
Boston University Grand Business Challenge in Digital Health	MIS	Spring	
MIT OpsSimCom	Operations	Spring	
Rutgers Supply Chain Case Competition	Operations	Spring	
Babson Marketing Case Competition	Marketing	Spring	
International Collegiate Business Strategy Competition	Interdisciplinary	Spring	
Duke MBA Games Charity Competition	Interdisciplinary	Spring	Various activities. Not a traditional case.
SAP Sapphire Now	Operations/ MIS	Spring	

***Case competitions are subject to change. Katz students may/may not elect to participate in all competitions listed.

FINANCE

Typically, the amount of prior work experience plays an integral role in the level with which you are hired within an organization. Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in finance are hired into the following functional areas:

[Corporate Financial Management](#)
[Financial Institutions](#)
[Investment Management](#)
[Financial Consulting](#)

Please access Vault through [Career Connection](#) to learn more about various careers in finance.

Financial Management Module

Please note: BFIN 2409 Financial Management 1 (core required course) and BFIN 2410 Financial Management 2 are required for all students concentrating in finance. Both courses are prerequisites for advanced finance elective coursework. Full-Time MBA students should complete both courses during the first term of study in the program.

Part-Time MBA students should aim to complete both courses during the first year of study, with both Financial Management 1 & 2 courses taken during the same academic term. Completion of BACC 2401 Financial Accounting or BQOM 2401 Statistical Analysis is a prerequisite to enroll into Financial Management 1. Ideally, a Part-Time MBA student will complete **both courses** prior to enrolling into Financial Management 1 & 2 – these courses provide valuable preparation for the strong quantitative nature of the Financial Management module.

Additional Professional Resources

Many of the finance fields are difficult to break into, especially if you are anything but a career enhancer. Below are some additional resources to prove to potential employers that you are serious about your career and also will test your knowledge and ability to perform in the environment.

[Training the Street](#)
[Wall Street Prep](#) (Typically hosted at Katz)
[Breaking into Wall Street](#)
[Wall Street Oasis](#)

Online Resources

[Wall Street Journal](#)
[Financial Times](#)
[Bloomberg Business](#)
[Forbes](#)
[Investopedia](#)
[eFinancial](#)

Books

[The Essays of Warren Buffet](#)
[Damodaran on Valuation](#)
[The Black Swan](#)
[The Alchemy of Finance](#)
[The Great Convergence: Asia, the West and the Logic of One World](#)

Corporate Financial Management

Corporate Financial Management (CFM) functions as arguably the most important role within a corporation, regardless of industry or the good/service provided. In order to remain operational, positions under CFM must ensure that the corporation maintains its liquidity and remains solvent undertakes value-increasing projects and acquisition opportunities, and is able to finance such opportunities using internal and external sources of funds. Effective CFM results in appropriate returns to labor and capital and the maximization of shareholder wealth.

Positions under CFM include accounting, tax, treasury, financial planning & profitability analysis (corporate financial analysis), investor relations, strategic planning /business development/M & A. Internal contacts typically include sales, marketing, IT, operations, and human resources. External contacts typically include investment banks, law firms, accounting firms and credit rating agencies.

Suggested Concentration(s)

[Finance](#), [Strategy](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BFIN 2015-Short-term Finance	1.5	Spring/Summer
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2036-Corporate Finance	3.0	Spring
BFIN 2039-Investment Management/Capital Markets	3.0	Fall/Spring
BFIN 2043-International Financial Management	3.0	Spring
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BACC 2525-Financial Statement Analysis	3.0	Fall/Spring
BACC 2254-Advanced Financial Accounting	3.0	Fall/Spring
BSEO 2553-Strategic Management of Acquisition and Divestment	1.5	Spring
BACC 2258-Strategic Cost Management	3.0	Fall/Spring
BACC 2528-Managerial Accounting	1.5	Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring

Bolded courses are strongly encouraged for this particular career path.

Suggested Katz Certificates

[Corporate Valuation](#), [Corporate Financial Management](#)

Suggested Co-Curricular Activities

Clubs: Finance, Real Estate, Consulting

Professional Organizations

[AICPA- The American Institute of CPAs](#)
[Pittsburgh Association for Financial Professionals](#)
[Financial Management Association International](#)

External Certifications

[Certified Treasury Professional](#)

Potential Roles within an Organization

Financial Planning & Profitability Analysis (Financial Analyst): Develops financial targets and budgets for individual business units and cost centers that reflect the overall financial goals of the board of directors and CEO of the organization. Analyze actual and forecasted results against these goals and present analysis of performance to CFO, CEO, and Business unit heads. Help develop business action plans to address performance issues.

Investor Relations: Manages relationships with sell side analysts, buy side analysts and large institutional investors. Clearly articulate company strategy to enhance shareholder value and share price. Formally review quarterly performance with these constituencies.

Strategic Planning/Business Valuation: Works closely with CEO, CFO, business heads and Investment banks to identify targets for M&A. Lead business case development, financial and business analytics and all valuation and negotiation activities. Externally facing with investment banks, law firms, independent public accounting firms, and target company management.

Treasury: Manages capital, long and short term funding, credit facilities, liquidity, cash and investment portfolio of a corporation or a large insurance company. Also manages foreign currency exchange exposure for financing transactions as well as investments. Manage relationships with credit rating agencies, commercial banks, broker dealers and all credit providers and counterparties.

Key Skills

Possess functional/technical skills (including quantitative, analytical, and mathematical modeling); collect and analyze data to determine costs of business activities; possess the ability to work with large data sets; inform management of budget adjustment recommendations and cost improvement measures; possess comfort with moderate to complex statistical, cost, and financial analysis; develop forecasting reports and evaluate working capital; time management; computer literacy with spreadsheets, presentation software (e.g., Microsoft Office proficiency); strong written communication skills; ability to work with teams.

Financial Institutions (Client Facing Roles)

Many of the client facing roles within the finance financial institutions may be found in commercial and investment banks. Commercial banks provide loans, maintain checking and savings accounts, safeguard money and valuables, process credit and payment services to individuals, small businesses and large organizations. Some commercial banks also have investment banking divisions.

Investment banking institutions provide many different finance-related services which can include underwriting, advising and facilitating mergers and acquisitions or other corporate reorganizations, raising capital for companies by issuing equity or debt securities, acting as intermediary between an issuer of securities and the investors, and managing assets. Specific areas of investment banking include: Corporate Finance, Mergers & Acquisitions, Public Finance, Syndicate, Institutional Sales, Retail Sales, Trading, Over-the-Counter Trading, Research, and Operations.

Client facing roles, such as Private Wealth Management, may be found outside of these two entities.

Suggested Concentration(s)

[Finance](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BFIN 2015-Short-term Finance	1.5	Spring/Summer
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2130-Valuation 2	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2036-Corporate Finance	3.0	Spring
BFIN 2039-Investment Management/Capital Markets	3.0	Fall/Spring
BFIN 2042-Acquisition of Privately Held Companies	1.5	Spring
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2068-Markets and Trading	1.5	Spring
BFIN 2069-Fixed Income Securities	1.5	Spring
BFIN 2124-Investment Banking and Venture Capital	1.5	Fall/Summer
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BACC 2525-Financial Statement Analysis	3.0	Fall/Spring
BACC 2258-Strategic Cost Management	3.0	Fall/Spring
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Bolded courses are strongly encouraged for this particular career path.

Suggested Katz Certificates

[Corporate Valuation](#), [Corporate Financial Management](#), [Investments and Trading](#)

Suggested Co-Curricular Activities

Clubs: Finance, Real Estate, Consulting

Professional Organizations

[American Bankers Association](#)

[Association for Corporate Growth Pittsburgh \(ACG Pittsburgh\) – Student rate available](#)

[Investment Banking Institute](#)

[Pittsburgh Association of Financial Professionals](#)

Potential Roles within Commercial Banking*

Underwriter: Credit underwriters evaluate financial information and risks prior to granting loans to businesses or individuals.

Credit Analyst: A credit analyst assesses and analyzes the credit rating and credit worthiness of individuals and companies. Credit analysts review the borrower's financial and credit history in order to determine the likelihood of that borrower repaying his or her financial obligations.

Relationship Manager: A relationship manager is a professional who helps strengthen a firm's relationship with both partner firms and customers. A relationship manager maximizes long-term revenue opportunities for the company and monitors competitor activities. Overall, a relationship manager facilitates good relationships between workers and customers in order for the company to maintain a good reputation in its field.

Potential Roles within Investment Banking*

Analyst: An analyst is a financial professional with expertise in evaluating and assessing both internal and external opportunities. Analysts play a key role for the investment bank, analyzing valuations and helping to execute complex transactions.

Associate: Investment banking associates provide a variety of services to a company such as planning, executing financial transactions, and advising corporations on mergers and acquisitions. Associates focus on providing financial advice to corporate clients.

**Please note this is not an exhaustive list of financial institution roles. These are the most common positions into which MBA graduates are hired.*

Key Skills

Attention to detail, ability to network, ability to efficiently manage resources in a time constrained environment, analytical, business acumen, comfort around top management, collaborative, collect and process data, competitive, driven, flexible, functional and technical skills (including financial and accounting expertise), negotiating abilities, outgoing, political savvy, quantitative and analytical skills, results-driven and written communications.

Investment Management

At its core, Investment Management refers to the buying and selling of investments within a portfolio, typically for high net worth investors and institutional investors. Under Investment Management, a lead investment manager, as well as a team of support managers, works with clientele in order to define investment objectives, to provide investment research and recommendations, and, often, to manage the portfolio on behalf of the client. Investment management can also include banking, budgeting, and taxes.

Positions under Investment Management include equity research, portfolio research, investment sales and marketing, private wealth management, investment research, private equity/venture capital, and real estate investment management.

Suggested Concentration(s)

[Finance](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2130-Valuation 2	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2036-Corporate Finance	3.0	Spring
BFIN 2039-Investment Management/Capital Markets	3.0	Fall/Spring
BFIN 2042-Acquisitions of Privately Held Company	1.5	Spring
BFIN 2043-International Financial Management	3.0	Spring
BFIN 2068-Markets and Trading	1.5	Spring
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2069-Fixed Income Securities	1.5	Spring
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BFIN 2124-Investment Banking and Venture Capital	1.5	Fall/Summer
BFIN 2145-Financial Modeling	3.0	Fall
BACC 2525-Financial Statement Analysis	3.0	Fall/ Spring
BSEO 2553-Strategic Management of Acquisition and Divestment	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Bolded courses are strongly encouraged for this particular career path.

Suggested Katz Certificates

[Corporate Valuation, Investments and Trading](#)

Suggested Co-Curricular Activities

Clubs: Finance, Real Estate

Professional Organizations

[CFA Institute](#)

[Chartered Alternative Investment Analyst Association](#)

External Certifications

[CFA Charter](#) As a CFA partner school, the finance curriculum covers 70% of the topics on the CFA exam. If you have additional questions, please contact Professor Akin Sayrak at akins@pitt.edu

[CAIA Charter](#)

Potential Roles within an Organization

Portfolio Research: Proprietary investment research of equity and fixed income securities in support of portfolio trader and manager. CFA is typically preferred. This position can lead to a Portfolio Trader or Manager position.

Investment Sales and Marketing: Drives effort for investment management firms to attract new investors and increase assets under management and revenue by highlighting investment track records in various asset classes and promoting new funds.

Private Wealth Management: Assists high-net-worth individuals with meeting their individual and estate planning objectives. Private Wealth Management associates look to build a book of clients and serve as the primary point of contact with clients, pulling on the resources of the entire bank. May provide some asset allocation and investment management advice.

Independent Investment Research: Analyzes company and industry fundamentals, predict earnings and cash flows, determine valuations, and recommend investments to buy-side clients. (from Vault Guide to Investment Management). Research professionals can work on the sell side (Morningstar, etc.).

Private Equity/Venture Capital: Private equity is a type of alternative investment that involves investing in privately held companies or the activity of buying a public company and transferring it to private ownership. Investments in private equity most often involve either an investment of capital into an operating company or the acquisition of an operating company, with an objective of selling the company at a significantly higher price in the future. Venture capital investments are typically early stage startups.

Key Skills

Creative thinking; ability to work well equally as an individual as well as part of a team; superb oral and written skills, with the ability to document and clearly articulate research results and recommendations to clientele; business acumen and interpersonal savvy – able to work with high net worth clients; time management and prioritization skills; computer literacy with spreadsheets, presentation software (e.g., Microsoft Office proficiency); strong written communication skills; ability to work within teams and, when appropriate, demonstrate leadership ability; and ability to manage multiple priority tasks simultaneously and consistently meet deadlines.

Financial Consulting

Financial consultants are hired by clients to advise and assist in optimizing their finance function and its underlying processes and systems. Additional tasks include developing and presenting financial strategies and plans; performance improvement projects within finance, cost and profitability management and solutions, systems selection and deployment, and finance outsourcing.

Suggested Concentration(s)

[Finance](#), [Strategy](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2130-Valuation 2	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2068 Markets and Trading	1.5	Spring
BFIN 2069-Fixed Income Statements	1.5	Spring
BFIN 2124-Investment Banking and Venture Capital	1.5	Fall/ Summer
BFIN 2145-Financial Modeling	3.0	Fall
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BFIN 2051-Introduction to Derivatives	1.5	Spring
BACC 2525-Financial Statement Analysis	3.0	Fall/Spring
BSEO 2553-Strategic Management of Acquisition and Divestment	1.5	Spring
BACC 2258-Strategic Cost Management	3.0	Fall/Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring

Bolded courses are strongly encouraged for this particular career path.

Suggested Katz Certificates

[Corporate Financial Management](#), [Corporate Valuation](#), [Investments and Trading](#)

Suggested Co-Curricular Activities

Clubs: Finance, Real Estate, Consulting

Professional Organizations

[CFA Institute](#)

[Association for Corporate Growth Pittsburgh \(ACG Pittsburgh\) – Student rate available](#)

[Pittsburgh Association of Financial Professionals](#)

External Certifications

[CFA Charter](#) As a CFA partner school, the finance curriculum covers 70% of the topics on the CFA exam.

If you have additional questions, please contact Professor Akin Sayrak at akins@pitt.edu

[Financial Risk Manager \(FRM\)](#)

Potential Roles within an Organization

Financial/ Transaction Advisory: Advises clients on executing deals, business valuation, managing business controversy and disputes, and maintaining regulatory compliance. CFA is typically preferred.

Risk Consulting: Includes the identification, assessment, and prioritization of risks, and the impact mitigation of events that have the potential to adversely impact a company's capital and/or reputation. This area allows for improved risk intelligence, strengthened decision making and business strategy, thus driving corporate governance and improved business performance.

Tax Advisory: Tax advisory may cross many disciplines, including business tax, indirect tax, international tax, transaction tax, and tax-related issues associated with human capital and compliance and reporting. Those who typically enter this realm have either an accounting undergraduate or legal degree, in addition to their MBA.

Key Skills

Analytical, ability to work both in a team as well as independently, advanced presentation skills, business development, client service, communication, critical thinking, financial modeling, financial software, flexibility to work additional hours and travel on a regular basis, interpersonal, problem solving, project management skills, written and verbal skills, financial licenses may be required (i.e. CFA, CFP).

MANAGEMENT INFORMATION SYSTEMS

Typically, the amount of prior work experience plays an integral role in the level with which you are hired within an organization, especially in the big consulting firms. Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in MIS or those who decided to pursue the dual degree MBA/MS-MIS are hired into the following functional areas:

[Business Analysis](#)

[IT Consulting](#)

[Product Development/ Management](#)

[IS Management](#)

[Data Science/Analytics Consulting](#)

Please access Vault through [Career Connection](#) to learn more about various careers in management information systems.

Additional Professional Resources

Journals and Publications

[ComputerWorld](#)

[InformationWeek](#)

[CIO Magazine](#)

[Extreme Tech](#) – All things Hardware related

[Certification Magazine](#)

[InfoWorld](#)

Business Analysis

Within consulting firms, business analysts work with experienced consultants to develop models, perform complex analyses, and work on research assignments at both the office and client sites. Analysts often travel while on assignments, undertaking a broad range of activities, while gaining exposure to the business world. They may also participate in marketing activities and the preparation of proposals for new engagement opportunities.

Outside of consulting firms, analysts help their companies solve business challenges by collecting, reviewing and analyzing data that enables senior management to make informed decisions. They often work closely with both internal and external stakeholders to enable improved business planning and forecasting. In more technical business analysis, an analyst may be controlling and communicating changes to requirements documentation, developing test plans, test scripts and test conditions, and even provide end-user support in post-deployment phases.

Suggested Concentration(s)

[Management Information Systems \(MIS\)](#), [Strategy](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BMIS 2551-Project Management Concepts and Processes	3.0	Spring/Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Fall
BMIS 2537-Business Systems Platforms	3.0	Spring
BMIS 2678-E-Commerce	3.0	Spring
BMIS 2679-Technology Innovation, Adoption, and Diffusion	3.0	Fall/Spring
BMIS 2689-Technology Enabled Business Transformation	3.0	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Suggested Katz Certificates

[Technology, Innovation, and Entrepreneurship](#), [Project Management](#), [Global Management](#)

Suggested Co-Curricular Activities

Clubs: Consulting, Business Technology

Professional Organizations

[The Association of Information Technology Professionals](#)

[Information Systems Security Association](#)

[Information Systems Audit and Control Association](#)

[International Institute of Business Analysis](#)

[Pittsburgh Technology Council](#)

[Information Technology Infrastructure Library](#)

[Association for Information Systems](#)

[itSMF USA](#)

External Certifications

[PMP Certification](#)

[SAP Certification](#)

Potential Roles within an Organization

Business Process Engineer: As a business process engineer, you design and implement operational methods that promote an organization's overall efficiency and reduce costs. Business process engineers need to be able to build and evaluate financial models for cost estimation, cash flow and cost reduction as well as have strong project management and implementation skills. You are the expert. Many business process engineers have years of prior work experience and will work as consultants contracted by companies seeking improvements to their methodology and infrastructure.

Sr. Business Analyst: Also called a lead analyst, senior business analysts oversee the business process analysis and execute the collection, elicitation, and recording of business requirements for more and better strategic project developments. A senior business analyst often acts as a liaison among internal stakeholders and is responsible for managing or training more junior business analysts.

Business & Planning Analyst: Business & planning analysts develop and implement business plans, processes and procedures. They help to define and implement business strategy to meet an organizations objective, identify problems, and coordinate with various teams to provide strategic solutions. Business & Planning Analysts need to stay up to date on the current business operations, latest business developments and market trends as well as ensure compliance with company laws and regulations.

Business Architect: Usually with the help of a Subject Matter Expert (SME), a business architect converts high-level strategy and business needs into an integrated vision of the future and then redesigns business capabilities to deliver the goals of the vision. They research the feasibility of new initiatives, assess emerging opportunities, lead pilot studies, and create a plan that helps address organizational readiness, sustainability, risks and challenges.

Requirement Analyst Specialist: Within an organization, a requirement analyst specialist works with all of the stakeholders (project managers, development, testing, customers, etc.) and helps to translate multiple perspectives into a requirement specification. In other words, they help to determine the difference between what a customer says that they want and what they really need. A requirement analyst specialist plays the role of a conduit through which requirements flow between the customer community and the software development team.

Key Skills

Analytical, analysis, problem solving, planning, ability to see things from multiple perspectives, project management, advanced business knowledge, leadership, teamwork, excellent verbal and written communication, organizational abilities, conflict resolution, and advanced research ability.

Information Technology (IT) Consulting

IT consultants help clients find real and lasting solutions to problems by providing new information and advice. Through in-depth thought, brainstorming, and analysis, they help organizations become better by challenging and persuading them to adopt new ideas and practices. Consultants tend to work long hours and travel extensively.

Suggested Concentration(s)

[Management Information Systems \(MIS\)](#), [Strategy](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BIND 2400-Consulting Field Project	3.0	Fall/Spring
BMIS 2551-Project Management Concepts and Processes	3.0	Fall/Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Fall
BMIS 2537-Business Systems Platforms	3.0	Spring
BMIS 2588-Database Management	3.0	Spring
BMIS 2689-Technology Enabled Business Transformation	3.0	Spring

Suggested Katz Certificates

[Technology, Innovation, and Entrepreneurship](#), [Project Management](#), [Global Management](#), [Organizational Leadership](#)

Suggest Co-Curricular Activities

Clubs: Business Technology, Consulting Club

Professional Organizations

[The Association of Information Technology Professionals](#)
[Information Systems Security Association](#)
[Pittsburgh Technology Council](#)
[Information Technology Infrastructure Library](#)
[Association for Information Systems](#)
[Institute of Management Consultants USA](#)
[Association of Management Consulting Firms](#)

External Certifications

[PMP Certification](#)
[SAP Certification](#)

Potential Roles within an Organization

Consultant/Senior Consultant: A consultant/senior consultant is contracted by a company as an outside expert that is brought in to solve a problem or company need. The relationship with the client and reputation of the company that they represent is their responsibility and contingent on how well they do. The amount of prior work experience and your level of expertise determine whether you enter as a consultant or senior consultant. These positions lead to future manager level opportunities.

Key Skills

Expert analytical, analysis, problem solving, planning and project management skills. Must have the ability to see things from multiple perspectives, advanced business knowledge, leadership, teamwork, excellent listening and verbal/written communication, organizational abilities and conflict resolution. Must be self-confident and feel comfortable working with all levels of stakeholders within an organization.

Product Development/Management (MIS)

Product Development Management involves multiple areas within the technology lifecycle of product or service. Combining expertise in MIS, marketing and strategy, these professionals are subject matter experts that work closely with both internal and external stakeholders to develop, grow, maintain and/or sell a product or service line. Popular job titles include, but are not limited to, IT Product Manager, IT Product Developer, Technology Product Manager, and Marketing Product Manager.

Suggested Concentration(s)

[Management Information Systems \(MIS\)](#), [Marketing](#), [Strategy](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BMIS 2537-Business Systems Platforms	3.0	Spring
BMIS 2551-Project Management Concepts and Processes	3.0	Fall/Spring
BMIS 2679-Technology Innovation, Adoption, and Diffusion	3.0	Fall/Spring
BMKT 2031-Marketing Research	3.0	Fall
BMKT 2530-Services Marketing: Strategies	1.5	Fall
BMKT 2526-Product Development and Management	3.0	Spring
BSPP 2111-Commercializing New Technologies	3.0	Fall
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer
BACC 2528-Managerial Accounting	1.5	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring

Suggested Katz Certificates

[Technology, Innovation, and Entrepreneurship](#), [Project Management](#), [Global Management](#), [Digital Marketing](#)

Suggest Co-Curricular Activities

Clubs: Business Technology, Marketing Club, LaunchPitt
Katz/MIT Enterprise Forum E-Café

Professional Organizations

[Project Management Institute \(PMI\)](#)
[Pittsburgh Technology Council](#)
[Association for Information Systems](#)
[Association of Product Management and Product Marketing](#)
[Product Development and Management Association](#)

External Certifications

[AMA Professional Certified Marketer](#)
[Certified Product Manager](#)
[Agile Certified Product Manager](#)
[Certified Product Marketing Manager](#)
[PMP Certification](#)
[New Product Development Professional \(NPDP\) Certification](#)

Potential Roles within an Organization

IT Product Manager: Behind every great product is a great product manager! An IT product manager develops a deep understanding of the customer experience, identifies and fills product gaps based upon that information and generates new ideas that grow market share, improve the overall customer experience and drive growth for the company they work for. Those in this role are defined as being the liaison between the business, technology and the user experience. They manage all aspects of a successful product throughout its lifecycle and work with both internal and external stakeholders. Because they work with technology, a solid technical background with understanding and/or hands-on experience in software development and web technologies is a must.

IT Product Developer: Product developers typically have a background in design, engineering, or both. As an IT product developer you may be responsible for developing a new technical product or improving an existing product so that the company can meet customers' needs more effectively. Once the team has agreed on the product design, the product developer carries out or supervises the detailed design work, collaborating with stakeholders, to develop and manufacture the product. A developer may also be involved in the product launch or even help in the training of the sales and customer service teams.

Key Skills

Strong problem solving skills, project management, excellent verbal and written communication, customer service, analytical, requirements and pricing analysis, market research, operations, sales, leadership, teamwork, strategic thinking, technical background and the ability to influence others.

Information Systems (IS) Management

Computer and information systems managers play a vital role in the technological direction of their organizations because they do everything from constructing the business plan to overseeing network and internet operations. IS professionals not only apply their broad knowledge of information technologies and business issues, but speak to their vision of where technology can take organizations. IS Managers do not tend to travel as much as IT Consultants, but they do tend to work longer hours and can sometimes be on call 24/7.

Suggested Concentration(s)

[Management Information Systems \(MIS\)](#), [Strategy](#)

Suggested Elective Courses

	Credits	Term likely to be offered
BMIS 2551-Project Management Concepts and Processes	3.0	Fall/Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Fall
BMIS 2679-Technology Innovation, Adoption, and Diffusion	3.0	Fall/Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BMKT 2531-Marketing Research	3.0	Fall
BACC 2549-Strategic Cost Analysis	1.5	Spring
BOAH 2522-Compensation	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	Spring
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Fall/Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BSEO 2316-Business Law	3.0	Spring/Summer
BOAH 2521-Staffing Organizations	1.5	Spring
BOAH 2423-Managing Human Capital	3.0	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Suggested Katz Certificates

[Technology, Innovation, and Entrepreneurship](#), [Project Management](#), [Global Management](#), [Organizational Leadership](#)

Suggested Co-Curricular Activities

Clubs: Business Technology Club

Professional Organizations

[The Association of Information Technology Professionals](#)
[Information Systems Security Association](#)
[Pittsburgh Technology Council](#)
[Information Technology Infrastructure Library](#)
[Association for Information Systems](#)
[itSMF USA](#)
[Project Management Institute \(PMI\)](#)

External Certifications

[PMP Certification](#)

[SAP Certification](#)

Potential Roles within an Organization

Technical Program Manager (TPM): The TPM is responsible for managing projects, providing clear management structure, working to define critical milestones and decision points for an overall program, incorporating input from outside technical sources (engineering, programming, etc.), ensuring that timelines are achieved and tracking execution against the plan. They need to have a strong analytical background, be able to work with cross functional teams and work with all levels of people within an organization. The Project Management Professional (PMP) certification is highly desirable.

Project Manager (PM): PMs are the people within an organization that are in charge of a specific project or projects. They plan, budget, oversee and document all aspects of the project(s) they are working on. They need to be able to work closely with all levels of management and all departments within their organization. Excellent communication skills are a must. They are the project owners and ultimately responsible to ensure that projects are delivered on-time, within scope and within budget. The Project Management Professional (PMP) certification is highly desirable and recommended.

IT Leadership Development Program (ITLDP): An ITLDP is an excellent way to gain meaningful experience combined with technical professional skill development within an organization. Companies hire candidates into their ITLDP because they are considered “high potential” for future leadership positions. Those that enter these programs should expect to do multiple rotations in different areas of a company where they are exposed to industry connections and provided with learning and development opportunities.

Key Skills

Leadership, time management, analytical skills, budgeting, excellent written and verbal communication skills, attention to detail and multi-task, creative and innovative, plan, organize, problem solving, project management, teamwork, strategic thinking.

Data Science / Analytics Consulting

Data scientists help decision-makers by extracting insights from large volumes of structured and unstructured data. To pursue a career in data science, students should develop sound statistical and IT platform skills in addition to the skills described in the IT Business Analysis and IT consulting sections of this guide. Positions may include Data Scientist, Data Analyst, Analytics Consultant, Analytics Manager, and Business Intelligence Manager.

Suggested Concentration(s)

[Management Information Systems \(MIS\)](#), [Operations](#), [Strategy](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BQOM 2578-Data Mining	3.0	Fall
BQOM 2512-Advanced Decision Technologies	1.5	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring
BMIS 2551-Project Management Concepts and Processes	3.0	Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Fall
BMIS 2537-Business Systems Platforms	3.0	Spring
BMIS 2588-Database Management	3.0	Fall
BMIS 2689-Technology Enabled Business Transformation	3.0	Spring

Suggested Katz Certificates

[Business Analytics](#), [Project Management](#)

Suggested Co-Curricular Activities

Clubs: Business Technology, Marketing

Professional Organizations

[International Institute of Business Analysis](#)

External Certifications

[SAS Certification](#)

Potential Roles within an Organization

Data Scientist: Data scientists take massive amounts of data and develop them into predictive results. Said to be one of the most up and coming jobs of the 21st century, big data scientists are currently in high demand. Big data analysis requires strong statistical, mathematical and predictive modelling skills, plus the business savvy to build algorithms that are necessary to ask the right questions and find the right answers. Understanding how products are developed and how big data touches the privacy of the consumer is essential.

Data Analyst: A data analyst specializes in collecting, sorting, and studying business data in a given organization for interpretation and analysis. Many times a data analyst plays an advisory role to business managers and executives, explaining why business figures are the way they are and suggesting

ways for improvement. Good analysts take this complex data and utilize good presentations skills to make it easy for key players to understand.

Analytics Consultant: Analytic consultants play a key role in supporting the decision making of their clients through the collection of data, complex analysis and analysis design (usually involving data mining activities), predictive modeling and visualization. They need to interpret enormous amounts of data, using multiple structured and non-structured sources, and present their results and recommendations to senior management. Sometimes they may be involved directly or indirectly in the technical build-out and/or support of databases, query tools, reporting tools, BI tools, dashboards, etc. that enable analysis, modeling, and or data visualization.

Analytics Manager: An analytics manager is responsible for providing their company's top management with summarized and current data to be used in making the most appropriate and strategic decisions involving the company. This is a key role within the company's decision making process and this type of manager performs a plethora of tasks to arrive at a comprehensive analysis. Tasks include generating data and information from previous statements and accounts of the company, distributing gathered information and data to significant members of the organization, as well as presenting accurate and complete data across the organization. Analytics managers also ensure that data and information are up to date, develop strategies in order to increase revenue of the company by using analytics management, and consult with department heads and top management.

Business Intelligence Manager (BI): The BI manager's function within an organization is to identify and translate market opportunities into actionable recommendations to achieve individual, team and company revenue profit targets. Most work closely with the sales and marketing areas within their organizations and use information to help find new ways to attract new customers, maximize value of existing customers, and retain the most profitable ones. They also support the campaign target setting process and measure the impact of campaigns, reporting findings to management.

Key Skills

Statistical, mathematical, predictive modeling, strategic thinking, excellent verbal and written communication, curious, self-confidence, patience, attention to detail, research and analysis, ability to interact with all levels within an organization, problem solving, project management.

MARKETING

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large (American Marketing Association).

Whether you are a career starter, career switcher, or career enhancer, Katz alumni research shows that those who concentrated in marketing are hired in the following functional areas:

Brand Management

Consumer Insights/Marketing Analytics

Digital and Social Media Marketing

Please access Vault through [Career Connection](#) to learn more about various careers in marketing.

Additional Professional Resources

Journals/Publications

[Adage](#)

[Branding Magazine](#)

[Digital Marketing Institute](#)

[Econsultancy](#)

[Fast Company](#)

[Green Book Blog](#)

[Inc](#)

[Journal of Brand Management](#)

[Journal of Consumer Psychology](#)

[Journal of Consumer Research](#)

[Journal of Product & Brand Management](#)

[Market Research Blog](#)

[Marketing Land](#)

[Marketing Magazine](#)

[Mashable](#)

[Moz Blog](#)

[Occam's Razor](#)

[Qual Blog](#)

[Social Media Examiner](#)

Books

[Building Strong Brands](#)

[The 22 Immutable Laws of Branding](#)

[Emotional Branding: The New Paradigm for](#)

[Connecting Brands to People](#)

[Eating the Big Fish: How Challenger Brands Can](#)

[Compete Against Brand Leaders](#)

[How Brands Become Icons](#)

[What Great Brands Do](#)

[Hitting the Sweet Spot: How Consumer Insights](#)

[Can Inspire Better Marketing and Advertising](#)

[Decoding the New Consumer Mind](#)

[The Market Research Toolbox](#)

[Strategic Market Research](#)

[YOUtility: Why Smart Marketing is about Help](#)

[Not Hype](#)

[Social Media ROI](#)

[Epic Content Marketing](#)

[Creative Confidence](#)

[The Art of Social Media](#)

[Global Content Marketing](#)

[The Art of SEO](#)

[Digital Marketing Analytics: Making Sense of](#)

[Consume Data in a Digital World](#)

[The Power of Visual Storytelling: How to Use](#)

[Visuals, Videos, and Social Media to Market](#)

[Your Brand](#)

Brand and Product Management

Brand managers apply marketing techniques to a specific product, product line or brand and are often likened to small business owners because they assume responsibility for a brand or brand family. They are always focused on the big picture. It is their job to distill the brand's essence, map out their competitors in their brand's category, identify marketing opportunities, and be able to effectively communicate the unique benefits of that product or service.

Suggested Concentration(s)

[Marketing, Strategy](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BMKT 2553- Social Media Strategy	1.5	Spring
BMKT 2522-Sales Management	1.5	Fall
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2528-Advertising	1.5	Summer/Fall
BMKT 2530-Services Marketing: Strategies and Tactics	1.5	Fall
BMKT 2031-Marketing Research	3.0	Fall
BMKT 2532-Pricing Strategies and Tactics	1.5	Spring
BMKT 2533-Business-to-Business	1.5	Fall/ Summer
BMKT 2024-Consumer Behavior	3.0	Spring
BMKT 2544-Shopper Marketing	3.0	Fall/Spring
BMKT 2551-Digital and Social Media Analytics	1.5	Spring
BMKT 2569-Brand Management	1.5	Fall/Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring

Suggested Katz Certificates

[Digital Marketing](#), [Project Management](#), [Technology, Innovation, and Entrepreneurship](#)

Suggested Co-Curricular Activities

Clubs: Marketing Club

Professional Organizations

[American Marketing Association \(AMA\)](#)
[American Marketing Association – Pittsburgh Chapter](#)
[Category Management Association](#)
[Association of Product Management and Product Marketing](#)
[Society for Consumer Psychology](#)

External Certifications

[AMA Professional Certified Marketer](#)
[Certified Product Manager](#)
[Certified Product Marketing Manager](#)

Potential Roles within an Organization

Marketing/Brand Analyst: The Marketing Analyst assists in gathering, organizing, interpreting and presenting data to support the overall business strategy. This includes research and benchmarking of competitors, market, technology trends, socioeconomic conditions, and other fluctuations in the marketplace.

Assistant Brand Manager: The Assistant Brand Manager is a key contributor to the overall brand team, typically responsible for leading cross functional teams in planning, execution and analysis of various business initiatives. This role is a general management role and normally has P&L responsibility and includes development of strategic business and marketing plans to achieve corporate and brand volume, profit and share objectives.

Marketing/Brand Manager: The Brand Manager is responsible for the development of brand initiatives that reflect current consumer insights, forecasts future trends and delivers business/financial requirements. Brand Managers also recommend new programs and other key changes to the marketing approach to fulfill short and long-term overall brand strategy and grow the business. Demonstrated project management skills and a strategic outlook are typically required, as well as an ability to work in an environment of broad cross-functional interdependence with team members, outside suppliers and other key resources.

Key Skills

Analytical, excellent written and verbal communication, self-starter, ability to synthesize, understanding the technology behind the product, ability to talk with different audiences, project management, strategic thinking – short and long term, creativity, influence, strong interpersonal communication, relationship building, cross-functional project management.

Consumer Insights/Marketing Analytics

Consumer insights involve the analysis of market data and sharing the insights in a meaningful way across a company. Information that is collected and interpreted is used to retain current customers and develop new ones. The role can also include doing market research but what makes it different and more comprehensive is the focus on interpreting the results into an actionable strategy that reflects a deeper understanding of the consumer.

Suggested Concentration(s)

[Marketing](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BMKT 2553- Social Media Strategy	1.5	Spring
BMKT 2522-Sales Management	1.5	Fall
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2528-Advertising	1.5	Fall/Summer
BMKT 2530-Services Marketing: Strategies and Tactics	1.5	Fall
BMKT 2031-Marketing Research	3.0	Fall
BMKT 2532-Pricing Strategies and Tactics	1.5	Spring
BMKT 2533-Business-to-Business	1.5	Fall/ Summer
BMKT 2035-Consumer Behavior	3.0	Spring
BMKT 2544-Shopper Marketing	3.0	Fall/Spring
BMKT 2551-Digital and Social Media Analytics	1.5	Spring
BMKT 2569-Brand Management	1.5	Fall/Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring
BQOM 2578-Data Mining	3.0	Fall

Suggested Katz Certificates

Digital Marketing, Project Management, Nielsen Certification is available through BMKT 2544-Shopper Marketing Certifications in Category Management. Inquire with Professor Jeff Inman with questions.

Suggested Co-Curricular Activities

Clubs: Marketing

Professional Organizations

[American Marketing Association \(AMA\)](#)
[American Marketing Association – Pittsburgh Chapter](#)
[Digital Analytics Association](#)
[Marketing Research Association](#)
[Mobile Marketing Research Association](#)
[Association for Consumer Research](#)
[Society for Consumer Psychology](#)

External Certifications

[Google Adwords Certification](#)
[AMA Professional Certified Marketer](#)

Potential Roles within an Organization

Associate Consumer Insight Manager: Consumer insight managers primarily work in market research, seeking to discover target areas that help drive the operational and creative strategies at a company. Consumer insight is used in various divisions of a company, from product development to customer service. Based on market data points, associate consumer insight managers create reports that they relay to product developers, advertising managers, and other company leaders that decide what next step to take.

Market Research Specialist: Market research specialist work to identify, evaluate, and make recommendations on strategic target markets that support the short and long term growth initiatives. This position identifies and researches new product opportunities and markets, conducts in-depth data analysis, and authors reports recommending initial positioning strategies. In consumer packaged goods companies, this position supports marketing and brand management efforts and can also work closely with research and development.

Consumer Behavior Analyst: research consumer behaviors, such as which products they prefer, and to prepare reports and forecasts to help them improve sales or customer relations. A consumer behavior analyst studies consumer purchasing habits and other behaviors that affect company sales. The analyst then prepares reports about past customer habits and forecast future habits and develop this information into an improved sales campaign. Usually, analysts use this information to target customers by various demographics, including age, gender, and location. Other demographics may be the consumer's buying habits, social status, or income bracket.

Key Skills

Analytical, qualitative and quantitative analysis, ability to synthesize, high attention to detail, written and oral communication, curious, active listening, creative problem solving, cross functional teamwork. Companies will also look for experience with industry-standard marketing research systems and tools (e.g., Nielsen, IRI).

Digital and Social Media Marketing

Digital and social media marketing is the area of marketing that refers to using digital and social channels and platforms (e.g., internet, mobile social networks) to reach and engage customers. This is a fast-growing area and marketers are beginning to recognize the potential of digital and social media marketing channels to help achieve a variety of marketing objectives across a large number of industries and contexts. The importance of analyzing data and generating valuable insights from it is a critical component of this area as well.

Suggested Concentration(s)

[Marketing](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BMKT 2544-Shopper Marketing	3.0	Fall/Spring
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2035-Consumer Behavior	3.0	Spring
BMKT 2553- Social Media Strategy	1.5	Spring
BMKT 2569-Brand Management	1.5	Fall/Spring
BMKT 2532-Pricing Strategies and Tactics	1.5	Spring
BMKT 2551-Digital and Social Media Analytics	1.5	Spring
BMIS 2679-Technology, Innovation, Adaptation, & Diffusion	3.0	Fall/Spring
BQOM 2578-Data Mining	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Suggested Katz Certificates

[Digital Marketing](#)

Suggested Co-Curricular Activities

Clubs: Marketing

Professional Organizations

[American Marketing Association \(AMA\)](#)
[American Marketing Association – Pittsburgh Chapter](#)
[Internet Marketing Association](#)
[Digital Analytics Association](#)
[Web Marketing Association](#)
[Mobile Marketing Research Association](#)

External Certifications

[AMA Professional Certified Marketer](#)
[Google Adwords Certification](#)
[Social Media Marketing Certification](#)

Potential Roles within an Organization

Analytics Manager: This role typically includes managing and conducting statistical analysis of marketing programs to various demographics across outlets; as well as recommending and

implementing system and process improvements. Analytics managers have excellent technical skills, are detail-oriented and possess strong quantitative abilities.

SEO/Content Marketing Manager: This role is the essence of customer-centric marketing with a deep focus on creating engaging content and delivering ROI-positive content marketing programs at scale. This role is typically responsible for translating the brand and product value proposition into content themes. Those in this role tend to act as an innovative brand strategist & editorialist with an eye for voice/tone and brand personality who understands the latest trends in content.

CRM and Email Marketing Manager: The primary function of this role is to execute business objectives through a customer-centric lens, leveraging analytical thinking to execute the email CRM strategy. Those in this role are email subject matter experts with a strong business acumen and an ability to understand both the “why” and the “how” of digital marketing.

Digital Marketing Analyst/Specialist/Coordinator: This role is responsible for managing the digital content for a business or product line. This position champions the brand in the digital space and designs strategies to support sales and growth objectives. Digital Marketing Specialists must have the ability to strategically and creatively think in a fast-paced environment and be familiar with web design, social media and mobile.

Key Skills

Creativity, technical ability, flexibility, knowledge of digital marketing trends, technical skills as relates to social media networks, project management, excellent communication – specifically writing, analytical ability. Companies also look for candidates to demonstrate a passion for digital marketing and social media, and increasingly look for candidates with some analytics knowledge.

OPERATIONS

Operations management is the heart of an organization. This growing field influences the design and management of products, processes, services, and supply chains. Those specializing in operation management roles consider the acquisition, development, and utilization of resources that firms need to deliver the goods and services their clients want. Career opportunities within the operations field are plentiful and diverse, but an individual's skills, experience, interests, and personal decisions will ultimately influence his/her career path. Additionally, the size, industry type, geographic scope, and organizational structure of a firm will help determine the best career path.

Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in operations are hired into the following functional areas:

[Supply Chain Management / Logistics Management](#)
[Project Management](#)
[Performance Improvement / Strategy Operations Consulting](#)

Please access Vault through [Career Connection](#) to learn more about various careers in operations.

Additional Professional Resources

Books

[***The Goal: A Process of Ongoing Improvement***](#) by Eliyahu M. Goldratt
[***Lean Six Sigma Pocket Toolbox***](#) by Michael L. George and John Maxey
[***The Machine That Changed the World***](#) by James P. Womack, Daniel T. Jones, and Daniel Roos
[***Manager's Guide to Operations Management***](#) by John Kamauff
[***Reengineering the Corporation: A Manifesto for Business Revolution***](#) by Michael Hammer and James Champy
[***Competing Against Time: How Time-Based Competition is Reshaping Global Markets***](#) by George Stalk, Jr. and Thomas Hout
[***Execution: The Discipline of Getting Things Done***](#) by Larry Bossidy, Ram Charan, and Charles Burck
[***The Six Sigma Way: How to Maximize the Impact of your Change and Improvement Efforts***](#) by Peter Pande, Robert Neuman, and Roland Cavanaugh

Other Publications/Journals

[Journal of Operations Management](#)
[IndustryWeek: Advancing the Business of Manufacturing](#)
[International Journal of Operations & Production Management](#)
[APICS Magazine](#)
[APICS Dictionary and free APICS Learn It app](#)
[Gartner \(industry research and resources created by Gartner\)](#)

Supply Chain Management / Logistics Management

Supply Chain Management (SCM) encompasses not only the design and planning of supply chain activities, but also the execution, monitoring, and control that help companies build a competitive infrastructure and create net value. There are five core processes that comprise SCM; plan, source, make, deliver, and return. The five core SCM processes are often evaluated against five metrics: reliability, responsiveness, agility, cost, and asset management.

Integral to SCM is Logistics Management (LM). LM is concerned with shipping, warehousing, and inventory activities. The purpose of LM is to obtain efficiency of operations through the integration of all material acquisition, movement, and storage activities. When transportation and inventory cost are substantial, an emphasis on LM may be appropriate. Many firms opt for outsourcing logistics functions; as third-party specialists can often bring expertise not available in-house. SCM/LM managers collaborate with both internal and external functions.

Suggested Concentration(s)

[Operations](#), [Strategy](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BACC 2528-Managerial Accounting	1.5	Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring
BIND 2526-Business Process Redesign	1.5	Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Fall
BMKT 2533-Business-to-Business Marketing	1.5	Fall/ Summer
BOAH 2527-Cross-Cultural Management	1.5	Spring
BOAH 2532 Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer
BQOM 2139-Six Sigma Theory and Practice	3.0	Fall/Spring
BQOM 2421-Decision Technologies in Manufacturing and Operations Management	1.5	Fall/Spring/Summer
BQOM 2523-Process Engineering	1.5	Fall/Spring
BQOM 2524-Production Management and Process Improvement	1.5	Fall/Spring
BQOM 2533-Global Supply Chain Management	3.0	Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BQOM 2537-Forecasting	1.5	Fall/Spring
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
BACC2549-Strategic Cost Analysis	1.5	Spring
BQOM 2700-Supply/Value Chain Management Project	1.5	Spring
BSEO 2511-Management of Strategic Alliance	1.5	Spring

Suggested Katz Certificates

[Global Supply Chain Management](#), [Project Management](#), [Organizational Leadership](#), [Business Analytics](#)

Suggested Co-Curricular Activities

Clubs: Operations, Consulting, YPE Pitt Collegiate, Business Technology Club, Toastmasters

Professional Organizations

[Association for Operations Management \(APICS\)](#)
[American Society for Quality](#)
[Council of Supply Chain Management Professionals \(CSCM\)](#)
[Energy Alliance of Greater Pittsburgh](#)
[Production and Operation Management Society \(POMS\)](#)
[Project Management Institute \(PMI\)](#)
[Supply Chain Council \(SCS\)](#)
[Sustainable Pittsburgh](#)
[Young Professionals in Energy \(YPE\)](#)

External Certifications

[Certified Six Sigma Green Belt or Black Belt](#)
[Project Management Professional \(PMP\)](#)
[Certified Associate in Project Management \(CAPM\)](#)
[Certified in Production and Inventory Management \(CPIM\)](#)
[Certified Supply Chain Professional \(CSCP\)](#)

Potential Roles within an Organization

Demand Planner: This position is responsible for all forecasting activities associated with customers and products. The Demand Planner creates and maintains forecast models for their customers, incorporating business intelligence and forecast information gathered from sales, marketing, finance, retailer replenishment analysts, and other sources (i.e.: Nielsen or other syndicated consumer data). The Demand Planner is the integration point into the sales and commercial organization.

Procurement Representative/Purchasing Agent/Subcontract Manager: This position is responsible for buying goods and/or services required to produce the product being sold by the organization. It is the responsibility of the buyer to search for the best price and the best quality by researching and developing relationships with suppliers. Negotiating is often present in these business transactions, and relationships and partnerships are often formed through multiple transactions between the buyer and seller. A buyer will receive the purchasing requirements from the planning department, and will issue a Purchase Order (PO) to the chosen supplier. The buyer is often responsible for ensuring timely delivery of purchased goods, and working with the supplier to expedite delayed orders. Finally, the buyer may be responsible for working to resolve issues related to delayed payments, and helping to preserve relationships with repeat suppliers. A subcontract manager is a more senior-level buyer, managing more complex contracts with companies supplying a more complex good or service. These contracts are higher-value and have longer delivery times, so subcontract managers are responsible for managing milestones and some commodity issues.

Manufacturing or Warehouse Manager: These types of positions are more hands-on with the product being manufactured. A manufacturing manager works on the manufacturing floor or the assembly line to ensure production runs smoothly. This position is often troubleshooting issues that can stem from multiple departments. A warehouse manager is responsible for keeping a stocked and organized warehouse in order to support the production schedule. The warehouse manager often works closely with receiving, purchasing, and the manufacturing floor to ensure that parts that are scheduled to be in the warehouse or leaving the warehouse are accurately reflected in the company's tracking system.

Logistics Specialist: This position is responsible for ensuring that goods get to the scheduled destination on time and with efficiency. They are responsible for tracking goods, communicating with various stakeholders, and troubleshooting issues that may arise. Warehousing also falls under Logistics, so while there may be individuals focusing on transportation and others focusing on warehousing, they are often working very closely.

Strategic Sourcing Analyst: This position is responsible for understanding how various global, national, and local constraints may affect the commodities or goods that are being bought or “sourced” by the company to produce their product. This is a research-heavy position that is focused on anticipating upstream issues in order to reduce downstream risk. Strategic sourcing analysts will often work closely with engineering to provide input into which materials or parts are better for the design based on anticipated issues that may lead to shortages.

Key Skills

Problem solver, leadership, analytical, organized, attentive to detail, collaborative, strong listening skills, SAP system experience, creating flow charts, experience in project development, creating and tracking metrics, identifying risk, resolving conflict.

Project Management

Project managers plan, organize, and manage resources to bring about the successful completion of specific project goals and objectives. This highly visible role drives and monitors progress and reports deviations when necessary. Collaboration with other members of the organization, such as sales, marketing, finance, and customer support teams is paramount to achieve these sales and service objectives. The primary challenge of project management is to achieve all of the project goals and objectives while honoring the project constraints (i.e. scope, time, and budget). A successful Project Manager must simultaneously manage the four basic elements of a project: resources, time, money, and most importantly, scope. All these elements are interrelated and each must be managed effectively in order for the project to be a success and add value to the organization.

Suggested Concentration(s)

[Operations](#), [Management Information Systems \(MIS\)](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BQOM 2139-Six Sigma	3.0	Fall/Spring
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Fall/Spring
BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring
BQOM 2533-Global Supply Chain Management	3.0	Spring
BQOM 2537-Forecasting	1.5	Fall/Spring
BACC 2549-Strategic Cost Analysis	1.5	Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring
BACC 2528-Managerial Accounting	1.5	Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	Spring
BOAH 2532-Negotiations	1.5	Fall/Spring/Summer
BOAH 2411-Human Resources for Competitive Advantage	1.5	Variable

Suggested Katz Certificates

[Project Management](#), [Global Management](#), [Organizational Leadership](#)

Suggested Co-Curricular Activities

Clubs: Operations, Consulting, YPE Pitt Collegiate, Business Technology Club, Toastmasters

Professional Organizations

[Association for Operations Management \(APICS\)](#)
[American Society for Quality](#)
[Council of Supply Chain Management Professionals \(CSCM\)](#)
[Energy Alliance of Greater Pittsburgh](#)
[Production and Operation Management Society \(POMS\)](#)
[Project Management Institute \(PMI\)](#)
[Supply Chain Council \(SCS\)](#)

External Certifications

[Certified Six Sigma Green Belt or Black Belt](#)
[Project Management Professional \(PMP\)](#)
[Certified Associate in Project Management \(CAPM\)](#)
[Certified in Production and Inventory Management \(CPIM\)](#)
[Certified Supply Chain Professional \(CSCP\)](#)

Potential Roles within an Organization

The practice of project management spans across all aspects of business. Everyone at some point in their education or professional career has managed some kind of project with a scope, deliverable, and a deadline. Therefore, there can be project management within any job title, so do not limit your options to just the titles below.

Project Manager/Project Engineer: This role is responsible for overseeing and driving the progress of a given project. The project manager is responsible for managing team members/subject matter experts, collecting data from those team members, resolving issues or road blocks, and reporting progress to stakeholders. The project manager is also responsible for communicating changes in the project's parameters to the team members and helping them to adjust as necessary.

Implementation Manager: Sometimes a company will hire consultants to come in to fix a problem. An Implementation Manager may work very closely with the consulting team in order to learn the new process, and will then be responsible for ensuring the successful implementation of the new process after the consultants leave. This type of project management may not be listed as a job title open to the public, but it may be a special assignment granted to an existing employee with expertise in the given area.

Product Manager: When a company has a new or ongoing product that needs special attention and management to ensure its success, a Product Manager will be hired to ensure that the product has everything it needs to succeed. Therefore, a Product manager will work with experts in various areas of the organization to stay informed on progress and efforts related to that specific product.

Key Skills

Leadership, knowledge of and experience in project development, tracking and reporting project metrics, forecasting, and identifying risks and conflict management.

Performance Improvement/Strategy Operations Consulting

Performance improvement or strategy and operations consultants typically work with client project teams and are responsible for supply chain/operations analysis, problem solving, financial modeling, general business analysis, research, and report or presentation generation for the client or project team. Operations consultants also assist various types of businesses to assess the current status of internal procedures and strategies, and enhance the overall operation of the company. While operations consulting is often thought to focus on manufacturing plants or production facilities, the scope of operations consulting is actually broader. Even businesses that are service-based, rather than product-based, can benefit from operations consulting. An operations consultant will normally initiate the evaluation process by examining the workflow structure of the business. This begins with the structure and division of labor among the management of the company, and then moves on to the various divisions and departments, and how they relate to one another in order to ultimately supply customers with goods or services. The idea is to understand how each component of the business currently impacts processes, directly or indirectly. It's important to note, performance improvement/strategy operations consultants may work for a singular organization as internal management consultants who support an organization's various business units, or for a third-party consulting organization.

Suggested Concentration(s)

[Operations](#), [Strategy](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Fall/Spring
BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring
BQOM 2524-Production Management and Process Improvement	1.5	Fall/Spring
BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BQOM 2537-Forecasting	1.5	Fall/Spring
BQOM 2700-Supply/Value Chain Management Project	1.5	Spring
BQOM 2523-Process Engineering	1.5	Fall/Spring
BQOM 2578-Data Mining	3.0	Fall
BIND 2024-Consulting Field Project	3.0	Fall/Spring

Suggested Katz Certificates

[Project Management](#), [Global Supply Chain Management](#)

Suggested Co-Curricular Activities

Clubs: Operations, Consulting, Business Technology Club, Toastmasters

Professional Organizations

[Association for Operations Management \(APICS\)](#)
[American Society for Quality](#)
[Council of Supply Chain Management Professionals \(CSCM\)](#)
[Energy Alliance of Greater Pittsburgh](#)
[Production and Operation Management Society \(POMS\)](#)
[Project Management Institute \(PMI\)](#)

[Supply Chain Council \(SCS\)](#)
[Sustainable Pittsburgh](#)
[Young Professionals in Energy \(YPE\)](#)

External Certifications

[Certified Six Sigma Green Belt or Black Belt](#)
[Project Management Professional \(PMP\)](#)
[Certified Associate in Project Management \(CAPM\)](#)
[Certified in Production and Inventory Management \(CPIM\)](#)
[Certified Supply Chain Professional \(CSCP\)](#)

Potential Roles within an Organization

Consultant: A consultant is seen as an expert in a certain area, and therefore will often be hired by a company to help fix a problem. Some consultants specialize in the overall skill of process improvement, where they are able to efficiently gather information, map out a current process, work with subject matter experts to create an improved process, and finally deliver a presentation or set of materials to help the organization in the continuing use of the new process. Other consultants may specialize in a certain area of operations or supply chain, and can then act as a consultant on how to better perform in that specific area. Consultants often come from years of experience in a specialized area, or start as a consulting team member or analyst, and work their way up to managing consulting teams and projects.

Process Improvement/Continuous Improvement/Operational Excellence Specialist or Process Engineer: These terms are all used interchangeably, but each company tends to use one or two to describe their Process Improvement department. This position is often part of a designated Process Improvement department within an organization that acts as an internal consulting group charged with improving processes in various departments throughout the organization. These positions can be responsible for a few ongoing projects at a time depending on the complexity of the project. Some team members may specialize in certain types of skills or projects, while others may have more of a general role where they specialize in the overall skill of process improvement.

Business Systems Analyst: This position is often focused on analyzing existing systems and operations, and evaluating ways to improve, update, and ensure ongoing efficiency. This type of role is often more focused on the more virtual processes used for conducting daily business, rather than the physical operations at a manufacturing plant for example. This title can also be used for the previously described Process Engineer, and can overlap with many of the same responsibilities.

Key Skills

Problem solving, analytical, leadership, tracking and reporting project metrics, identifying risks, conflict management, organized, attentive to detail, collaborative, strong listening skills, and creating flow charts.

ORGANIZATIONAL BEHAVIOR/HUMAN RESOURCES (OB/HR)

People are an organizations greatest asset. Organizational behavior takes a closer look at the behaviors of both individuals and groups within organizations. Human resources has evolved over the years from personnel administration into the complete strategic management of people development. Professionals in OB/HR work with all levels of management and across all parts of an organization to ensure that their company is effectively maximizing employee performance and development for optimal competitive advantage and growth.

Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in OB/HR are hired into the following functional areas:

[HR Management](#)

[HR/Management Consulting](#)

Please access Vault through [Career Connection](#) to learn more about various careers in Human Resources.

Additional Professional Resources

Journals and Publications

[HR Magazine](#)

LinkedIn Groups – [Linked: HR](#) and [Human Resources Professionals Worldwide HR.com](#)

HR Generalist/Management

Those in HR Generalist/Management roles tend to work in multiple areas as it relates back to an organizations greatest asset, their people. Whether it be recruiting, onboarding, training and development, retention, performance management, employee relations, compensations and benefits, health and wellness, HRIS, etc., managers rely on HR professionals to be the experts on how to keep their employees happy, healthy and all working at maximum performance. Now more than ever, the HR professional needs to not only understand the overall strategic vision for the organization, but also work with key players in all functional business areas to ensure that the strategic plan is effectively disseminated throughout their organizations.

For students with less experience or who are interested in changing from another field into HR, OB/HR leadership development programs are an excellent way to gain experience and exposure to all levels of HR and management within an organization. Career Switchers have also been successful by leveraging their prior work experience, along with their MBA, to move into human resources. Some examples are attorneys that move from practicing law into ensuring that a company is legally compliant. Their legal expertise also helps with labor relations and union negotiations. Prior teachers have also leveraged their pre-MBA experience to lead training and development initiatives within organizations.

Suggested Concentration(s)

[Human Resources](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BHRM 2023-Human Resources Planning and Strategy 1	1.5	Fall
BHRM 2024-Human Resources Planning and Strategy 2	1.5	Fall
BOAH 2423-Managing Human Capital	3.0	Spring
BOAH 2522-Staffing Organizations	1.5	Spring
BOAH 2522-Compensation	1.5	Spring
BOAH 2527-Cross Cultural Dimensions of International Management	1.5	Spring
BOAH 2532-Negotiations, Teamwork, and Change 1	1.5	Fall/Spring/Summer
BOAH 2537-Conflict Resolution in the Workplace	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Suggested Katz Certificates

[Organizational Leadership](#), [Global Management](#), [Project Management](#)

Suggested Co-Curricular Activities

Clubs: N/A

Professional Organizations

[Society for Human Resource Management \(SHRM\)](#)

[American Society of Training and Development \(ASTD\)](#)

[Academy of Human Resource Development \(AHRD\)](#)

External Certifications

[Professional Human Resources \(PHR\)](#)

[Senior Professional Human Resources \(SPHR\)](#)

[Global Professional Human Resources \(GPHR\)](#)

[Human Resource Management Professional \(HRMP\)](#)

[Human Resource Business Professional \(HRBP\)](#)

[Society for Human Resource Management Certified Professional \(SHRM-CP\)](#)

[Society for Human Resource Management Senior Certified Professional \(SHRM-SCP\)](#)

Potential Roles within an Organization

HR Leadership Development Program: Entering an HR leadership development program (HRLDP) is an excellent way to learn multiple facets of OB/HR. Companies hire candidates into their HRLDP because they are considered “high potential” for future leadership positions. Those that enter these programs should expect to do multiple rotations in different areas of a company where they are exposed to industry connections and provided with learning and development opportunities. Once the HRLDP is over, candidates are usually assigned to an OB/HR leadership role within the company.

HR Business Partner/Manager: The HR business partner (HRBP) or HR manager (HRM) positions are responsible for aligning business objectives with employees and management in designated business units. The HRBP can actually serve as an internal consultant to management on human resource related issues and serves as a strategic partner, employee champion and change agent relating everything back to the overall strategic vision for their company.

HR Generalist: The HR generalist performs HR-related duties and works closely with senior HR management in supporting designated responsibilities in the following functional areas: benefits administration, employee relations, training, performance management, onboarding, policy implementation, recruitment/employment, affirmative action and employment law compliance. This position is usually for someone that doesn't have a lot of prior work experience in the HR field and usually leads to future management opportunities.

Key Skills

Problem solving/analysis, project management, excellent communication, strong ethical conduct, time management, change agent, performance management, business acumen, flexibility and ability to take initiative

HR Consulting

An HR consultant is responsible for helping their client with strategically integrating effective HR processes, programs and practices into daily operations. They can also help with matching suitable job applicants with positions. These types of positions usually lead to partner/senior partner in a professional services firm. Also, keep in mind that HR consultants tend to work long hours and travel extensively.

Suggested Concentration(s)

[Human Resources](#), [Strategy](#), [Management Information Systems \(MIS\)](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BHRM 2023-Human Resources Planning and Strategy 1	1.5	Fall
BHRM 2024-Human Resources Planning and Strategy 2	1.5	Fall
BOAH 2551-Project Course in Leadership 1	1.5	Spring
BOAH 2552-Project Course in Leadership 2	1.5	Spring
BOAH 2423-Managing Human Capital	3.0	Spring
BOAH 2522-Compensation	1.5	Spring
BOAH 2527-Cross Cultural Dimensions of International Management	1.5	Spring
BOAH 2532-Negotiations, Teamwork, and Change 1	1.5	Fall/Spring/Summer
BOAH 2537-Conflict Resolution in the Workplace	1.5	Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring

Suggested Katz Certificates

[Organizational Leadership](#), [Global Management](#), [Project Management](#)

Suggested Co-Curricular Activities

Clubs: Consulting

Professional Organizations

[Society for Human Resource Management \(SHRM\)](#)
[American Society of Training and Development \(ASTD\)](#)
[Academy of Human Resource Development \(AHRD\)](#)

External Certifications

[Professional Human Resources \(PHR\)](#)
[Senior Professional Human Resources \(SPHR\)](#)
[Global Professional Human Resources \(GPHR\)](#)
[Human Resource Management Professional \(HRMP\)](#)
[Human Resource Business Professional \(HRBP\)](#)
[Society for Human Resource Management Certified Professional \(SHRM-CP\)](#)
[Society for Human Resource Management Senior Certified Professional \(SHRM-SCP\)](#)
[Project Management Professional \(PMP\)](#)

Potential Roles within an Organization

HR Consultant/Sr. Consultant: HR consultants are hired as business experts to advise companies on a wide range of issues revolving around a company's human capital. Consultants must be adept in IT, accounting, sales, marketing, finance and, of course, human resource management so that they can fully understand issues and inefficiencies in human resources and how to remedy them. By strategically working with companies to create and develop an HR model specific to the organizations that hire them, HR consultants work to ensure that the company is effectively using its people to achieve optimal productivity and efficiency.

Key Skills

Problem solving/analysis, project management, excellent listening and communication, self-confidence, theoretical and practical knowledge, ability to improvise, strong ethical conduct, time management, change agent, performance management, business acumen, flexibility and ability to take initiative

STRATEGY

A career in strategic planning involves helping a corporation design a path to growth and profitability amidst competition and constant change. The strategic planner's role consists of helping the organization to gather, analyze, and organize information. They track industry and competitive trends, develop forecasting models and scenario analysis, examine strategic performance, spot emerging market opportunities, identify business threats, look for novel strategic solutions, and develop creative action plans. Strategic planning involves understanding what the organization's current strategy is, what has been tried in the past, and what it will be in the future. **Please note that the Katz Graduate School of Business requires students pursuing a concentration in strategy to select a second area of concentration. Strategy may not stand alone as a sole area of concentration.**

Jobs in strategic planning are best suited to mid to upper-career personnel or to persons who have had previous strategic consulting experience. Some companies however, do recruit less experienced candidates into strategic planning roles and will often target the best and brightest students from top MBA programs.

Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in strategy are pursue the following functional areas:

[Management Consulting](#)

[Corporate Social Responsibility](#)

[Entrepreneurship](#)

Management Consulting

Management consultants are analysts and advisors of business. External consultants are independent analysts and advisors to businesses. They bridge gaps in expertise for companies and are brought in for independent expertise and options. Internal consultants are a separate operating group within a company who function similarly to an external consultant, but only for that organization. Most management consultants have acquired an area of expertise through their work experience. Very few individuals with limited work experience are able to obtain roles in this area.

Additional Professional Resources

Books

[The McKinsey Way](#)

[The Management Consultant: Mastering the Art of Consultancy](#)

[Case in Point](#)

Blogs

[Econsultancy Blog](#)

[Management Consulted](#)

[Consulting Junkie](#)

Suggested Concentration(s)

[Strategy](#), any of the functional areas

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BMKT 2031-Marketing Research	3.0	Fall
BOAH 2532-Negotiations, Teamwork, & Change 1	1.5	Fall/Spring/Summer
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BSEO 2531-Entrepreneurship and New Venture Initiation	3.0	Fall/Spring
BSPP 2111-Commercializing New Technologies	3.0	Fall
BSEO 2553-Strategic Management of Acquisitions and Divestment	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Suggested Katz Certificates

[Technology, Innovation, and Entrepreneurship](#), [Project Management](#), [Global Management](#), [Organizational Leadership](#)

Suggested Co-Curricular Activities

Clubs: Consulting, concentration specific club

Professional Organizations

[The Association for Strategic Planning](#)

[Institute of Management Consultant](#)

[Strategic and Competitive Intelligence Business Professionals
Association of Management Consulting Firms](#)

External Certifications

[PMP Certification](#)

Job Function within Track

Consultant/Senior Consultant: A consultant/senior consultant is contracted by a company as an outside expert that is brought in to solve a problem or company need. Typically, those in management consulting are helping organizations to improve their performance, through the analysis of existing organizational issues and the development of plans for improvement. One must be able to see the big picture and understand the impact of the various parts on the whole organization. Additionally, those with significant prior work experience are hired into these roles.

Key Skills

Problem solving/analysis, project management, excellent listening and communication, self-confidence, theoretical and practical knowledge, ability to improvise, strong ethical conduct, time management, change agent, performance management, business acumen, flexibility and ability to take initiative

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is the responsibility of an organization for the impacts of its decisions and activities on society, the environment and its own prosperity, known as the “triple bottom line” of people, planet, and profit. Corporate social responsibility encompasses not only what companies do with their profits, but also how they make them. It goes beyond philanthropy and compliance and addresses how companies manage their economic, social, and environmental impacts, as well as their relationships in all key spheres of influence: the workplace, the marketplace, the supply chain, the community, and the public policy realm.

The term "corporate social responsibility" is often used interchangeably with corporate responsibility, corporate citizenship, social enterprise, sustainability, sustainable development, triple-bottom line, corporate ethics, and in some cases corporate governance. Though these terms are different, they all point in the same direction: throughout the industrialized world and in many developing countries there has been a sharp escalation in the social roles corporations are expected to play. Companies are facing new demands to engage in public-private partnerships and are under growing pressure to be accountable not only to shareholders, but also to stakeholders such as employees, consumers, suppliers, local communities, policymakers, and society-at-large.

Additional Professional Resources

Online Resources

[Forbes: The CSR Blog](#)

[CSRWire](#)

[Ethical Corporation](#)

[Sustainability Forum](#)

Books and Readings

[Conscious Capitalism: Liberating the Heroic Spirit of Business by John Mackey and Raj Sisodia](#)

[The Ecology of Commerce by Paul Hawken](#)

[The New Sustainability Advantage: Seven Business Case Benefits of a Triple Bottom Line by Bob Willard](#)

[The Purpose Economy: How Your Desire for Impact, Personal Growth and Community Is Changing the World by Aaron Hurst](#)

[Corporate Social Responsibility: Readings and Cases in a Global Context by Andrew Crane and Dirk Matten](#)

[Understanding Human Ecology: A Systems Approach to Sustainability by Robert Dyball and Barry Newell](#)

[Making Sustainability Work: Best Practices in Managing and Measuring Corporate Social, Environmental, and Economic Impacts by Marc. Epstein and Adriana Buhovac](#)

[Let My People Go Surfing: The Education of a Reluctant Businessman by Yvon Chouinard](#)

Suggested Concentration(s)

[Strategy](#), [Human Resources/Organizational Behavior](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BIND 2024-Consulting Field Project	3.0	Fall/Spring
BSEO 2315-Social Entrepreneurship	1.5	Spring
BSEO 2034-Sustainability and Corporate Responsibility	1.5	Summer
BBPP 2112-Leading Organizations to Innovate Smarter	1.5	Summer
BSPP 2328-The Business of Humanity	3.0	Fall
BFIN 2410-Financial Management 2	1.5	Fall/Spring
BOAH 2551-Project Course in Organizational Leadership 1	1.5	Spring
BOAH 2552-Project Course in Organizational Leadership 2	1.5	Spring
BSEO 2316-Business Law	3.0	Spring/Summer
BMKT 2528-Advertising	1.5	Fall/Summer
BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring

Suggested Katz Certificates

[Organizational Leadership](#), [Global Management](#)

Suggested Co-Curricular Activities

Other: BNY Mellon CSR Fellows Program

Professional Organizations and External Certifications

[Environmental Defense Fund](#)

[Corporate Responsibility Officer Association](#)

[Society of Business Ethics](#)

Potential Roles within an Organization

Manager of Corporate Social Responsibility

Manager of Corporate Citizenship & Social Responsibility

Sustainability Manager

Director of Corporate Responsibility Strategy

Corporate Sustainable Responsibility Analyst

Sustainability Business Partner

Key Skills

Strong communication skills (verbal and written), analytical, presentation, interpersonal skills (ability to communicate across all levels), relationship building, strategic and critical thinking, adaptability

Entrepreneurship

Entrepreneurship may mean many things to different people. In some cases, it's the ability to take an idea and capitalize on it by adding value in some capacity. For many individuals, entrepreneurship is about starting one's own venture. For others, entrepreneurship may be about bringing innovation to an organization that is already established. And for some, working for a start-up organization in some capacity may fuel their entrepreneurial drive and spirit.

Additional Professional Resources

Books

[#AskGaryVee](#)

[Girl Boss](#)

[Creative, Inc.](#)

[The \\$100 Startup](#)

[Book Yourself Solid](#)

[The Anti 9-5 Guide](#)

[The Four Hour Workweek](#)

[The Power of Broke by Daymond John](#)

[Secrets of the Young & Successful](#)

Blogs

[Blog.hubspot.com](#)

[Forbes](#)

[yfsmagazine.com](#)

[Inc](#)

[Entrepreneur](#)

[Fast Company](#)

Suggested Concentration(s)

[Strategy](#), [Finance](#), [Marketing](#)

Suggested Elective Courses

Courses	Credits	Term likely to be offered
BACC 2528-Managerial Accounting	1.5	Spring
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2130-Valuation 2	1.5	Spring
BFIN 2039-Investment Management/Capital Markets	3.0	Fall
BFIN 2410-Financial Management 2	1.5	Fall/Spring
BIND 2526-Business Process Redesign	1.5	Spring
BMKT 2031-Marketing Research	3.0	Fall
BOAH 2532-Negotiations, Teamwork, & Change 1	1.5	Fall/Spring/Summer
BSEO 2316-Business Law	3.0	Spring/Summer
BSEO 2500-Commercializing University Technologies	3.0	Spring
BSEO 2531-Entrepreneurship and New Venture Initiation	3.0	Fall/Spring
BSPP 2111-Commercializing New Technologies	3.0	Fall

BIND 2400-Consulting Field Project	3.0	Fall/Spring
BFIN 2042-Acquisition of Privately Held Companies	1.5	Spring

Suggested Katz Certificates

[Technology, Innovation, and Entrepreneurship](#), [Corporate Valuation](#)

Suggested Co-Curricular Activities

Clubs:

[LaunchPITT](#)

[EGSO](#)

[Enactus](#)

[Design Hub](#)

Competitions in which student have historically participated:

[Randal Family Big Idea Competition](#)

[Kuzneski Innovation Cup](#)

[Wells Competition](#)

Other On-Campus Resources:

[Innovation Institute](#)

[Institute for Entrepreneurial Excellence](#)

[The Blast Furnace](#)

[Join a Startup](#)

[Pitt Entrepreneurship Resource Guide](#)

[Small Business Development Center Pitt \(SBDC\)](#)

[Pitt's Conflict of Interest Office](#)

[Pitt's Office of Research](#)

[First Gear](#)

[PantherLabWorks](#)

Professional Organizations

[Center for Women's Entrepreneurship](#)

[CMU Center for Innovation and Entrepreneurship](#)

[MIT Enterprise Forum-Pittsburgh](#)

[International Association of Innovation Professionals](#)

[International Society for Innovation Managers](#)

External Resources

Internship Opportunity: [Common Application](#) for Innovation Works, Alpha Lab, and Alpha Lab Gear

Accelerator Programs:

[AlphaLab](#)

[AlphaLab Gear](#)

[Thrill Mill](#)

[Idea Foundry](#)

[InnovationWorks](#)

[VentureWell](#)

[Alloy26](#)

Potential Roles within an Organization

One might say an entrepreneur only has his or her own business. Many companies also value entrepreneurs and they typically reside in the roles where strategy and innovation are part of the job description.

Key Skills

Motivation, courage, risk taking ability, ability to deal with ambiguity, selling skills, decision making, adaptability, initiative, motivator of others, strategic vision, communication skills (written and oral), strategic vision, delegation, planning, resilience, multitasking, ambition, and leadership.

KATZ CERTIFICATES

Certificates are designed for students who are ideally in the program for 2 years or longer. However, in most cases, we expect that students who have a typical course of study that covers three or more semesters (such as in the 1 year MBA program) will be able to accommodate the certificate requirements in their program of study. That said, all students in the one-year and two-year program are highly recommended to declare a certificate. Part-time students and joint/dual degree students may also pursue one if interested.

You can distinguish yourself with a Katz certificate that gives you additional hands-on experience in a core business area. Certificates provide experience-based learning opportunities and illustrate the importance of collaboration across business areas. Certificates will be awarded to Katz students at the end of their final semester, when all of the following criteria have been satisfied:

- **10.5 credits Required-Completed by taking a combination of the required courses & approved electives listed.**
- **Grades of 'B' or better for each certificate course**
- **A minimum 'B+' average (3.250 QPA) across all certificate courses**

All courses listed below with an asterisk () are required courses that must be completed. All other courses listed are approved elective credits a student may choose from to complete the total 10.5 required credits needed.*

Business Analytics

Faculty advisor: Jerry May (jerrymay@katz.pitt.edu)

Course	Credit	Term likely to be offered
*BQOM 2578-Data Mining	3	Fall
*BSEO 2525-Competitive Intelligence	1.5	Spring
*BQOM 2512- Advanced Decision Technologies	1.5	Spring
BMKT 2551-Digital and Social Media Analytics	1.5	Spring
BMKT 2544-Shopper Marketing	3	Spring
BQOM 2523-Process Engineering	1.5	Fall/Spring
BQOM 2537-Forecasting	1.5	Fall/Spring
BQOM 2511-Revenue Management & Pricing Analytics	1.5	Spring

Corporate Financial Management

Faculty advisor: Dave Denis (didenis@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BFIN 2036-Corporate Finance	3.0	Spring
*BFIN 2015-Short Term Financing	1.5	Spring/Summer
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2042-Acquisitions of Privately Held Companies	1.5	Spring
BFIN 2145-Financial Modeling	3.0	Fall
BFIN 2030-Valuation 1	1.5	Spring

BFIN 2043-International Financial Management	3.0	Fall/Spring
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Corporate Valuation

Faculty advisor: Ken Lehn (lehn@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BFIN 2030-Valuation 1	1.5	Spring
*BFIN 2130-Valuation 2	1.5	Spring
BFIN 2036-Corporate Finance	3.0	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2042-Acquisitions of Privately Held Companies	1.5	Spring
BFIN 2145-Financial Modeling	3.0	Fall

Digital Marketing

Faculty advisor: R. Venkatesh (rvenkatk@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BMKT 2553- Social Media Strategy	1.5	Spring
*BMKT 2551-Digital and Social Media Analytics	1.5	Spring
*BMKT 2544-Shopper Marketing	3.0	Fall
BMIS 2678-Electronic Commerce	3.0	variable
BQOM 2578-Data Mining	3.0	Fall

Global Management

Faculty advisor: Ravi Madhavan (ram115@pitt.edu)

Course	Credits	Term likely to be offered
*Choice of (3.0 credits minimum unless you can demonstrate this material has been covered in prior courses):		
BECN 2509-Global Macroeconomics 1	1.5	Fall/Spring
BECN 2510-Global Macroeconomics 2	1.5	Fall/Spring
BECN 2019-Economics for International Business	3.0	Fall/Spring
BOAH 2527-Cross Cultural Management	1.5	Spring
*Choice of (3.0 credits minimum):		
BIND 270X-Global Research Practicum	3.0	Spring
BIND 2024-Consulting Field Project (international travel required)	3.0	Fall/Spring
	3.0	Variable
BIND 2700-Business & Engineering Collaborations	3.0	Variable
A short-term study abroad component with an		

experiential component will also be considered with faculty approval		
BFIN 2043-International Financial Management	3.0	Spring
BOAH 2456-Managing Offshore Outsourcing	1.5	Spring
BQOM 2533-Global Supply Chain Management	3.0	Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BIND 2554-Entering Foreign Markets	1.5	Summer
BSEO 2506-Competing in Emerging Economies	1.5	Variable
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BSPP 2328-The Business of Humanity: Strategic Management in the Era of Globalization, Innovation and Shared Value	3.0	Variable

Global Supply Chain Management

Faculty advisor: Jim Kimpel (jfkimpel@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Fall
*BQOM 2700/BOAH 2700-Project Course in Supply Chain Management	1.5	Spring
*BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
*BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BACC/BQOM 2549-Strategic Cost Analysis	1.5	Fall/Spring
BIND 2526-Business Process Redesign	1.5	Spring
BOAH 2527-Cross Cultural Management		
BMKT 2533-Business-to-Business Marketing	1.5	Fall/Spring
BQOM 2139-Six Sigma Theory and Practice	3.0	Fall/Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer

Valid Substitutions:

1. BMIS 2074 – Strategic Information Technology in Global Supply Chains (1.5 credits)
 - BMIS 2501 Enterprise Systems and Integrated Business Processes (SAP TERP 10 Certification) (3.0 credits)

OR

 - BUSMIS 1635 IT Systems in Supply Chains (3.0 credits). Note: this will result in 1.5 credits, not 3.0, applied to the Global SCM Certificate.
2. BQOM 2700/BOAH 2700 – Project Course in Supply Chain Management (1.5 credits)
 - BQOM 2139 – Six Sigma Theory and Practice (if the Six Sigma field project is SCM related) (3.0 credits)

OR

 - BIND 2024 Consulting Field Project (if the field project is SCM related) (3.0 credits)

All substitutions require approval by the faculty advisor. There may be additional valid substitutions for both required and elective courses.

Investments and Trading

Faculty advisor: Akin Sayrak (akins@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BFIN 2039-Investment Management and Capital Markets	3.0	Fall/Spring
*BFIN 2068-Markets and Trading	1.5	Spring
*BFIN 2069-Fixed Income Securities	1.5	Spring
*BQOM 2537-Forecasting	1.5	Fall/Spring
BFIN 2555-Portfolio Practicum (2-semester course)	3.0	Fall through Spring
BFIN 2043-International Financial Management	3.0	Spring
BFIN 2145-Financial Modeling	3.0	Fall
BFIN 2051-Introduction to Derivatives	1.5	Spring

Organizational Leadership

Faculty advisor: Nisha Nair (nnair@katz.pitt.edu)

Course	Credits	Term likely to be offered
Choice of (3.0 credits): <i>Prior approval needed from faculty advisor to surpass 3.0 credits.</i>	1.5	Spring
BOAH 2551-Project Course in Organizational Leadership 1	1.5	Spring
BOAH 2552-Project Course in Organizational Leadership 2	1.5	Spring
BIND 2024-Consulting Field Project (requires prior faculty approval with documentation of a significant leadership role in the project)	3.0	Fall/Spring
BSEO 2012-Social Entrepreneurship	1.5	Spring
BIND 2203-Organizational Transformation	1.5	Variable
BSEO 2538-Strategic Leadership	1.5	Variable
BOAH 2527-Cross-Cultural Management	1.5	Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BOAH 2532-Negotiations	1.5	Fall/Spring/Summer
BSEO 2525-Competitive Intelligence	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	Fall/Spring
BSPP 2112-Leading Organizations to Innovate Smarter	1.5	Summer

Frequently Asked Questions about the Organizational Leadership Certificate

Question: What is the purpose of the Organizational Leadership Certificate?

Answer: This certificate is to provide you with understanding and experience into the complexity of leadership within dynamic and global organizations.

Question: Who is eligible to receive the Organizational Leadership certificate?

Answer: All full-time and evening MBA students currently enrolled at Katz are eligible.

Question: Do you need to apply in order to pursue the certificate?

Answer: There is no application process. Only completion of all requirements before graduation is necessary to receive the certificate.

Question: What are the requirements?

Answer: The certificate requires you to complete a total of 10.5 credits with 3.0 devoted to a project or experiential learning activity focused on leadership and the other 7.5 credits taken from a list of approved courses.

Question: How I can get the experiential learning credits?

Answer: There are three options. You can take with instructor's permission of one of the project courses offered throughout the year that are scheduled based on project availability. Another option is to apply for and be accepted into either the Woodcock Fellows program or the BNY Mellon Fellows program, both open to all full-time or evening MBA students. Third you may submit a request for a consulting field project to count towards this requirement given that either the project or your specific role within the project demonstrates a significant leadership component.

Question: When are the courses offered for the certificate?

Answer: The scheduling of courses may vary each term, so please consult your academic advisor or the MBA program office for the most recent schedule.

Question: Who should I talk with if I am interested in the organizational leadership certificate?

Answer: The first step would be to discuss with your academic advisor to insure there is a good fit with the leadership certificate and your overall career goals. After consulting with your advisor, contact the faculty certificate coordinator for more additional information.

Question: Where can I learn more about the Woodcock and BNY Mellon CSR fellowship programs?

Answer: Consult the Berg Center's website (under the "academic programs" tab) for more information, view deadlines and to submit an online application. <http://www.business.pitt.edu/berg/>

Question: How can I find out more about the consulting field projects?

Answer: Consult the MBA program website under "academics" for information on the consulting field projects. <http://www.business.pitt.edu/katz/mba/academics/courses/consulting-project.php>

Question: How can I find out more information including a list of the approved certificate courses?

Answer: Consult the MBA program website under "academics" for more information on the leadership certificate requirements and information about other certificate options that are available. <http://www.business.pitt.edu/katz/mba/academics/certificates/organizational-leadership.php>

Project Management

Faculty advisor: Rich Wendell (wendell@katz.pitt.edu)

The Katz Project Management Certificate builds on the foundation of the MBA core classes by developing fundamental knowledge and advanced skills in project management. The course work for the certificate covers all components of project management as given in A Guide to the Project Management Body of Knowledge by the Project Management Institute (PMI) and goes beyond the basics by exploring the use of decision technologies together with relevant software to more effectively manage resources and risk. Further, students can explore other advanced topics by choosing courses from selected electives.

The certificate enables students to sit for the PMI Certified Associate in Project Management (CAPM) exam. It also prepares students — both in contact hours and subject knowledge — for the Project Management Professional (PMP) exam, which a student may take if he or she has obtained the extensive professional experience required by PMI for this certification.

Required Sequence

Students are required to take two core courses in project management (totaling 4.5 credits) that cover the primary areas of project management: project integration, scope, time, cost, risk, human resources, communication, procurement, and quality management:

- BMIS 2551: Project Management Concepts and Processes (3 credits)
- BQOM 2546: Project Management Fundamentals and Analytics (1.5 credits)

Experienced-based Learning Component

The requirements for the Project Management Certificate include an experience-based learning component in using the principles of project management in practice. This component is satisfied by demonstrating a significant project management experience in an approved project-based course. Currently, the approved courses include: BIND 2024 - Consulting Field Project; BOAH 2551 - Organizational Leadership Project Course; BMIS 2056 - Management Information Systems Practicum; BQOM 2139 - Six Sigma: Theory & Practice.

For such a project-based course to satisfy the experience-based learning requirement, a student must have first satisfactorily completed at least one of the above core courses in project management prior to taking the project-based course. Doing this insures that the experienced-based learning in the project-based course is based on the concepts and techniques in project management. If a student wishes to take a project-based course to satisfy the experienced-based learning requirement for the Project Management Certificate without first having had one of the two core project management courses, then the student must first demonstrate to the project management faculty advisor that he/she has the necessary knowledge in project management.

At the conclusion of the project-based course, a student must document a significant project management experience by submitting an Experiential Report on the practice of project management in the project-based course.

The Report should follow the following template:

1. Specify which of the core courses in project management was taken prior to the project-based course, the date taken, and the instructor
2. Description of the project (including the company, a statement of the project, and the specified deliverables)

3. Names, titles, emails, and addresses of the project team and the company sponsor and stakeholders
4. A copy of the Project Charter (if available)
5. The baseline plan including a list & description of project activities, duration of each activity, predecessors, responsibility assignments, critical activities, and schedule (given as a baseline Gantt chart).
6. A specification of what project management software was used (e.g., Microsoft Project, Excel, Smartsheet, etc.) and how it was used
7. The Communications Plan
8. The Plan for managing risks in the project
9. How the project was monitored
10. Changes made during the project (e.g., in activity durations, activity sequencing, scope) to the baseline project plan (including what, when and why changes were made)
11. Motivating techniques used with other team members and problems encountered in motivation
12. Description of any problems caused by cultural differences among team members and how/if they were resolved
13. Description of how the planned deliverables differed from the final deliverables and why
14. A description of the student's project management roles in the project, a description of any difficulties in these roles, and a description how such difficulties were resolved
15. A list of lessons learned (both good and bad)
- 16. Sign-off on the accuracy of this Experiential Report by the faculty member(s) overseeing the project-based course**

Final Step: Reports must be submitted to the faculty advisor for approval. The faculty advisor will review the Report and will make a determination on whether the documented experience in the project-based course satisfactorily meets the experience-based learning requirement.

In cases where graduation (or other) deadlines are relevant, it is important to confirm submission dates for the Report with the faculty advisor to insure that there is adequate time for its review. Please note that without approval from the faculty advisor, the MBA Office will not be able to verify the completion of the Certificate requirements.

Electives

Students customize elective credits of their certificate by selecting from a range of technical and managerial courses on project management. It is strongly recommended (but not required) that students choose BACC 2528 Managerial Accounting and BOAH 2537 Conflict Resolution in the Workplace as two of the electives. Successful project managers have a variety of tools to draw on for planning, analysis and decision making, as well as for managing people. These two electives represent both types of tools, and together will enhance student learning of key project management skills. For a well-rounded and balanced skill set in project management, students are advised to take a mix of quantitative and people-oriented courses. A student can select an elective not listed below by advanced, formal permission from the faculty advisor.

Course	Credits	Term likely to be offered
BACC 2528-Managerial Accounting - <i>recommended</i>	1.5	Spring
BACC/BQOM 2549-Strategic Cost Analysis	1.5	Spring
BOAH 2532-Negotiations	1.5	Fall/Spring/Summer
BOAH 2537-Conflict Resolution in the Workplace - <i>recommended</i>	1.5	Variable

BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BQOM 2537-Forecasting	1.5	Fall/Spring

Technology, Innovation, and Entrepreneurship

Faculty advisor: Sue Cohen (suecohen@katz.pitt.edu)

Course	Credits	Term likely to be offered
BSPP 2111-Commercializing New Technologies	3.0	Fall
BMKT 2526-Product Development and Management	3.0	Spring
BSEO 2531-Entrepreneurship & New Venture Initiation	3.0	Fall/Spring
BMIS 2679-Technology Innovation, Adoption & Diffusion	3.0	Spring
BSEO 2500-Commercializing University Technologies	3.0	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BQOM 2904-Creativity and Problem Solving <u>or</u> BQOM 2521-Decision Making in Complex Environment	1.5	Spring
	1.5	Fall/Spring/Summer

