

Recent Elective Course Descriptions

Course Name	Course Description
Advanced Strategy Analysis	Advanced Strategy Analysis is an elective course on strategy that is designed to serve as a capstone course across the entire MBA program, using strategy to help pull together learning from marketing, finance, management, accounting, operations, and elsewhere in the curriculum. View this class as a "lab" in which to explore and understand how the different functional classes fit together. Students do this by exploring "big" strategic decisions that organizations encounter and shape organizational performance, specifically those that fall into three broad categories – decisions on dealing with other firms (partners, competitors, etc.), decisions on significant resource allocations, and decisions on dealing with success and failure of prior actions. Discussions will use a variety of approaches to in-class interaction, including case discussions, small group work, simulations, experiential exercises, and more traditional readings and (minimal) lectures. In addition, the underlying backbone of the class is a course-long project on one or more specific decisions taken in an organization.
Advanced Topics in Management Communications	The Wall Street Journal once reported that corporate MBA recruiters ranked communication skills as the most important attribute they considered when evaluating applicants. No longer can executives rely on strong technical and analytical skills alone to get them through the day and ensure career advancement. Leaders must not only be able to effectively communicate financial models, analytic results, strategic plans and business forecasts, but be able to do so in a variety of settings, situations and communication channels, while addressing a variety of internal and external audiences. Management Communications is designed for students who seek to improve upon existing communication skills by blending theoretical models for effective persuasion with a practical application of course material in a simulated business environment. The course's "career life cycle" concept encompasses a number of individual and group situations that an employee would face over the course of their career. Students working in any number of fields will find this highly interactive course to be challenging and entertaining as they navigate numerous communication events where assessments of the environment, communication modes, team dynamics and "what's at stake" play a role to a successful outcome. Most importantly, these exercises and lessons will provide students with communication and situation analysis skills they can put into action immediately as they go about their various business and academic related pursuits.
Asian Economies	This course covers the economic development and current structure of various Asian economies. The course covers China, India, Japan, South Korea, Taiwan, Hong Kong and the nations of Southeast Asia belonging to the Association of Southeast Asian Nations (ASEAN). For the last 50 years, the Asian region has been the most impressive in the world in terms of economic growth. The experience of these countries also provides interesting challenges to some of the usual assumptions about how economies and corporations should be organized and governed. When, why and how did these economies succeed? How are they structured today? How does the government interact with the economy in these countries? How do the internal organization of their companies, their corporate governance, and financial markets differ? What future problems will confront these countries and what issues that will be important for students to understand to compete in these markets? What foreign policy challenges does the region face, especially in response to the rise of China, and what impact do they have on business strategy?
Bankruptcy and Reorganization	The practical and theoretical implications of bankruptcy and distressed restructuring are examined in this course. Focus is primarily on corporate form organizations ranging from banks to retail firms to manufacturers. Topics include valuation effects of bankruptcy; workout strategies; the bankruptcy-reorganization process from the viewpoint of different participants; and the implications of bankruptcy for banks, workers, and state and national industrial policy.
Behavioral Finance	The field of Finance has traditionally made assumptions of human rationality in decision making in order to facilitate modeling. However, there remain many anomalies that traditional models struggle to explain; such as, various anomalies in the price of assets (e.g., why low P/E firms outperform the high ones), the wide swings in stock prices – say relative to the more stable dividends shareholders receive, and why managers attempt to keep earnings stable through Earnings Per Share (EPS) manipulation. The field of Behavioral Finance has put forth explanations for these anomalies and others by relaxing the assumption of the completely rational and selfish human. In this course, students will recognize three traits assumed in the traditional economic modes about humans: (1) we are only interested in maximizing our own welfare; (2) models for determining one's utility as a function of one's actions follow perfect mathematical logic; and (3) the cool, calm and collected decision-maker takes actions without emotional bias. Students will find that there are substantial violations of each of these – what behavioral economists call bounded self-interest, bounded rationality and bounded will-power. Thus, humans being aware of them can help themselves in their everyday life as well as in finance, and that they might shed light on some of the anomalies (violations of the hypothesis of market efficiency) that Traditional Finance has had a hard time explaining. Overall, the course will highlight the implications of behavioral economics regarding the efficient market hypothesis (EMH), investment strategies and performance, and various corporate finance decisions such as acquisitions, IPO's, capital structure, etc.
Brand Strategy and Planning	This marketing elective focuses on planning the brand strategy to choose, provide and communicate the brand value. Broadly, the course has four themes: (1) understanding the consumers and competitors and the brand; (2) crafting the brand; (3) measuring the brand; (4) managing the brand. The course takes a customer-centric approach to branding. Questions such as how brands can create differentiated brand experiences, engage and/or inspire their customers will be explored. The course framework is centered around the three major activities common to the brand management and planning process across firms and industries to build and manage brand value: (1) analysis of market information; (2) development of brand strategy; (3) programming of the strategy and implementation of the brand programs.
Business Drivers	This course covers business drivers of a wide range of industries. Having a perspective about how various industries make money is critical whether one analyzes a company for investment, advise its managers, manage its operations, market its products, or choose its capital structure. The course will involve case presentations of various industries and will require active class participation. The course will provide a framework to analyze financial and strategic performance and to identify business drivers. Some EMBA students have taken the course in the past and found the perspective and the framework quite useful.

Business Start-Up Practicum	This course seeks to provide an understanding of business planning techniques that transform ideas into viable commercial businesses. Students will conduct the market, organizational, operational, strategic and financial analyses that are required to produce a venture concept and an actionable business plan. Participants will study firms' business planning efforts as well as create a business plan during the practicum. The course focuses on these principal themes: (1) How do entrepreneurs create business concepts and solve challenges? (2) How does one qualify ideas and strategies in order to effectively select a course of action? (3) How are action-oriented plans structured in order to capture opportunity and mitigate risks?
Cases in Corporate Finance	This course applies concepts and techniques of financial economics to actual situations in the world of corporate finance. This course covers financing decisions, investment decisions, M & A, and financial restructuring. Some of this is explored in international settings. For each class meeting, discussion questions are assigned concerning a case study. These questions and the material in the case are considered for most of the class period.
Collaboration, Conflict, & Negotiation	Collaboration, Conflict, and Negotiation explores the management of conflicts that arise from differences in interests such as goals, priorities or competition for limited resources. It focuses on negotiation as a primary process for settling disputes between individuals and within and between organizations. The course examines and interrelates the key variables in a negotiation, including stakes, power, interdependence, trust, coalitions, communication, time, personal negotiation style and the consistency of a settlement with the firm's business strategy. Simulations are used extensively throughout.
Competitive Strategy in the Marketplace	This is a rigorous, advanced course in competitive strategy set at the level of the business as it faces competitors at the product market level. Students learn how to assess the strategic situation as a military commander would assess a potential battle. They learn how to compete to win – profitably. The course uses lectures and formal case presentations – each student team recommends a strategic action strategy to counterpart teams representing senior managers responsible for approving their recommendation. Topics covered include both the process and content of competitive action and reaction, strategy models, brands as a source of competitive advantage, methods for comparing competitive offers and strategies, issue and decision trees, scenario analysis, competitive signaling, and competitive intelligence. Takes strategic recommendations down to the financial level and uses Monte Carlo analysis to assess risk.
Corporate Governance	Corporate Governance has emerged as one of the more compelling and challenging subjects in business and society. Its importance has increased with the ever-growing power and scope of modern business corporations and has been amply, though not nobly, demonstrated by a distressingly long list of spectacular business failures resulting, in large degree, from poor corporate governance. The purpose of this course is to explore the intersection of corporate governance, corporate leadership, and the law. It will address specific institutional questions: What, exactly, is this "legal fiction" called the Corporation, and how did it arise? What is the benefit to society of publicly traded corporations? What is the role of the board, and specifically how do part-time outsiders effectively govern full-time insiders? What is the relationship among CEO, Board Chairperson, and other Directors, and how do imbalances in these relationships create systemic risk? What are the key mechanisms for maintaining accountability in large organizations? What factors should be considered in setting executive compensation levels, penalties, and incentives? The purview will be broad: though much of the course will address challenges particular to publicly traded corporations. Students will, for purposes of comparison and perspective, give consideration to private corporations, partnerships, and cooperatives. Students will also explore the effects of regulatory changes, such as the Sarbanes-Oxley Act, and related SEC and exchange requirements.
Creativity	Successful business people approach their problems creatively and happy people live their lives as works of art. In this course, students explore the many dimensions of creativity that are important in business and in our own lives. Creativity isn't a mystical quality with which only a special few are endowed. Practical methods to become more flexible, imaginative, and productive thinkers can be learned by anyone, nurtured in others, and harnessed to create new products, uses, designs, theories, strategies, structures, and other solutions of all kinds. Students will define creativity, review the science, and develop their own creative skill set by learning about, experiencing, and experimenting with a wide variety of approaches.
Crisis Management	Effective crisis management is a competitive advantage and a critical attribute of leadership. It isn't the nature of the underlying crisis that determines whether a company emerges with its operations, reputation, and financial condition intact, but rather the nature of the response. This seven-session elective focuses on the business decisions, management processes, and leadership skills necessary to anticipate, plan for, manage through, communicate about, and recover from crises. A key focus of the course is organizational behavior, especially the ways companies in distress and the stakeholders who matter to those companies predictably behave when things go wrong. Another important focus is leadership: how those who lead organizations can maintain the confidence and trust of internal and external stakeholders. The third is strategy: how to navigate a crisis in such a way as to protect long-term business interests and deliver on critical business strategies. The course examines examples of effective and ineffective crisis management, from BP, HP, Home Depot, Netflix, Toyota, and many others. Topics covered include: <ul style="list-style-type: none"> • Defining crises and mobilizing resources in a crisis • Predictable corporate mis-steps in a crisis • How to be forgiven when people have been hurt • Maintaining public support in an era of mistrust • Corporate governance and corporate responsibility • Vulnerability analysis, strategic crisis planning, and crisis prevention • Avoiding mistake chains • Communicating bad news to investors, employees, customers, and regulators • Case studies in effective and ineffective crisis management
Emerging Technology and Business Innovation	This course provides a thorough examination of several key technologies that enable major advances in e-business and other high-tech industries, and explores the new business opportunities that these technologies create. For each of these technologies, it provides an overview of the space corresponding to this class, examines who the major players are, and how they use these technologies. Students then study the underlying technologies; examine the business problems to which they can be applied; and discuss how these problems are solved. Key companies in the spaces created by these technologies are also studied: what these companies do; which technologies they use; how these technologies support their critical applications; and how these companies compete and collaborate among themselves. Moreover, the course examines possible future directions and trends for the technologies being studied; novel applications that they enable; and how high-tech companies can leverage applications of these technologies. This is an advanced course, and it is intended for the students who have already acquired basic knowledge of technical concepts and who want to advance their knowledge of technologies beyond the basics and to further develop an understanding of the dynamics of the spaces associated with these technologies.

Financial Statement Analysis	This course is designed to prepare students to interpret and analyze financial statements effectively. It explores in greater depth financial reporting topics introduced in the core course in financial accounting and also examines additional topics not covered in that course. The viewpoint is that of the user of financial statements. However, students develop sufficient understanding of the concepts and recording procedures to enable them to interpret various disclosures in an informed manner. The class will discuss each financial reporting issue in terms of its effect on assessments of a firm's profitability and risk. Students then apply the analytical tools and concepts in competitor analysis, credit decisions, bankruptcy prediction, and forecasting. This course is designed primarily for students who expect to be active users of financial statements as part of their professional responsibilities.
Financial Service Industry	This course presents a broad overview of the role of investment banking in modern societies. What functions are performed? How are these tasks carried out in competitive and noncompetitive environments? Topics covered include concepts such as origination, syndication, distribution of security issues; pricing of new issues and the management of issues in the after markets; and the role of investment bankers in restructuring industry, financing governments, and facilitating saving and investment. Ethical issues investment bankers must face are considered.
Foundations of Entrepreneurship	This course seeks to explore the many dimensions of new venture creation and growth and to foster innovation and new business formation in independent and corporate settings. The course will integrate both an academic and practitioner view of the challenges facing entrepreneurs and investors involved in entrepreneurial, venture capital and private equity investment activities. The course draws on a variety of disciplines, including management and finance, to develop frameworks and techniques that are needed to plan, start, evaluate and successfully operate ventures.
Futures and Options	This course is a detailed introduction to the field of derivative securities. It examines both "market risk" derivatives -- futures and forwards, swaps, and options -- and the more recent innovation of credit derivatives. The course has a twofold objective. The first is to understand the uses of derivatives in managing risk or in taking on risk exposure. The applications highlight not only the positive benefits of derivatives that have fueled the growth, but also, via case studies, the risks in derivatives that have led to disasters. The second objective is to understand the general principles underlying the pricing and hedging of derivative securities, and to apply these principles to pricing a range of derivatives including forwards, swaps, and options, both plain vanilla and exotic.
Global Banking and Capital Markets	This course deals with the global dimensions of banking in the world's capital markets, comprising businesses that today account for more than half of the revenues of major financial firms. The course addresses global markets in bonds, equities, derivatives, structured finance, loan syndications and project finance, mergers and acquisitions, as well as the buy-side of the market in institutional asset allocation and private wealth management. A parallel objective is to understand competitive and regulatory issues confronting global financial firms in the United States, the United Kingdom, the Euro-zone, and key emerging markets in Asia and Latin America. The course concludes with strategic issues confronting an industry undergoing major, once-in-a-century structural changes - what the future of the industry is likely to be and what it will take to achieve competitive success.
Global Strategy	This course provides an understanding of the cultural, political, competitive, technological, legal, and ethical environment in which multinational firms operate. It surveys a range of tools and techniques of environmental analysis for use in assessing foreign and global conditions, opportunities, and threats. It also focuses on multinational corporate strategy, organization, and management. Students examine the building of strategic capabilities, collaborating across boundaries, developing coordination and control, and managing activities and tasks, as well as challenges of worldwide functional management, geographic subsidiary management, and top-level headquarters management.
Globalization, Open Innovation, and Crowdsourcing: New Ways of Organizing	This course explores new ways in which organizations become innovative and efficient in today's economy by tapping into expertise that exists outside firm's boundaries and its major geographical locations. While neither globalization of work nor involving other firms or customers into a firm's innovation processes is new per se, there is unprecedented growth of these practices in modern organizations enabled by new technological platforms. Yet, the practices of opening up the enterprise through offshoring, outsourcing, and crowdsourcing knowledge work come with certain costs and risks of failure. In this course, students will discuss how to evaluate risks and benefits of such practices by doing qualitative analysis of cases, discussing strategic theories, learning decision making tools, and engaging in real-time crowdsourcing projects. Specific topics covered include: 1) strategic considerations of whether an activity should stay within or outside the firm boundaries; 2) strategic evaluation of geographical locations for a particular type of knowledge work; 3) vendor competencies: how to grow them as a provider and how to evaluate them as a client; 4) when and how to partner for product innovation; 5) how to organize a crowd of customers or experts; 6) contracting with and governing of strategic vendors; 7) enabling innovation in distributed teams. This course is designed to give students a truly multidisciplinary perspective on these issues drawing on theories and practices from international business, strategy, and innovation management.
Innovation and Design	Many firms that have experienced dramatic gains in shareholder value over the last few years (e.g., Google, Apple, Motorola) register innovation as a central driver of their progress. One can argue that innovation, and a culture that inspires and supports innovation, is the only sustainable competitive advantage. A frequent manifestation of recent innovation has been breakthrough design. Design represents a powerful alternative to the dominant management approaches of the last few decades and is an important perspective for leadership to embrace.
Judgment and Decision Making-Management	This class will explore standards for high-quality judgment and decision making, how people may fall short of these standards in systematic ways, and how decision making can be improved. This course has two objectives. First, it will help students better understand the science of how humans make judgments and decisions. Note while this topic is often referred to by a variety of labels including behavioral decision theory, behavioral economics, and judgment and decision making, research conducted under all these labels explores how people make judgments and decisions and all draw from multiple disciplines. The course reviews research on human thinking from social psychology, cognitive psychology, economics, decision science, political science, and organizational behavior. The second objective is to improve the quality of students' own judgments and decisions in both business and everyday life. People are poor intuitive statisticians, meaning that when they "just think" about situations for which some data or casual observations exist, they tend to make serious inferential errors, in turn leading to systematically biased decisions. Students will study some errors that are particularly important for real world problems and look for easy-to-implement solutions. The course's focus will be on how business management and decision making can be improved by an understanding of the psychology of judgment and decision making. Other applications covered in this course include policy design and analysis, negotiation, risk management, financial markets, human resource management, and organization of teams, among others. The course is designed around both lecture materials and applied in class exercises. In a given class session, students can expect any combination of lecture, class discussion, experiential activity, and/or video.

Leadership Models	This course is meant for students who wish to better understand and further develop their innate potential and propensity to lead others. As individuals rise in their careers, they will need multiple and often conflicting constituencies on board to follow their vision. This course will help students hone some of the essential self-reflective skills needed to give form and substance to such vision. It will also be of value to those who wish to have a broad intellectual understanding of the context of leading and the content of leadership.
Managing Change	Contemporary business environments contain challenges that demand an increasing pace, volume and complexity of organizational changes. Most organizations, whether they are entrepreneurial start-ups or long-established Fortune 500 firms, find that they must change or lose competitive advantage. Additionally, senior executives are increasingly responsible for leading large scale change efforts. This course is geared toward deepening students' understanding of the challenges, techniques and opportunities associated with initiating and implementing major changes in an organization. The objective is to prepare managers and leaders, or their consultants and advisers, to meet the challenges of organizational change successfully. Students work through a series of cases and class exercises focused on diagnosing change issues effectively, the perspective of recipients of change, the role of leadership in different change situations and finally, key elements of sustaining change. The course is applicable across a wide range of industries and career choices.
Managing Growing Companies	This course seeks to provide an understanding of the knowledge and skills that are required to manage and grow small-to mid-sized firms. Students study the typical problems and opportunities that confront such organizations and use a variety of disciplines including management, strategy and entrepreneurial finance in order to formulate courses of action based on incomplete information.
Mergers and Acquisitions	This course is designed to take an interdisciplinary approach to understanding the problems of formulating and implementing successful acquisition strategies. The major objectives are (1) to enable students to act as senior advisors to their CEO regarding strategic M&A and shareholder value issues their division or company might confront and (2) to assist students in becoming an informed consumer of just about anything written on M&A success (including pitches by professional services providers). The course will introduce a framework for thinking about acquisitions as a strategic investment where the bottom line is superior shareholder performance. The course will approach acquisitions as a multi-step strategic and organizational process drawing from the fields of strategy, negotiations, finance and organizational behavior.
New Media in Marketing	This course will look to provide a framework for understanding the various technologies impacting the media in the marketplace today - using subjects both ripped from the headlines and grounded in near-term history - as well as provide a structure for assessing the opportunities and challenges of innovations in the 3-5 year time horizon. It is designed to help students become effective marketers in the 21st century. Topics covered will include the digital home, web 2.0, social media, online video, digital advertising, video-on-demand, mobile applications, gaming, sports technologies, and interactive TV.
New Venture Financing	This course focuses on financing high-growth, high-risk entrepreneurial companies, especially start-up and early-stage ventures. Investing in such ventures is characterized by high degrees of uncertainty and complex asymmetries of information between investors and the entrepreneur. Examples include basic questions of trust and fraud; uncertainties surrounding the venture's potential and hence valuation; and agency issues once funding has been provided, giving rise to misalignment of incentives and conflicts of interest. The aim of the course is for students to learn how to make investment decisions in these situations and how to structure the terms of the investment in such a way as to cope with uncertainty and reduce conflicts of interest arising due to asymmetries of information. At the end of the course, students should be able to demonstrate that they can make intelligent investment decisions regarding highly risky entrepreneurial ventures, and can structure investments with a view to incentivizing and motivating the entrepreneur while minimizing the investor's downside risk. If students want to understand how private equity investors such as venture capitalists and entrepreneurs can create value despite high degrees of uncertainty and asymmetries of information, they also need to understand the VC's own incentives and constraints. These are linked to the fund-raising cycle and the structure of a fund. VCs are continually raising new funds and the terms on which they do so influence their behavior. For an entrepreneur, it is critical to understand how. This implies that the course will explore new venture financing from three different perspectives: the entrepreneur's, the venture capitalist's, and that of the investors backing the VC (such as pension funds and college endowments).
Operations Strategy	This course serves as an introduction to Operations Strategy and focuses on the role of Operations as a source of competitive advantage. The coverage of the discipline is very selective: the course concentrates on a small number of powerful themes that have emerged recently as the central building blocks of world-class operations including: (i) capacity planning and efficient resource allocation, (ii) strategic process design for quick-response, flexibility & customization, or total quality management & continuous improvement, (iii) global supply chain management and sourcing, (iv) revenue management, among others. The course also presents a sample of operations management tools and techniques that have been proved extremely useful over the years. The topics are equally relevant in the manufacturing and service sectors. The course approaches operations from the perspective of the general manager, rather than from that of the operations specialist. This class is for anyone interested in (1) operations and supply chain management, (2) general management, and (3) management consulting. The course is also suitable for student's interested in (4) entrepreneurship and (5) private equity management given that operations typically employs the greatest number of employees and manages the largest investments in physical assets.
Political Risk Analysis	As the relevance of political factors has become more apparent to investors, so has the dearth of comprehensive and systematic tools for evaluating political risk. This course focuses on building a solid theoretical foundation to analyze political risk, examine the value of having a structural view for identifying and monitoring political risks, and apply these skills to current, real-world problems. Topics include the impact of political transitions—scheduled and sudden—and transnational geopolitical crises. The course explores state capitalism and other instances where political and economic management converge, as well as longer-term fissures in the global political order and shifting power dynamics. It establishes distinctions between political risks in developed and emerging economies, and highlights best practices for making firm, predictive calls as to a country's risk outlook. This class offers an executive level introduction to political risk, an assessment of the global risk environment, and the basis for determining how politics influences a variety of economic concerns.
Power and Politics	This course considers the way political processes and power structures influence decisions and choices made within and by organizations. It analyzes the sources, distribution and use of influence in relation to resource allocation, organizational change and performance, management succession, procedural justice, policy formulation, and social movements within organizations. It develops skills in diagnosing and using power and politics in organizational settings. A basic assumption underlying the course is that managers need well-developed skills in acquiring and exercising power to be effective. The course is designed to (1) improve students' capacity to diagnose organizational issues in terms of their political dimensions and (2) enhance their effectiveness in their jobs and careers as a result of that improved capacity.

Private Banking & Wealth Management	This is a case-based course intended to provide an in-depth conceptual and practical guide to domestic and international wealth management for high net worth individuals and families. The global market for wealth management has grown rapidly in recent decades and is likely to continue to be one of the most dynamic dimensions of the financial services sector, even as growth shifts location to new areas of wealth accumulation, notably Asia-Pacific, parts of Latin America, Russia and the Middle East. Besides growth, private banking remains one of the most valuable franchises of the global financial services industry, based on key client relationships, creativity in product development, and earnings stability. The course provides valuable frameworks from three distinct perspectives: the wealthy individual, the private banker/client advisor and the wealth management firm.
Quantitative Methods for Financial Models	This course will cover the use of mathematical techniques in determining value and pricing for both fixed income and equity securities. The fixed income portion will include a mathematical treatment of annuities with applications to problems in mortgage refinance and bond pricing. The topics of duration and convexity and its effect on the volatility of fixed income instruments with respect to interest rate movements will be discussed. The equities portion will include a discussion of the principle of arbitrage pricing in both discrete and continuous-time setting. The famous Black-Scholes formula will be discussed along with its adaptations to options on dividend-paying stocks, futures and forward contracts. The course will also include the study of American options and the role of backward induction in pricing such options and exercising them optimally.
Real Estate Primary Markets	This accelerated course focuses on institutional real estate investment, primarily within the U.S. market. It covers real estate property level valuation and risk analysis in the context of four group cases spanning industrial, office, retail and multi-family development. These projects allow graduated skill development over the span of the course, an opportunity to apply financial and property market analysis, hone investment presentation skills, and develop skills and techniques to be an effective investment committee decision-maker. Depending on the level of prior student experience, the presenting "deal team" groups can focus on topics ranging from core market supply / demand forecasting, return sensitivity analysis, debt/equity optimization and/or sponsor/investor deal structuring features. While primarily relevant to those in the real estate equity and debt investment arena, skills and concepts are relevant across investment sectors. Prior real estate investment experience is not required.
Social Media and Digital Marketing	Social and digital media have had a huge impact on core business activities such as new product design, advertising, marketing and sales, and customer service. Some traditional marketing strategies are now completely outdated, others have been deeply transformed, and new digital marketing strategies are continuously emerging based on the unprecedented access to vast amounts of information about products, firms, and consumer behavior. From Twitter to Facebook to Google to Apple, the shared infrastructure of IT-enabled platforms are playing a transformational role in today's digital age. Traditional marketing has always been about the 4Ps. This course will focus on how the digital revolution has transformed the 4Ps, and augmented them with the 5th P of Participation (by consumers). Students will examine best-practices related to the business use of social media and digital marketing. While there will be sufficient attention given to top level strategy used by companies adopting social media and digital marketing, the course will also focus on analytics: how to make organizations more intelligent in how they conduct business in the digital age. Measurement plays a big role in this space. The course will draw examples from a wide range of business transformations over the last few years, including the impact of digital advertising, mobile marketing, social media, user-generated content, crowdfunding, big data analytics, and social networks. The course is complemented by cutting-edge projects and various business consulting assignments that the Professor has been involved in with various companies over the last few years. The objective is to end up with a framework that one will find useful in generalizing across contexts in which these technologies are changing the nature of business.
Topics in Fixed Income	This course is designed to convey a broad understanding of fixed income markets and a basic foundation in pricing and hedging analytics. The first two classes will be dedicated to an institutional overview, including current developments in monetary policy. The third class will cover pricing and hedging basics, with the aid of one case study. The fourth class will discuss a few large and important securities and markets, namely, interest rate swaps, corporates and CDS, and mortgages and MBS, with related regulatory developments. The fifth class will introduce liquidity management, both from the perspective of past disasters and of current practices at large financial institutions.
Valuation	This course covers a broad range of issues in corporate financial management. The course will analyze the core financial decisions made by firms, the investment decision and the financing decision, and will examine their impact on the value of the firm in the financial market. Topics that will be covered are: financial planning and forecasting, project analysis and evaluation, resource allocation within firms, valuing flexibility in investment projects, capital structure policy and cost of capital, payout policy, corporate restructurings and firm valuation. A large emphasis will be placed on the application of the concepts and tools developed in the course to financial decisions made by firms through case analysis and real-world examples. By the end of the course, participants should feel comfortable performing a sound analysis of a variety of corporate decisions, and should have developed a thorough understanding of how analyzing strategic and financial decisions from the perspective of value creation can improve managerial decision-making.