



Professional MBA Program
Course Abstracts

KATZ UNIVERSITY OF PITTSBURGH
JOSEPH M. KATZ
GRADUATE SCHOOL
OF BUSINESS

PROFESSIONAL MBA PROGRAM OVERVIEW AND COURSE ABSTRACTS

SUMMER 2017 SEMESTER (UNIVERSITY TERM 2177)

For quick reference, click on any subject area to jump to a particular section within this document.
 Course schedules – including times, days, room locations, etc. – can be noted on the StudentNet
[‘Class Schedule’](#) section.

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PROFESSIONAL MBA PROGRAM OVERVIEW

Degree Requirements

Upon formal admission to the Professional MBA program, a student must fulfill the following requirements in order to receive the MBA degree:

- A minimum of 51 credits of approved graduate-level coursework according to program of study
 - Dual- and joint-degree programs will have other, program-specific minimum credit completion requirements (see [‘Professional Programs’](#) for more information regarding dual- and joint-degree programs)
- Completion of program-specific core required courses
- A minimum cumulative quality point average (QPA) of 3.0

Required Core MBA Courses

All core courses are offered each semester of a given academic year, Fall-Spring-Summer. Balancing quantitatively-based courses with courses that are more conceptual and focus on case study assignments is a recommended course sequencing strategy.

Additional core required courses may be required for dual- and joint-degree MBA programs. For more information, you can reference the [‘Academics’](#) section on StudentNet.

- BACC 2401 Financial Accounting (3 credits)
- BECN 2401 Economic Analysis (3 credits)
- BQOM 2401 Statistical Analysis (3 credits)
- BOAH 2409 Organizational Behavior (1.5 credits)
- BFIN 2409 Financial Management 1 (1.5 credits)
- BMKT 2409 Marketing Management (1.5 credits)
- BMIS 2409 Information Systems (1.5 credits)
- BQOM 2421 Decision Technologies (1.5 credits)
- BSPP 2409 Strategic Management (1.5 credits)
- BSEO 2401 Business Ethics & Social Performance (1.5 credits)
- BIND 2444 Competitive Management Simulation (3 credits) – Capstone course designed to be taken upon completion of all other core required courses

Total core course credits: 22.5

*Elective credits available: 28.5**

*Conditional on participation in “pure” Professional MBA (non-dual-degree) program. Joint- and dual-degree programs will likely have other requirements and elective credit availability.

ENROLLMENT AND REGISTRATION

Q: “When can I register for classes?”

Summer Semester: Open Enrollment

While students will be assigned enrollment appointment dates and times by the university for the fall and spring academic semesters, all Professional MBA students will be eligible to enroll into summer term courses starting **Monday, February 13**. It is important to note that, unlike the Fall and Spring semesters, registration is available to all students on the cited date; you will not have a specific registration appointment date and time for the summer.

At the onset of the cited summer open enrollment date, a student may begin to add, drop, and otherwise edit his/her summer class schedule until the end of the add/drop period.

- Students cannot enroll in classes prior to the open enrollment registration date.
- Students are advised to register for classes as soon as possible at the commencement of the summer open enrollment date so as to secure seating in desired courses. The sooner one registers, the greater the likelihood of enrollment.

For more detailed information, you can reference the can be referenced on the [‘Enrollment’ section](#) of the University Registrar’s website. Please know that Katz follows its own [academic calendar](#) with a more accommodating add/drop period. Katz students are not required to meet with advisor prior to registration.

Q: “How do I register for classes?”

Course Offerings and Registration

Course offerings and descriptions will be posted on [StudentNet](#) throughout the year in advance to the upcoming academic semester under the [‘Class Schedule’ section](#).

Self-enrollment information – including searching for classes, steps to enrolling, adding and dropping courses – can be referenced on the [‘Enrollment’ section](#) of the University Registrar’s website.

Q: “What do I do if a class is closed or full?”

Waitlisting and Course Swap Enrollment Features

The waitlist feature is now available in my.pitt.edu for Katz classes. This feature allows students to place themselves on a waitlist for a class section that is full and be given a position number. As seats open up in the class, the waitlist process will run to auto-enroll students according to their position number. If a desired course is closed, or if the seats reserved for your specific MBA program (FT, PT, joint-degree, etc.) are exhausted, utilize the waitlist and course swap features:

- [Waitlisting a Class in my.pitt.edu Student Center](#)
- [Waitlisting information for Katz students](#)
- [Swap a class](#)

Q: “What happens if I register for 9 or more credits?”

Professional MBA students taking a full-time course load

Per the University Registrar, if you are a Professional graduate student enrolled for 9+ units in the fall and spring terms, you are considered a full-time student and are assessed the [then-current graduate "flat" tuition rate and university fees](#).

If you are a graduate student enrolled for 8.5 or fewer credits during the fall and spring semesters, you are considered part-time and are billed on a per-credit basis.

However, for the summer semester, students will be billed at the per-credit rate regardless of how many credits one chooses to enroll into. That is, if you were to register for 9 credits, you will be charged for 9 credits of tuition at the per-credit rate instead of the above-mentioned flat-tuition rate.

Q: “How will dropping courses from my schedule impact my financial aid?”

Half-Time Status

Among other requirements, in order to be eligible for [financial aid consideration](#) you must meet a critical academic requirement: The student must be enrolled at least “half-time” in a degree or certificate program at the University of Pittsburgh. Per the university, half-time enrollment is defined a minimum of **4.5** credits per term for graduate students.

If you receive financial aid, please be sure that you will be able to maintain half-time status if/when you drop a course or courses from your schedule.

Q: “I’m new to the program. What core required courses should I take to get started?”

New Professional MBA Students – First-Year of Study Recommendations

If you are new to the Professional MBA program, and have questions about what courses to take to get started, please reference the [Professional MBA Program Overview – First-Year Recommendations](#) document. This document will provide students with a list of courses that should be strongly considered in the first year of study, or the first three (3) academic terms in the program.

Please know that the elective courses cited within the document are recommendations to consider; it is not necessarily required to complete said courses within the first year of study. However, given the availability to do so, students may wish to enroll in those classes to explore that discipline/area of study.

Q: “What elective courses should I take?”

Recommended Courses by Concentration/Area of Interest

Information about elective courses appropriate for each academic discipline/area of concentration, be sure to reference the [Katz Academic and Career Advising Guide](#) published on StudentNet.

KATZ SEMESTER SYSTEM AND ACADEMIC RECOMMENDATIONS

Full-semester and Half-semester Courses

Katz is unique in that it is one of the few schools across the university that offers multiple course offerings throughout a given semester. Specifically, we offer four types of classes: first-half courses, second-half courses, full-semester courses, and immersion-format courses. Half-semester courses are commonly offered as 1.5 credits each while full-semester courses are most commonly offered as 3 credits.

To use the spring semester as an example, we offer Summer 1 courses (first half of the semester, 1.5/class), Summer 2 courses (latter half of the semester, 1.5 credits/class), full-term courses (the traditional semester-long course as 3-credits), and immersion-style classes (courses typically offered over a weekend). To demonstrate scheduling flexibility with various types of offerings, a half-semester course permits one to schedule a Monday night class during the Summer 1 session, for example, and then enroll in a *different* Monday night course for the Summer 2 session.

IMPORTANT DISCLAIMERS

Course Syllabi

Please be advised that course syllabi cited within this document have been provided to give students a realistic preview of *anticipated* learning objectives. Cited syllabi may come from previous course offerings and past semesters. Course format, content and deliverables, and instructor expectations are subject to change.

Projected 'Next term' offering

Please know that the 'Next term likely to be offered' information provided within a given course abstract is indeed a projection. Such information is provided to aid students with future enrollment planning and course sequencing. While a given course is *likely* to be offered during a given semester, we cannot definitely guarantee that said course will be offered at that time.

SUMMER 2017 COURSE ABSTRACTS

Accounting

Considerations:

- Certain courses listed as 'MS in Accounting courses' are primarily offered for students of that program, with limited seating available for MBA students. Students who register for these courses should pay special attention to the course schedule provided by the instructor via his/her syllabus as most MS in Accounting courses follow a different academic calendar.
- Certain courses that are seemingly available through the my.pitt.edu 'Class Search' feature may be reserved for MS in Accounting students only. All courses available to MBA students are listed below.

BACC 2401: FINANCIAL ACCOUNTING – MBA CORE REQUIRED COURSE

Credits: 3

Offering: Full Semester

Description:

This course enables students to understand the basic financial accounting model, as well as the structure and substance of a firm's financial reports from a user's point of view. This includes what is (and what is not) included in financial statements, how and when events affect the statements, and what users can infer from these reports. When they finish the course, students should be able to examine a set of financial statements and effectively analyze the firm's financial position, profitability and cash generating ability.

[Access course syllabus](#)

Special considerations:

- Prerequisite for core required course **BSPP 2409 Strategic Management**

Next term likely to be offered:

- Fall 2017; PT MBA core required courses offered every semester

BACC 2537: TAXES AND MANAGEMENT DECISIONS

Credits: 1.5

Offering: Summer 2

Prerequisite(s): **BACC 2401 Financial Accounting**

Description:

This course is designed as an introduction to business taxation for majors in areas such as finance or financial planning. Focuses on how managers and analysts can recognize tax problems, consequences and opportunities associated with common business events.

[Access course syllabus](#)

Next term likely to be offered:

- Summer 2018

BACC 2559: INDIVIDUAL TAX ACCOUNTING AND PLANNING

Credits: 3

Offering: Full Semester

Prerequisite(s): Must have completed **BACC 2401 Financial Accounting** or comparable graduate course with a grade of B+ or better. **Please note: this course will follow the official University academic calendar: 5/8/17 – 8/5/17.**

Description:

This course focuses on individual tax return preparation and planning. Students will learn how to calculate the taxes associated with a variety of personal, investment, property, and sole-proprietorship transactions. Concepts will be reinforced through the preparation of actual tax returns that reflect different combinations of such transactions. Students will develop tax-planning skills by considering how various transactions can be restructured to minimize the current or future tax liability.

Next term likely to be offered:

- Fall 2017

Economics

BEEN 2401: ECONOMIC ANALYSIS FOR MANAGERIAL DECISIONS: FIRMS AND MARKETS – MBA CORE

REQUIRED COURSE

Credits: 3

Offering: Full Semester

Prerequisite(s): None. Students are strongly encouraged to attend the Business Math workshop in preparation for the class. Please see the 'Special considerations' section.

Description:

This course develops an understanding of how a market-based economic system reconciles the separate needs of consumers and producers, and provides an economic framework for managerial decisions. Additionally, the course provides tools of analysis and concepts that are used in the MBA program's functional fields. Centering on the basic concept of the business firm, it integrates the analysis of market demand with that of production and costs in the context of a variety of domestic and global market structures. Topics include: pricing, output and quality decisions; the impact of productivity improvements on costs; quality-cost tradeoffs; transaction costs as a determinant of the boundaries of the firm; market imperfection and the role of regulation.

[Access course syllabus](#)

Special considerations:

- While the Business Math workshop is not required, it is highly recommended for students registered for this course. The workshop is scheduled to be held on **May 1st (Monday) and May 2nd (Tuesday) 5:30 – 8:30pm; Room 104 Mervis Hall**
- Prerequisite for certain BEEN economics elective courses
- Prerequisite for core required course **BSPP 2409 Strategic Management**

Next term likely to be offered:

- Fall 2017; PT MBA core required courses offered every semester

Finance

Considerations:

- Students should complete the Financial Management 1 & 2 module, including the mandatory workshop, in order to be eligible for enrollment into finance elective offerings.
- Students may reference the 'Finance' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.

BFIN 2015: SHORT-TERM FINANCING

Credits: 1.5

Offering: Summer 1

Prerequisite(s): Financial Management module **BFIN 2409** and **BFIN 2410 Financial Management 1 & 2, respectively.**

Description:

This course examines several important short-term financial issues and challenges confronting companies. Topics include cash forecasting and cash management, including a focus on the interactions among current assets and liabilities; budgeting and forecasting techniques and issues; and foreign exchange rate risk and management. Particular emphasis is on the organizational tensions, including strategic compromises that arise in managing working capital and budgets.

Next term likely to be offered:

- Fall 2017

BFIN 2124: INVESTMENT BANKING & VENTURE CAPITAL

Credits: 1.5

Offering: Summer 2

Prerequisite(s): **BFIN 2410 Financial Management 2**

Description:

This course examines the impact on capital and capital structure strategies of investment bankers and venture capitalists. The course will assess the impacts of recent rapid changes in the global capital markets and the roles of these specialized intermediaries and investors. We will analyze the risk/reward paradigms of venture and private equity investors, and the power and influence of investment banks in shaping the size and direction of capital flows. We look at how VCs value and execute deals; and at how investment banks bring value through a variety of transactions and services. The changing role of financial intermediaries is a theme that carries through the Financial Institutions module.

[Access course syllabus](#)

Special considerations:

- This course is taught as a blended-format course. It will only meet on-campus on the following dates:
 - Wednesday, June 21st
 - Wednesday, July 12th

Next term likely to be offered:

- Spring 2018

BFIN 2409: FINANCIAL MANAGEMENT 1 – MBA CORE REQUIRED COURSE

Credits: 1.5

Offering: Summer 1

Prerequisite(s): **BACC 2401 Financial Accounting** or **BQOM 2401 Statistical Analysis**. Mandatory workshop session (details below). Completion of both Financial Accounting **and** Statistical Analysis is *strongly recommended* prior to enrolling into the Financial Management module. However, one may enroll into Financial Management 1 (and, thereafter, Financial Management 2) upon completion of either the core accounting or the core statistics courses. To best prepare for these courses, the above-mentioned strategy is encouraged.

Description:

The main objective of this course is to gain understanding of the theory and practice of financial decision making. This course develops the tools and framework necessary to address the central question in corporate finance: What investment projects should be undertaken to maximize shareholder wealth? To examine this question, we will learn how to value an uncertain stream of cash flows and apply the concept of the time value of money in valuing bonds and equity. The course covers a number of market-based investment criteria and develops an entity valuation model, based on discounted cash flows (DCF) used for standard capital budgeting decisions. We will conclude with a short introduction to the concept of risk and return, resulting in the cost of capital. We will cover a case discussion on capital budgeting to put our framework in a more realistic environment. Financial Management 1 is a prerequisite for taking Financial Management 2.

[Access course syllabus](#)

Special considerations:

- Attendance at the Financial Management I: Workshop on Time Value of Money is required as a part of this course. The required workshop will be held on **Saturday, May 6; 9am-4pm; Room 104 Mervis Hall**. Registration for the workshop is not required as the course instructor will have a roster of registered students for the course.
- Prerequisite for BFIN finance elective courses
- Prerequisite for **BFIN 2410 Financial Management 2**
- Prerequisite for core required course **BSPP 2409 Strategic Management**
- Prerequisite for **BSEO 2531 Entrepreneurship and New Venture Initiation**

Recommended follow up courses:

- **BFIN 2410 Financial Management 2**

Next term likely to be offered:

- Fall 2017; PT MBA core required courses offered every semester

BFIN 2410: FINANCIAL MANAGEMENT 2 – ELECTIVE, PART 2 OF FINANCIAL MANAGEMENT MODULE

Credits: 1.5

Offering: Summer 2

Prerequisite(s): **BFIN 2409 Financial Management 1**

Description:

This course builds on the material covered in Financial Management I. The main objective of this course is to gain understanding of the theory and practice of financial decision making, especially as it concerns the financing and capital structure decisions. In this course you will build a solid understanding of: i) the trade-off between risk and return and the role of capital markets in determining the cost of capital; and ii) firms' financing and capital structure choices and the effects of these choices on cost of capital, project value, and firm value. After taking this course you should understand the main financial decisions facing the firm, how these decisions are related, and the tools that financial management offers in order to help evaluate these decisions.

[Access course syllabus](#)

Special considerations:

- Not a core required course for the program. However, the completion of Financial Management 1 & 2 is required as prerequisite courses for all finance elective course offerings.
- Ideally, Financial Management 1 and Financial Management 2 should be taken within the same academic semester.

Next term likely to be offered:

- Fall 2017

Interdisciplinary

BIND 2200: INTEGRATED PROJECT – MBA/MS IN ENGINEERING

Credits: 1.5

Offering: Independent project-based coursework

Prerequisite(s): Joint-degree MBA/Engineering students must submit a project proposal to Katz and Swanson faculty advisors. Contact your advisor for more information.

Description:

This [integrated project course](#) is a requirement for the joint-degree MBA/MS in Engineering students. The project can be completed throughout the student's matriculation through the program. Students should work closely with Katz and Swanson faculty to discern the appropriate time to register for this project course.

BIND 2444: MANAGEMENT SIMULATION – MBA CORE REQUIRED COURSE

Credits: 3

Offering: Full Semester

Prerequisite(s):

- Completion of 18 or more total credits
- Completion of **BACC 2401 Financial Accounting**, **BQOM 2401 Statistical Analysis**, **BFIN 2409 Financial Management 1**, and **BMKT 2409 Marketing Management**
- Completion of **BSPP 2409 Strategic Management** is **strongly encouraged** but not required
- See 'Special considerations' section below for important information re: add/drop policy.
- For the Professional MBA students: This section of the course is a blended format and will only meet on campus a limited number of times.

Description:

The Management Simulation is an applied strategic management and general management course where instructor assigned teams of students manage a computer-simulated company for 9 fiscal years acting as the executive management team of a multi-national manufacturing company. Katz students compete against students from other teams as they try to add value to their companies. The executive management teams report to a real external board of directors, who provide approvals and feedback during the simulation. There will be three board meetings during the term. The board will approve bonuses and provide evaluations as part of the grading. The external feedback and evaluation structure of the course makes the exercise sharply realistic.

The Management Simulation Capstone course is designed to give students a realistic assignment as an executive in a simulated athletic footwear company. This is an Experienced based Learning (EBL) course where they will prepare for the assignment, do the assignment and receive feedback throughout the course. There are two primary objectives are to further develop academic and professional development skills.

The class is placed near the end of the curriculum and is intended to provide an illustration of how to apply the tools acquired in other classes in a complex international business environment. A focus of the learning is from dealing with time pressure, unpredictable competitors, ambiguity and challenging boards in a complex environment. We want to train managers to solve open-ended, time constrained problems with talented people in creative, collaborative and effective ways as students prepare to face these situations after graduation.

In person sessions include the first class as well as two of the three board meetings. The rest of the sessions (team meetings, individual meetings and the third board meeting) will be held remotely and all the material will be provided online.

[Access course syllabus](#)

Special considerations:

- Based on the unique structure of the Management Simulation course, the process of establishing teams to manage the simulated companies must begin prior to the beginning of class. Having the teams and roles established by the instructor prior to class allows the students to be in their role for the entire term. Therefore, we need to develop a unique drop/add policy for the course. **Typically, no one should drop or add the course after the week prior to the beginning of the term.** Only the instructor, under special circumstances, can approve an exception to this rule.

Next term likely to be offered:

- Fall 2017; PT MBA core required courses offered every semester

BIND 2554: ENTERING FOREIGN MARKETS

Credits: 1.5

Offering: Summer 1

Prerequisite(s): None

Description:

This course is designed to enhance students' awareness of the legal and business challenges associated with three types of market-entry strategies: exporting, licensing, and foreign direct investment. Choosing the most suitable approach necessitates an understanding of the politics of 'free trade,' as well as the general regulatory environment for international business transactions. Accordingly, the first half of the course will focus on the potential barriers that national trade policies can create for business dealings in developed economies and emerging markets, and the countervailing global and regional efforts to liberalize trade flows. From there, we will examine the core managerial and legal issues that arise when firms seek to capitalize on overseas business opportunities via exporting, international licensing and FDI. Special emphasis will be placed on developing strategies to neutralize the potential trade barriers that firms are likely to encounter whenever they seek to globalize their value chains.

Next term likely to be offered:

- Summer 2018

Information Systems and Technology Management

Considerations:

- Students may reference the 'Management Information Systems' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.

BMIS 2409: INFORMATION SYSTEMS – CORE REQUIRED COURSE

Credits: 1.5

Offering: Summer 1 & Summer 2

Prerequisite(s): None

Description:

How does information technology enable the business? How does it provide business value? This course provides an overview of information technology and its application in a business. By simultaneously examining business cases and the capabilities of relevant technologies, students will develop an understanding of how information technology supports and enables business strategies, innovation, and improved business capabilities and processes.

[Access course syllabus](#)

Special considerations:

- Prerequisite for certain BMIS information systems elective courses

Next term likely to be offered:

- Fall 2017

Marketing

Considerations:

- Students may reference the 'Marketing' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.

BMKT 2409: MARKETING MANAGEMENT –CORE REQUIRED COURSE

Credits: 1.5

Offering: Summer 1

Prerequisite(s): None

Description:

This course examines the role of marketing in creating value for the firm. It helps students answer the central question of marketing strategy—what value to provide and to whom—using the tools of segmentation, targeting, and positioning (STP) of brands. The course shows how central aspects of marketing mix programs—product, place, pricing, and promotion—all follow from an effective STP program, and how marketing support functions such as marketing research, advertising, and new product development can support effective marketing decisions. Emerging trends in digital marketing, competition and globalization are examined. The course emphasizes experience-based learning to develop the necessary marketing knowledge and skills among students.

Special considerations:

- Prerequisite for BMKT marketing elective courses
- Prerequisite for core required course **BSPP 2409 Strategic Management**

Next term likely to be offered:

- Fall 2017; PT MBA core required courses offered every semester

BMKT 2528: ADVERTISING

Credits: 1.5

Offering: Summer 2

Prerequisite(s): **BMKT 2409 Marketing Management**; Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description:

Advertising is a critical tool for both consumer and business marketing programs. The approach to this course is pragmatic and participative with an emphasis on critical thinking in developing and evaluating advertising and promotion campaigns. This course emphasizes both theoretical underpinnings of advertising as well as real work application of theory. Topics covered include: managing outside resources (ad agencies), media planning and buying, advertising budgeting, role of research, impact of consumer behavior theories, measuring the effect of advertising, and advertising messages.

Next term likely to be offered:

- Fall 2017

BMKT 2533: BUSINESS TO BUSINESS

Credits: 1.5

Offering: Summer 2

Prerequisite(s): **BMKT 2409 Marketing Management**; Note: This course and BMKT 2409 Marketing Management may be taken concurrently.

Description:

Most MBA graduates will join organizations that market their products and/or services to other businesses, institutions or government agencies. Such marketing is referred to as business-to-business (B2B) marketing. In this class we will look at those management activities that enable a supplier firm to understand, create and deliver value to other businesses, governments and/or institutional customers. Marketing of products and services will be covered, with an emphasis on the value concept and business processes. Students should learn critical analytical and problem-solving abilities with respect to business market management. Classes will be conducted in an interactive format with heavy reliance on student interaction, management case analysis and group presentations with potential guest speakers.

Next term likely to be offered:

- Fall 2017

Organizational Behavior and Human Resources Management

Considerations:

- Students may reference the 'Organizational Behavior/Human Resources' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.
- Students who completed the 3-credit *BOAH 2401 Organizational Behavior* course formerly required under the previous curriculum meet the prerequisite requirement for those courses that require the completion of *BOAH 2409 Organizational Behavior*.

BOAH 2409: ORGANIZATIONAL BEHAVIOR: LEADERSHIP & GROUP EFFECTIVENESS –CORE REQUIRED COURSE

Credits: 1.5

Offering: Summer 1 & Summer 2

Prerequisite(s): None

Description:

The effective management of people is a critical component of organizational competitiveness. This course addresses problems and issues concerning leadership, interpersonal effectiveness, and challenges for managers in the 21st century. The student is prepared to manage himself or herself and others in a rapidly-changing global environment. Topics covered include leadership, teamwork, power, politics, and influence.

Special considerations:

- Prerequisite for certain BOAH organizational behavior elective courses
- Recommended to complete prior to enrollment in core required course BSPP 2409

Next term likely to be offered:

- Fall 2016; PT MBA core required courses offered every semester

BOAH 2517: INTERPERSONAL SKILLS FOR MANAGERS

Credits: 1.5

Offering: Summer 1 & 2

Prerequisite(s): None

Description:

This course offers explicit training in interpersonal skills, presenting oneself to others, effective verbal and nonverbal communication, persuasion, and the use of interpersonal resources to become an effective manager and leader.

Next term likely to be offered:

- Summer 2018

BOAH 2532: NEGOTIATIONS, TEAMWORK, AND CHANGE 1

Credits: 1.5

Offering: Immersion

Prerequisite(s): **BOAH 2409 Organizational Behavior**. See 'Special considerations' section for enrollment information.

Description:

This course will introduce you to effective techniques for negotiating and collaborative decision making in dyads, as well as in groups. It will further cover the methods for negotiating, facilitating, and leading change in organizational contexts. This is an experiential course and you will be involved directly in negotiating, leveraging team dynamics, and facilitating change in a range of contexts. These experiences will involve a host of tangible and not-so-tangible outcomes, ranging from monetary terms and conditions to matters of goodwill, trust, and information-sharing. Because this is an experiential course involving collaborative exercises, class attendance is critical and students must commit to attend all parts of the course to obtain course credit.

Special considerations:

- Immersion-format course. This course will be offered on the following dates:
 - May 19, 1-5pm
 - May 20, 9am-5pm
 - May 21, 9am-5pm
- Enrollment is limited and based on degree progress in program.
- Those interested in enrollment should complete the following survey by **March 1st**:
https://pitt.co1.qualtrics.com/jfe/form/SV_9yvjNWTkMsg5Fg9
 - Course rosters will be determined and communicated to students by **March 15th** based on survey results. This turnaround should afford those students not selected for the course an opportunity to enroll into an alternative course with ample time before the onset of the summer semester.
- Students who register for this course should plan to attend all cited class meetings. Those individuals who request to have this course dropped after the official add/drop period, but before the first class meeting, may incur a university fee enforced by the Registrar in order to have the course dropped from their schedules.
 - This scenario applies to immersion courses only; all other Katz courses will follow the traditional add/drop deadline.
- Students must bring the following materials to the first class meeting:
 - A 3-ring binder for materials that will be distributed in class
 - A nominal fee is associated with this course for copyright materials. Checks made payable to the University of Pittsburgh will be collected in class.
- Prerequisite for **BOAH 2537 Conflict Resolution in the Workplace**

Next term likely to be offered:

- Fall 2017

Operations Management

Considerations:

- Students may reference the 'Operations' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.

BQOM 2401: STATISTICAL ANALYSIS: UNCERTAINTY, PREDICTION, & QUALITY IMPROVEMENT –CORE REQUIRED COURSE

Credits: 3

Offering: Full Semester

Prerequisite(s): None. Attendance of a mandatory statistics workshop is required as a part of this course. See 'Special considerations' section.

Description:

This course will provide students with a set of integrated statistical tools and methodologies useful in a managerial environment. The emphasis is on the use of real data for modeling and solving problems in the areas of marketing, finance, human resources and operations management. Topics covered include: data analysis and modeling, estimation, confidence intervals, hypothesis testing, simple and multiple regression, analysis and design of experiments and statistical quality control.

Special considerations:

- Attendance of the statistics workshop is required as a part of this course. The required workshop will be held on **Saturday, April 29; 9am-4pm in Room 104 Mervis Hall**. Registration for the workshop is not required, as the course instructor will have a roster of registered students for the course.
- Prerequisite for BQOM operations elective courses
- Prerequisite for **BFIN Financial Management 1** core required course
- Prerequisite for **BMKT 2031 Marketing Research**

Next term likely to be offered:

- Fall 2017; PT MBA core required courses offered every semester

BQOM 2421: DECISION TECHNOLOGIES IN MANUFACTURING AND OPERATIONS MANAGEMENT – CORE REQUIRED COURSE

Credits: 1.5

Offering: Summer 1

Prerequisite(s): **BQOM 2401 Statistical Analysis**

Description:

This course provides a foundation in the use of decision technologies for solving complex management problems in a variety of functional areas. Over the past decade, the use of computers and the availability of spread sheet-based software have changed the way businesses analyze and evaluate decision alternatives. This course is a combination of management-science/operations research (MS/OR) and operations management (OM) techniques. The objective of this course is to introduce two major MS/OR methodologies, namely, Linear Programming and Simulation, with emphasis on applications. Other topics covered include: Network models including CPM/PERT, Inventory Models, Queueing Systems and Decision Analysis using decision trees.

[Access course syllabus](#)

Special considerations:

- Prerequisite for **BQOM 2523 Process Engineering**
- Prerequisite for **BQOM 2533 Global Supply Chain Management**
- Prerequisite for **BQOM 2546 Project Management Fundamentals and Analytics**
- Prerequisite for **BQOM 2511 Revenue Management and Pricing Analytics**

Next term likely to be offered:

- Fall 2017; PT MBA core required courses offered every term

BQOM 2523: PROCESS ENGINEERING

Credits: 1.5

Offering: Fall 1

Prerequisite(s): **BQOM 2401 Statistical Analysis** and **BQOM 2421 Decision Technologies**. Note: This course and **BQOM 2421 Decision Technologies** may be taken concurrently.

Description:

This course studies the design and engineering of the business processes - the way businesses organize “work” in service as well as manufacturing operations. The interrelationships among design parameters, market/demand variability, and performance measures will be studied. The principles learnt here are critical in engineering and/or reengineering of the business processes in supply chains.

[Access course syllabus](#)

Special Considerations:

- Immersion-format course. This course will be offered on the following dates:
 - May 12, 1-5pm
 - May 13, 9am-5pm
 - May 14, 9am-5pm

Next term likely to be offered:

- Spring 2017

BQOM 2904: PROBLEM SOLVING AND CREATIVITY

Credits: 1.5

Offering: Summer 1

Prerequisite(s): None

Description:

This class is about exposing students to creative ideas and creative people and encouraging them to try a number of creativity methods to enhance their own creativity through study and practice. Many people think that creativity is only about highly intelligent people generating many ideas. We are all creative and just need to have average intelligence to develop this talent. We need to supplement our thinking with innovation, problem solving, and a critical review process. Having a focus, a sense of humor with minimum inhibition but with the responsibility to improve, is a key part of the creative process. We need to learn to improve and change those approaches that have been thought to be the confirmed style of doing things. We need to learn about brainstorming, synectics, morphological analysis and lateral thinking to improve our approach to creativity.

[Access course syllabus](#)

Next term likely to be offered:

- Summer 2018

Strategy, Environment, and Organizations

Considerations:

- Students may reference the 'Strategy' section of the [Academic & Career Advising Guide](#) for a listing of elective course offerings appropriate for various career tracks.

BSEO 2034: SUSTAINABILITY AND CORPORATE RESPONSIBILITY

Credits: 1.5

Offering: Summer 2

Prerequisite(s): None

Description:

This course is for managers who will be faced with the challenges and opportunities provided by environmental, sustainability and governance (ESG) issues. This course will address such topics as managerial approaches to the ESG issues and opportunities that occur across business processes, sustainability and social responsibility as business opportunities, environmental management systems (the 14001 standards), social responsibility guidance (ISO 26000) and reporting, and methods of dealing with stakeholders concerned about the firm's ESG performance. It introduces students to sustainable business management practices and to the role of the private sector in global sustainability development and environmental initiatives. Throughout the course, the emphasis will be on real-world managerial experience and guidance, based on numerous current cases.

Next term likely to be offered:

- Summer 2018

BSEO 2316: BUSINESS LAW

Credits: 3

Offering: Full Semester

Prerequisite(s): None. Please note: Students who have taken **BSEO 2528 Legal Environment of Business 1** are unable to enroll into this course due to content overlap.

Description:

This course provides MBA candidates with legal information that is necessary for effectuating management level responsibilities in today's business environment. This course will enable you to proactively interface with attorneys; strategically implement your business agenda in relation to American law and regulation; and ideas for ways to limit costs and liability within the American court system. Substantive topics of law which are taught during the course include: corporate law, officer and director law, securities law, business forms, litigation, employment law, and oil and gas law.

[Access course syllabus](#)

Special considerations:

- This particular offering of Business Law is specifically designed for MBA students. Other offerings with a similar course title are reserved for other Katz programs, with the course content targeting a separate constituency of students.
- Students who have taken **BSEO 2528 Legal Environment of Business 1** are unable to enroll into this course due to content overlap.

Next term likely to be offered:

- Spring 2018

BSEO 2401: BUSINESS ETHICS AND SOCIAL PERFORMANCE – CORE REQUIRED COURSE

Credits: 1.5

Offering: Summer 2

Prerequisite(s): None

Description:

This course examines concepts, issues, and tools related to the management of ethics and social responsibility in business. Students learn how to recognize and respond to ethical problems, to understand their personal responsibilities as business managers, to evaluate various ethical frameworks, to apply a process of moral decision making to ethical problems, to grasp relationships between ethical behavior and organizational structure and processes, and to manage the ethical and social problems and opportunities arising from organizational, institutional, societal, and global dimensions of the business environment.

[Access course syllabus](#)

Next term likely to be offered:

- Fall 2017; PT MBA core required courses offered ever semester

BSEO 2506: COMPETING IN EMERGING ECONOMIES

Credits: 1.5

Offering: Immersion

Prerequisite(s): None

Description:

This course will introduce students to concepts and frameworks designed to help managers make decisions critical to formulating and implementing global strategies, such as Ghemawat's cage model and 3a global strategy framework, Porter's national diamond model, and Khanna's work on institutional voids. Through a combination of case studies and country overviews, students will analyze specific companies, industries, and countries in order to develop recommendations pertaining to whether, when, and how to enter a particular country, and how to prepare for management challenges associated with implementing a firm's competitive strategy in a new country. The course will specifically introduce students to the opportunities and challenges associated with transferring competitive strategies established in developed markets to emerging economies, such as Brazil, China, India and Russia. Hands-on homework assignments will assure that students become familiar with valuable sources of information on emerging markets.

Special considerations:

- Immersion-format course. This course will be offered on the following dates:
 - June 9, 1-5pm
 - June 10, 9am-5pm
 - June 11, 9am-5pm

Next term likely to be offered:

- Summer 2018

BSEO 2509: BUSINESS AND POLITICS

Credits: 1.5

Offering: Immersion

Prerequisite(s): None

Description:

The financial crisis, international negotiations toward a climate change agreement, and crises in such industries as pharmaceuticals and even toy manufacturing have highlighted the increasing interdependence of business and government, as well as the means by which business gains strategic benefits from government regulation. This course will examine methods and patterns of business influence on government, policy-making on issues affecting business, the performance of regulatory agencies, and the behaviors of groups and trade associations in politics.

The course begins with an extended case study that asks, what caused the current financial crisis that some call "the great recession"? The crisis had multiple, often interacting causes, and involved both public sector and private sector failures. Besides examining the bases of the crisis, we will ask what institutional reforms, and what critical decisions, might have ameliorated the crisis, and might prevent a future crisis.

The course will examine both regulatory failure patterns and the means by which firms gain strategic, competitive advantage through shaping government decisions and programs. In examining techniques of lobbying, the course will focus on the US setting and identify both effective and ineffective methods of lobbying. By the end of the course, students should have obtained a good working knowledge of the US regulatory system, the major instruments of regulation, and the typical interactive patterns of regulators and regulated parties. **Please note: Attendance at all sessions is mandatory in order to get course credit.**

Special considerations:

- Immersion-format course. This course will be offered on the following dates:
 - July 14, 1-5pm
 - July 15, 9am-5pm
 - July 16, 9am-5pm

Next term likely to be offered:

- Fall 2017

BSPP 2409: STRATEGIC MANAGEMENT – CORE REQUIRED COURSE

Credits: 1.5

Offering: Summer 1

Prerequisite(s): **BACC 2401 Financial Accounting** and **BECN 2401 Economic Analysis**. In addition, all students must have completed either **BMKT 2409 Marketing Management** or **BFIN 2409 Financial Management 1**. It is strongly recommended that students complete all of the aforementioned courses prior to enrollment into this course. It is also desirable to have completed **BOAH 2409 Organizational Behavior** prior to enrollment.

Description:

"Strategy," in the context of management, focuses on creating a harmonious relationship between separate units within an organization, and between a firm and its environment. The core Strategic Management course explores this classic concept of strategy and how it can be adapted to today's changing and turbulent environments. While the course adopts the perspective of a general manager (e.g. head of a strategic business unit), it provides critical insight to functional managers who must align their departments' activities with the firm's overall objectives and approach to creating and capturing value (i.e. its competitive strategy).

The Strategic Management course employs a multi-method pedagogy. Students learn a set of perspectives, conceptual frameworks, and tools - drawn from industrial organization economics and the behavioral sciences and sociology, with which to understand the opportunities and challenges involved in developing world-class capabilities for competing effectively in globally-linked economies. Through case studies, we explore how a firm's competitive strategy shapes the way it engages customers, suppliers, competitors, and others comprising its value net. Through project assignments, we investigate how competitive advantage can be quantified using publicly available data. Together, the multiple modes of inquiry will provide insight into why competitive advantage is fundamental to a firm's long-term success; how the various activities in a firm's value chain can contribute to competitive advantage; and why, although industries support many competitive strategies, each firm tends to employ only one at a time.

This 1.5-credit course is designed to provide a solid foundation in Strategic Management for all Katz MBAs, while also serving as an introduction to the discipline for those who will take advanced Strategy courses as part of relevant Certificates.

Special considerations:

- Recommended prerequisite for ***BSPP 2111 Commercializing New Technologies***
- Prerequisite for ***BSPP 2328 The Business of Humanity***

Next term likely to be offered:

- Fall 2017; PT MBA core required courses offered every semester

Independent Study Coursework

An independent study project may be arranged with a faculty member and a student advisor. Projects may range from 1 to 3 credits. Students should reference the [Independent Study section](#) of StudentNet for more information. Projects may be scheduled in the following areas/courses:

- BACC 2060: INDEPENDENT STUDY IN ACCOUNTING**
- BECN 2060: INDEPENDENT STUDY IN MANAGERIAL ECONOMICS**
- BFIN 2060: INDEPENDENT STUDY IN FINANCE**
- BHRM 2060: INDEPENDENT STUDY IN HUMAN RESOURCE MANAGEMENT**
- BIND 2060: INDEPENDENT STUDY IN BUSINESS ADMINISTRATION**
- BIND 2061: INDEPENDENT STUDY IN ENTREPRENEURSHIP/SMALL BUSINESS**
- BIND 2063: INDEPENDENT STUDY IN INTERNATIONAL BUSINESS**
- BMIS 2060: INDEPENDENT STUDY IN INFORMATION SYSTEMS**
- BMKT 2060: INDEPENDENT STUDY IN MARKETING**
- BORG 2060: INDEPENDENT STUDY IN ORGANIZATIONAL BEHAVIOR**
- BQOM 2060: INDEPENDENT STUDY IN QUANTITATIVE METHODS**
- BQOM 2061: INDEPENDENT STUDY IN OPERATIONS MANAGEMENT**
- BSPP 2060: INDEPENDENT STUDY IN STRATEGIC PLANNING**

Immersion Course Dates Summary

The following section summarizes immersion courses scheduled to be offered for Summer 2016. Please see the course descriptions previously cited within this document for information regarding registration and other considerations.

BOAH 2532: NEGOTIATIONS

Credits: 1.5

Meeting dates:

- May 19, 1-5pm
- May 20, 9am-5pm
- May 21, 9am-5pm

BQOM 2523: PROCESS ENGINEERING

Credits: 1.5

Meeting dates:

- May 12, 1-5pm
- May 13, 9am-5pm
- May 14, 9am-5pm

BSEO 2506: COMPETING IN EMERGING ECONOMIES

Credits: 1.5

Meeting dates:

- June 9, 1-5pm
- June 10, 9am-5pm
- June 11, 9am-5pm

BSEO 2509: BUSINESS AND POLITICS

Credits: 1.5

Meeting dates:

- July 14, 1-5pm
- July 15, 9am-5pm
- July 16, 9am-5pm