Toughen up:
Because it’s time to go from good to great.
COURSE CATALOG
Academic Year 2014–2015

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ANDREW ANSLEY
PhD in Marketing
and the Journal of Financial Economics. His current research focuses on the internal dynamics of business-to-business relationships and the design of internal control systems.

Arie's research on strategic competition among firms focuses on firms that operate in many markets. His research explains how larger firms can maintain market power even while actually competing. The research also shows why identical firms may seem more productive than local firms, while the converse may be true.

Other research by Arie studies the effect of switching costs on markets and shows that, contrary to conventional wisdom, markets in which consumers suffer a small cost when switching between brands may be less profitable than markets with larger switching costs.

Prior to pursuing his PhD, Arie worked as an R&D engineer and manager in large defense and communication firms.

BS, Computer Science and Philosophy, Tel Aviv University, Israel
MSc, Management Science, Tel Aviv University, Israel
PhD, Information Economics and Strategy, Kellogg School of Management, Northwestern University, Evanston, IL

JAMES A. BRICKLEY
Gleeson Professor of Business Administration, Area Coordinator, Economics & Management Group

Professor Brickley has teaching interests in the economics of organizations, corporate governance and compensation policy, corporate finance, franchising and banking. His papers have been published in the Journal of Business, the Journal of Law and Economics, The Journal of Finance, The Journal of Accounting and Economics, the Journal of Financial Economics, and the Journal of Business Economic Behavior and Organization. His research includes statistics, real estate, health care management, finance, law and labor markets and he has appeared in many academic journals.

Prior to joining the Simon School, Conway was a tenured faculty member at the University of Southern California School of Business and the director of the Casden Real Estate Forecast at the USC Lusk Center for Real Estate. While teaching statistics in the MBA Core, she received USC’s highest teaching honor, the University Associates Award for excellence in teaching. Her previous roles include faculty member at each year only to two of the university’s faculty. Before her USC appointment, she served on the editorial boards of the American Real Estate Society and the Journal of Real Estate Finance and Economics. She has also served on the editorial board of major academic journals including the Journal of the American Statistical Association.

In addition to her research in statistics and financial modeling, she is widely respected for her analysis of real estate markets, residential real estate markets in Southern California. She is frequently interviewed by the national news media for her viewpoints on the real estate markets and within the last couple of years was quoted by The Wall Street Journal, the New York Times, Bloomberg, BusinessWeek, Forbes, the Chicago Tribune, The Los Angeles Times, Los Angeles Business Journal, and Black Enterprise. Conway earned two undergraduate degrees in mathematics, statistics and computer science from the University of Wisconsin–Madison and Master’s degrees in statistics from Stanford University.

GEORGE R. COOK
Faculty Director of MS in Business Administration with a Concentration in Marketing; Executive Professor of Business Administration

Professor Cook’s teaching interests are in the areas of marketing, management, sales management, marketing communications, services marketing, and management information systems. His major research interests are in the areas of organizational psychology and TeleBusiness. He has taught at Boston University, Nazareth College, St. John Fisher College, Roberts Wesleyan College, SUNY Geneseo, Keuka College and Rochester Institute of Technology. He has also held various positions in government in the state of New York, including executive director of the Jackson-Josephine County CETA Program, public transportation planner for the Rogue Valley Council of Governments and analyst for an economic development district.

BS, Economics, University of Oregon
MS, Economics, University of Oregon
PhD, Finance, University of Oregon

DELORES CONWAY
Professor of Real Estate Economics and Statistics

Professor Conway focuses on the Simon School’s planning activities and represents the school in external engagement which includes enhancing corporate relations both domestically and internationally. Her research includes statistics, real estate, health care management, finance, law and labor markets and her papers have appeared in many academic journals.

Prior to joining the Simon School, Conway was the associate director of the Center for Real Estate and Urban Analysis at the University of Southern California and the director of the Casden Real Estate Forecast at the USC Lusk Center for Real Estate. While teaching statistics in the MBA Core, she received USC’s highest teaching honor, the University Associates Award for excellence in teaching. Her previous roles include faculty member at each year only to two of the university’s faculty. Before her USC appointment, she served on the editorial boards of the American Real Estate Society and the Journal of Real Estate Finance and Economics. She has also served on the editorial board of major academic journals including the Journal of the American Statistical Association.

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Conway earned two undergraduate degrees in mathematics, statistics and computer science from the University of Wisconsin–Madison and Master’s degrees in statistics from Stanford University.
Cook was employed by the Ford Division of the First Motor Company for 10 years in various marketing and management assignments both in the automotive and consumer goods businesses and in the Headquarters Marketing Staff.

He recently retired from the Xerox Corporation after 30 years of service in numerous sales, marketing and customer service assignments, including district manager, division manager, industry marketing, general manager, customer services marketing, director of management, service and marketing manager, TeledBusiness.

He has served as a president of the Rochester, NY chapter of the American Marketing Association and was a member of the new business books review board of the Journal of Consumer Marketing. Cook has recently completed a marketing case study on “JOLT, America’s Original Energy Drink” that should be published soon.

He has served as a member of the Business Advisory Council for the John Wiley School of Business at SUNY Geneseo. He was a member of the RIT President’s Speakers Bureau and speaks on the subjects of quality, customer satisfaction, customer service marketing, affluency marketing and telebusiness.

Cook recently coauthored an article in the CEO Marketing Officer Journal, Volume 2, with Paulo Albuquerque, assistant professor of marketing at the Simon School, entitled “The (un) Importance of Marketing and the CMO in the American Auto Industry.”

Cook is currently a board member of the Landmark Society of Western New York Inc. and currently is a board member of Randy Landmark Society of Western New York Inc. (DMG), a nationwide management consulting firm. Mr. Couch has over 30 years of corporate, managerial, financial, or operational difficulties. Through DMG, he has served in various interim executive and/or sales (of equity and assets). The company represents individuals and companies, investment firms, banks, and creditors which are involved in mergers, acquisitions, turnarounds, workouts, restructurings, and bankruptcies in the areas that provide services primarily to companies, investment firms, banks, and creditors which are involved in mergers, acquisitions, turnarounds, workouts, restructurings, and bankruptcies in the areas of management, turnaround, and development. His work was in job shop scheduling and the intersection between quantitative marketing and mathematics journals. He is an Associate Professor of economics at Duke University.

His past work was in job shop scheduling and the intersection between quantitative marketing and mathematics journals. He is an Associate Professor of economics at Duke University.
Simon Business School Course Catalog 2014-2015

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tax function. This included responsibility for global tax planning strategies and working closely and collaboratively with operations and the corporate expat and treasury functions to determine and implement optimal legal, debt, and equity structures, and to maximize after tax cash flows to the parent corporations through dividend planning and other repatriation strategies.

He has also served as Bausch + Lomb’s director of external tax reporting, responsible for the company’s income tax accounting and financial reporting requirements, and as a director in Bausch + Lomb’s corporate treasury department, continuing to work closely with operations and other corporate functions regarding global cash flow strategies, debt compliance, accounting for derivatives and other external reporting requirements, and the minimization of foreign exchange exposures and risks.

Huelse is a Certified Public Accountant licensed in New York State, and was a manager at the public accounting firm of Deloitte prior to his corporate experience. Before joining Simon Business School as a full-time associate professor, his teaching experience included instructing various courses for Deloitte at a firm-wide national training sessions, lecturing in SUNY at Buffalo’s Graduate Tax Certificate Program, and teaching accounting and tax courses at Finger Lakes Community College and the former St. John Fisher Colleges in Taxation program.

GREGG A. JARRELL
Professor of Finance and Economics
Professor Jarrell has been a professor of finance and economics at the Simon School since 1990, where he also was assistant professor from 1977 to 1981. Jarrell served as director of the Simon School’s Managerial Economics Research Center from 1988 to 1990, and as director of the Bradley Policy Research Center from 1990 to 1994. Also, he was the A.T. Kearney Foundation Resident Management Fellow at the Simon School from January to June 1987. In addition, Jarrell was a Research Fellow under Professor George J. Stigler at the University of Chicago’s School of Social and Economic Studies from the early 1980s to 1987, as well as a senior research economist with Lexenceo Inc., a Chicago econometrics consulting firm specializing in Antitrust and Securities litigation from 1983 to 1984.

Jarrell served as the chief economist at the U.S. Securities and Exchange Commission (SEC) from April 1984 to January 1987. Before that, he was a member of the SEC Advisory Committee on Tender Offer Policy from February through July 1983. He has consulted with the Federal Trade Commission and has served as an adjunct professor at Georgetown University School of Law.

Jarrell has published dozens of articles on eco- nomic and finance topics in scholarly academic journals, as well as the popular media, and is an expert in corporate acquisitions, hostile takeover defenses, the economics and regulation of financial markets, financial valuation and risk management, and corporate governance and application. Jarrell frequently serves as an expert witness on financial-economic issues in business litigation, including the valuation of publicly traded securities, securities fraud, contract damages and criminal inside-trading cases.

BS, Business Administration, University of Delaware MBA, Finance and Economics, University of Chicago PhD, Business Economics, University of Chicago

SUDARSHAN JAYARAMAN
Associate Professor of Accounting
Professor Jayaraman has research interests in corporate governance and the effects of accounting information in financial markets. His work on corporate governance has examined how large shareholder discipline manages firms via the threat of exit, and the role that market liquidity plays in the design of executive compensation contracts. He is currently interested in understanding the role of financial institutions and the propagation of shocks between the banking and industrial sectors.

Professor Jayaraman’s publications have appeared in Journal of Accounting & Economics, Journal of Accounting Research, Journal of Finance, Review of Accounting Studies and The Accounting Review. His work is presented not only at academic conferences within the U.S. and around the world, but also at practitioner meetings as the Financial Management Association, Central Bank and the Federal Reserve Bank of New York.

In addition to teaching a PhD seminar, Professor Jayaraman teaches Managerial Accounting in the Masters of Finance and the Executive MBA programs. Prior to joining Simon in 2014, he was at the Olin Business School of Washington University in St. Louis.

MBA, Bentley College, Philadelphia, PA PhD, University of North Carolina, Chapel Hill (Kenan-Flagler)

GARRETT JOHNSON
Assistant Professor of Marketing
Professor Johnson’s research on Internet Marketing and Modern Marketing-Media display advertising. His research uses exper- imental and structural methods to measure ad effectiveness, and understanding the implications of consumer tracking, and quantity consumer demand for ads. Prof. Johnson works with Internet companies—including Facebook and Yahoo!—to answer these questions with Internet MBAs, leading to applied, usable research.

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BS, Mathematics and Computer Science, Hebrew University of Jerusalem
MSc, Computer Science, Hebrew University of Jerusalem

PhD, Finance, Wharton School, University of Pennsylvania

DENNIS KESSLER
Edward J. and Agnes V. Ackley Chair Professor of Economics
Professor Kessler is co-owner of Kessler Restaurant LLC, a Rochester-based restaurant owner and operator of 21 Burger King restaurants. Kessler has 30 years experience in restaurant ownership and operation of diverse franchise concepts including Friendly’s where he was the largest Friendly’s franchise restauran t owner in the country. He has led a number of successful start-ups and is a member of the Council of Advisors for Gerson Lehrman Group, Inc., an international association of academic and industry thought leaders consulting for leading investment professionals worldwide.

Professor Jarrell has research interests in corporate governance and the effects of accounting information in financial markets. His work on corporate governance has examined how large shareholder discipline manages firms via the threat of exit, and the role that market liquidity plays in the design of executive compensation contracts. He is currently interested in understanding the role of financial institutions and the propagation of shocks between the banking and industrial sectors.

Professor Jarrell’s publications have appeared in Journal of Accounting & Economics, Journal of Accounting Research, Journal of Finance, Review of Accounting Studies and The Accounting Review. His work is presented not only at academic conferences within the U.S. and around the world, but also at practitioner meetings as the Financial Management Association, Central Bank and the Federal Reserve Bank of New York.

In addition to teaching a PhD seminar, Professor Jararaman teaches Managerial Accounting in the Masters of Finance and the Executive MBA programs. Prior to joining Simon in 2014, he was at the Olin Business School of Washington University in St. Louis.

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BS, Mathematics and Computer Science, Hebrew University of Jerusalem
MSc, Computer Science, Hebrew University of Jerusalem

PhD, Finance, Wharton School, University of Pennsylvania

LEONARD KOSTOVSKY
Assistant Professor of Finance
Professor Kostovskiy’s main interests are in financial economics. Several of his papers focus on the way that political beliefs and con- nections affect the decisions of financial inves- tors and corporate managers. In addition, he is also conducting research on the fast-growing industry of socially responsible investing and has written about changes in the asset management industry.

AB, Economics, Princeton University MA, Economics, Princeton University PhD, Economics, Princeton University

PHILIP J. LEDERER
Associate Professor of Operations Management
Professor Lederer has research interests in operations management and decision making with economic theory. His current research focuses on three areas: the financial justifica- tion of outsourcing, the role that market share evaluation in operations and competition in network-based industries. His work has appeared in journals such as the Journal of Flexible Manufacturing Systems, the Journal of Manufacturing and Operations Management, Management Decision, Operations Research, Operations Research Letters, Regional Science and Urban Economics and Transportation Science. Lederer is also a fellow of the International Journal of Production Economics and an occasional contributor to the International Journal of Accounting and Economics, Management Sci- ence, Operations Research and the Review of Economic Studies. He is also a former assistant pro- fessor of business administration at the Gordon School of Business at the University of Rochester.

BS, Physics, State University of New York at Stony Brook MS, Applied Mathematics, Northwestern University PhD, Applied Mathematics, Northwestern University

JAEWOU KIM
Assistant Professor of Accounting
Professor Kim’s research interests include financial reporting, auditing, tax avoidance, and corporate investment. He is particularly inter- ested in the impacts of tax from the perspective of auditors and corporate managers. In particular, he has examined the role of accounting for business combinations in explaining the asset growth anomaly, the effect of accounting conservatism on corpo- rate investment, and the effects of CEO career concerns on risk-taking. His teaching interests are in financial and managerial reporting.

Prior to pursuing his PhD, Professor Kim worked as an associate manager in the large life insurance firm in Seoul, South Korea.

BA, Economics, Korea University MBA, Korea Advanced Institute of Science & Technology (KAIST)
PhD, University of Iowa
Economics and the Journal of Marketing Research; marketing journals including Marketing Science
Lovett's research has been published in top
methods for political marketing. Current proj-
these two channels differ in their content and
owned media in building new entertainment
the relative importance of paid, earned, and
mouth. Recent projects in this stream evaluate
sequences of social engagement and word-of-
understand marketing phenomenon. His
Professor Lovett's research develops quan-
PhD, Industrial Administration, Carnegie Mellon
Gamma Sigma.
Professor Lovett's research has focused on issues of pricing,
and information-rich products. His research
Professor Mantena studies economics of digital
MBA, Business Administration, Duke University

RAVINDA N. MANTENA
Clinical Associate Professor of Computer and Information Systems
Professor Mantena studies economics of digital and information-rich products. His research
explores how the increasing information technology content in products alters competi-
tion, strategy and market structure. Recent research has focused on issues of pricing,
product design and entry in converging digi-
tal markets, and also on price and demand
evolution in network industries. In addition, he
also research interests in measurement deci-
sion performance, revenue management and
information economics. Prior to pursuing his PhD
in information systems, Mantena worked as a sales manager for a consumer goods
multinational firm and founded an aquaculture
company in India.

JEANINE MIKLÓS-THÁI
Assistant Professor of Economics and of Marketing
Professor Miklós-Thai's research interests include industrial economics, marketing and
the economics of organizations. She is particu-
larly interested in the impact of marketing deci-
sions on customers' quality perceptions, Mantena
the competitive implications of common contractual
arrangements in the grocery industry, and the
incentive effects of contests.
Miklós-Thai's research has been published or is to appear in the Journal of the European
Economic Association, the International Journal of
Industrial Organisation and Economic Theory.

PETER NICOLA
PhD, Economics, University of Rochester

DAVID J. OLIVEIRI
Executive Professor of Business Administration
Professor Oliveiri has held several executive positions over a 30-year career in publishing
and law.
He most recently served as group vice pres-
ident of legal education for West Group (an
operating arm of Thomson Reuters) and presi-
dent of Foundation Press.
He has held positions as senior vice president
and publisher, vice president of business
development, vice president of product systems,
and general manager/chief operating officer
for various Thomson subsidiaries and operating
groups.
Oliveiri began his career at Lawyers
Cooperative Publishing in Rochester, NY, where
he was a managing editor, and later, an edi-
torial director. He has also served as general
counsel at Theatre Confections Inc. and was
assistant general counsel at TVS O-Ring Bank.
He is a member of the New York State
and Monroe County Bar Associations, Beta Gamma
Sigma, the Scribes Society of Legal Writers, and
the Academy of Legal Studies in Business. He
is licensed to practice law before the courts of
New York State and the Federal Court of the
Western District of New York.
Oliveiri is the author of the revised edition of
Nimmer's Commercial Asset-Based Financing (Thomson/West), 2015. His research interests are in
the areas of law and economics as interrelated disciplines, and in particular how the legal environment affects comparative advantage.

RUDOLF NOVY-MARX
PhD, Business Administration, University of Rochester

ROBERT NOVY-MARX
Lori and Alan S. Zekelman Professor of Finance
Professor Novy-Marx's research focuses pri-
amon on asset pricing, both theoretical and
empirical, though he also works in industrial organization, public finance and real estate.
Novy-Marx has also been a faculty member at
Harvard University, and worked as a research
associate for the Federal Reserve Bank of New York.
He also has research interests in measuring deci-
sion performance, markets for
information, and general management.
Oliveiri has also been a member of the American Economic Association and the
American Finance Association.
He is a member of the New York State
and Monroe County Bar Associations, Beta Gamma
Sigma, the Scribes Society of Legal Writers, and
the Academy of Legal Studies in Business. He
is licensed to practice law before the courts of
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Oliveiri is the author of the revised edition of
Nimmer's Commercial Asset-Based Financing (Thomson/West), 2015. His research interests are in
the areas of law and economics as interrelated disciplines, and in particular how the legal environment affects comparative advantage.

DUNCAN T. MOORE
Visiting Professor for Entrepreneurship, Rudolf and Hilda Kingslake Professor of Electrical Engineering, Professor of Business Administration, and Area Coordinator, Entrepreneurship
Professor Moore serves as provost for entrepreneurship at the University in 2007.
This role is in the Center for Entrepreneurship at the University of Rochester.
From 2001 to 2004, Moore has served as the University of Rochester.
From 2002 until 2004, he served as the
and chief executive of the
In 2002, he served as associate
director in 2002.
He has served as an associate director for
White House Office of Science and Technology Policy, Executive Office of the
President. Moore teaches an entrepreneurship course to a combined class of engineering students
and MBA's.

BS, Physics, University of Maine at Orono MS, Optics, University of Rochester

PAUL PETERSON
Assistant Professor of Finance
Professor Peterson has taught at the Graduate School of Business of
the University of Chicago. During 2005–06, he
taught at the Marshall School of Business, where he re ceived

ANDRÁS MIKLÓS
PhD, Economics, University of Toulouse

RAFAEL RAITH
Professor Raith has worked on pricing strate-
gies in the presence of market uncertainty, the
effects of financial constraints on firms' behav-
ior in product markets, incentive contracting
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MICHAEL A. RAITH
Associate Professor of Economics and Management

Professor Raith has also served as editorial direc-
tor on various editorial boards and has
published several book chapters.
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**ROBERT READY**
Assistant Professor of Finance

Professor Ready’s research interests are in asset pricing, macrofinance, and international finance. His research has been supported primarily on commodity prices. His current projects include studying how changes in production conditions lead to changes in the riskiness of commodity derivatives, and examining the relation between commodity price risk and currency risk.

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

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**HUAHUI RUI**
Assistant Professor of Computers and Information Systems

Professor Rui’s research interests include social media, economics of electronic commerce, health IT, and contract theory. His current research focuses on social media applications in Management Science for 10 years. His professional activities include medical information and research activities include an examination of health care maps for Telemedicine. He also works on Parkinson Disease using special protocols and disorders including Chronic Headaches and other conditions.

PhD, Finance, Econometrics, University of Chicago

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**ABRAHAM SEIDMANN**
Xerox Professor of Computers and Information Systems; and Coordinator, Computers and Information Systems, and Operations Management

Seidmann is the first faculty member at the Simon School, Shaffer has an appointment at Princeton University in the marketing department at Northwestern University's Kellogg School of Management. In addition to his teaching and research duties at the Simon School, Shaffer has an appointment in the School of Management at the University of East Anglia (Norwich, UK). He is also the founder of the Center for Pricing.

MA, Economics, Princeton University
PhD, Economics, Princeton University

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**CLIFFORD W. SMITH JR.**
Louise and Henry Epstein Professor of Business Administration; Professor of Economics and Management and of Marketing

Professor Smith has research interests in the fields of corporate financial policy, derivative contracts based on financial assets, and pricing policies to full-time and part-time MBA students. He has been named to the Teaching Honor Roll numerous times and was awarded the Superior Teaching Award from the MBA classes of 2001 and 2004. Shaffer’s research employs game theoretic methods to examine pricing-related issues in IO and anti-trust economics. His specialty is in the area of vertical restraints, including exclusive dealing, bundling, slotting allowances, market share-based contracts and resale price maintenance.

PhD, Marketing, Harvard University
PhD, Economics, Stanford University
PhD, Business, University of Michigan
ERIN SMITH  
Assistant Professor of Business Administration

Professor Smith earned her doctorate in Finance from the Stern School of Business in 2013. In her dissertation, “Do Shareholders Want Less Governance?”, Smith uses over-50 as a novel instrumental variable that increases the likelihood of passing anti-takeover provisions, finding that such provisions increase shareholder value.

She has been awarded the Best Finance PhD Dissertation in Honor of Stuart Greenbaum by Washington University in St. Louis and the Edward Prize for Best Job Market Paper by New York University, Stern School of Business. Smith will be visiting the Securities and Exchange Commission for most of this academic year and will join the Simon faculty full time in fall 2014.

She earned a BA in Engineering and Economics from Dartmouth College.

TOLEGA TZECAZ  
Associate Professor of Operations Management

Professor Tzečaz has research interests in supply chain and service operations. He studies robust design and control of service systems, such as call centers and health care systems, operating under demand uncertainty. He has won the NSF CAREER award in 2009. His research articles have appeared in Management Science, Operations Research, Math of Operations Research, Annals of Applied Probability and Queueing Systems. Prior to joining Simon School in 2010, he taught courses in Engineering Economy and Decision Making, and Statistical Process Control at University of Illinois at Urbana-Champaign. Before obtaining his PhD, he worked at the UPS Customer Service Center.

BS, Industrial Engineering, Bilkent University, Turkey; MS, Industrial and Systems Engineering, University of Michigan; PhD, Mathematics, Georgia Institute of Technology.

VERA TILSON  
Associate Professor of Operations Management

Professor Tilson’s research interests are in supply chain management, stochastic scheduling and health care operations. Her teaching interests are in production and operations management, management science and business statistics. Previously, she taught operations management at the Weatherhead School of Management at Case Western Reserve University. She has 19 years of industrial experience in the areas of operations research and project management in telecommunications, medical instrumentation, supply chain software and financial services. She has published articles in the European Journal of Operations Research, Mathematical Social Sciences, International Journal of Production Research and the Production and Operations Management Journal.

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

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

Professor Tribunella has served as an auditor for two major public accounting firms. She has published with & Touché and PricewaterhouseCoopers LLP. At those firms, she served clients in the health care industry as well as mid-sized firms. Formerly a Certified Public Accountant, spent over five years in industry as a manager of financial reporting for two different health care companies. Prior to joining the Simon School faculty, she taught a variety of business and accounting courses at various colleges. Tribunella is an interest in accounting and auditing research and has published articles in the ORLA Journal, the Journal of Accounting and Economics Research, Research in Accounting, Math of Operations Research, Annals of Applied Probability and Queueing Systems.

Prior to joining Simon School in 2010, she taught courses in Engineering Economy and Decision Making, and Statistical Process Control at University of Illinois at Urbana-Champaign. Before obtaining his PhD, she worked at the UPS Customer Service Center.

BS, Industrial Engineering, Bilkent University, Turkey; MS, Industrial and Systems Engineering, University of Michigan; PhD, Mathematics, Georgia Institute of Technology.

GERARD J. WEDIG  
Academic Director of Health Care Programs; Associate Professor of Business Administration

Professor Wedig’s research interests involve the application of corporate finance, governance, organizational economics and incentives to the health care industry. He has studied the investment and financing decisions of hospitals and nonprofit entities, incentive payment systems for physicians and hospitals, and a variety of other issues in health economics including the incentive effects of Medicare and Medicaid payment systems on costs, insurance coverage and charity care. His current research focuses on the organizational economics of the managed care industry. Wedig’s publications have appeared in The Journal of Finance, the Journal of the American Medical Association, the Journal of Health Economics, Health Affairs, Medical Care Research and Review and other journals. In addition, he has been the recipient of numerous research grants from the Centers for Medicaid and Medicare Services (formerly HCFA) and the Robert Wood Johnson Foundation.

Wedig teaches courses in organizational economics as well as the corporate finance and governance of health care organizations. He is also a member of the faculty of management institutions including hospitals, HMO’s, physician groups, pharmaceutical firms and consulting firms. He works with the board of directors and senior management of companies to join the Simon School, Wedig taught at Boston University’s School of Management, the University of Indiana, the University of Illinois, Georgia State University, and Indiana University’s Kelley School of Business.

BS (summa cum laude), Economics, Washington University (St. Louis); MA, Accounting, University of Chicago; PhD, Economics, Harvard University.

TOMI N. WHITED  
Michael and Diane Jones Professor of Business Administration and Professor of Finance; Co-Chairperson, PhD Program

Professor Whited was named the first Michael and Diane Jones Professor of Business Administration on February 24, 2009. Previously, Whited was the Kuechenmeister-Bascom Professor at the Wisconsin School of Business at the University of Wisconsin-Madison. She earned a BA from the University of Oregon, majoring in French literature and economics, and a PhD from Princeton University in economics, working with Ben Bernanke. Professor Whited worked at the Federal Reserve Board and was on the faculty of the University of Pennsylvania, Northwestern University, the University of Michigan and the University of Wisconsin before joining the University of Wisconsin in 2003.

Whited has taught in a wide variety of areas in finance, organizational economics and econometrics, both for the undergraduate, MBA and doctoral levels. She has published over 20 articles and twice won a Buffett Prize for one of the top articles in the Journal of Finance in corporate finance. Her research deals primarily with the effects of capital markets on firm capital budgeting decisions. She has also conducted research in the areas of theoretical econometrics, asset pricing, macroeconomics and corporate debt policy. She serves on the editorial boards of the Journal of Financial Economics and the Review of Financial Studies.

BA, French literature and Economics, University of Oregon; MA, Economics, Princeton University.

JOANNA SHUANG WU  
Susanna and Evans Y. Lam Professor of Accounting

Professor Wu gained public accounting experience working for two years as an auditor with Peat Marwick and Mitchell. A certified public accountant, he spent five years at Wamer Lambert engaged in internal auditing, cost accounting, financial analysis and treasury management.

Previously, Whited was the Kuechenmeister-Bascom Professor at the Wisconsin School of Business at the University of Wisconsin-Madison. She earned a BA from the University of Oregon, majoring in French literature and economics, and a PhD from Princeton University in economics, working with Ben Bernanke. Professor Whited worked at the Federal Reserve Board and was on the faculty of the University of Pennsylvania, Northwestern University, the University of Michigan and the University of Wisconsin before joining the University of Wisconsin in 2003.

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BA, French literature and Economics, University of Oregon; MA, Economics, Princeton University.
ELLEN ZUROSKI
Senior Lecturer
Professor Zuroski has teaching and research interests in cross-cultural communication and social media management. Her work in the educational and corporate institutions includes design and implementation of numerous communication and social media management courses and workshops, as well as coordinating translations and editing of marketing, training and instructional publications for companies such as Kodak Company, Glaxo Corporation, Bausch & Lomb, Volvo and Saatchi & Saatchi Ltd. Zuroski has served as a language arts educator for the Canadian Ministry of Education and as a national coordinator for the educational program. She was awarded a Kellogg Foundation Fellowship in International Development for her work in fostering educational and enterprise initiatives among U.S.-Latin American and Caribbean partners.

BA, English Language and American Studies, Cornell University
MS, Education, University of Rochester
PhD (candidate), University of Rochester

THE STAFF
We have an experienced and dedicated staff that support the faculty and students of the Simon School.

Faculty have individually assigned staff who can serve as assistants to the students in course work and research-related matters. The staff offices are located in close proximity to the faculty office for support and effectiveness for the students.

CHRISTOPHER DUNSTAN
Lecturer in Information Systems
Currently Managing Director of TH Business Advisors where he provides Turnaround, M&A, Corporate Development and advisory services and Chairman of LaunchNY, a regional development economic corporation which will host the first worldwide Buffalo Business Plan Competition with $5 million of annual prizes starting in the Fall of 2014. 300 corporate, executive and turnaround management experience in over 10 countries across industries spanning from food production, industrial products, consumer products, information technology, and automotive services, to manufacturing. He was the largest shareholder of a food processor and distribution company. Before that, he was EVP and CFO of Rich Products Corporation, a $3 billion global food manufacturer, EVP and CFO of The People’s Gas Corporation, a public company, where he restored financial stability after the Rigas scandal; SVP and CFO of Sentry Group,

DONALD GOLINI
Lecturer in Entrepreneurship
Mr. Golini is a successful entrepreneur with over 20 years of experience in the development, management and commercialization of new technologies. As founder and president of QED Technologies, Golini took a novel approach to secure funding for new business development, market research and “Smart Marketing” applications for data-driven environments. In recent years he has applied the same entrepreneurial role to help start-ups.

Mr. Golini has 30-year career in leveraging customer knowledge in the creation of business opportunities. He has experience in the database marketing agency of Acxiom Corp, and director of strategic research and planning at the American Society for Quality. He began his career in film and marketing, before a 15 year stint growing and leading a primary market research firm focused on providing entertainment and publishing industries.

BS, Psychology, Denison University
MBA, Finance, Rochester Institute of Technology

HARRY HOWE
Lecturer in Accounting
“I have a particular passion for the Financial Statement Analysis course. It’s the course that tells the finance concentrators where the numbers come from, and where they should be skeptical or critical of the information provided in 10-K’s. It’s the course that tells the accountants how the numbers they produce are going to be used — what matters to the users, and it’s the course that tells the elements of accounting, finance and strategy, together into a whole. I think it’s one of the most important courses that we’ve established in our business curriculum.” Howe has received several awards for teaching, active learning, scholarship and service. He is married to the photographer Lauren Howe, and their two sons are Benjamin (in the U.S. Army) and Christopher (Congressional intern). He holds a B.A. from Brown University and MBA and PhD degrees from Union College.

Mr. Howe has 20 years of experience as an accounting instructor at both graduate and undergraduate levels. He has taught all courses in the financial accounting sequence and, SUNY Geneseo (where he holds the rank of Professor), has co-authored the Financial Statement Analysis course and taught that numerous times. His other teaching assignments have included AS, Strategy, Finance and sections of the Western Humanities course.

Howe’s research has addressed issues in business valuation (his PhD dissertation area), financial reporting for employee stock options and pedagogy. He co-authored two volumes of the BNA Policy and Practices series and a test on IT auditing published by Wiley. His papers and case studies have been widely presented in conference proceedings and have been published in The Journal of Legal Economics, The Journal of Finance, The Financial Executive, Journal of Accountancy, Issues in Accounting Education, The CPA Journal, Simulation and Gaming and other journals.

RICHARD C. INSLACO Lecturer in Finance
Mr. Insalaco is the senior investment officer of the Office of the Rochester Investment Office, which manages and invests the University’s endowment and affiliated funds as well as the University’s operating capital. Mr. Insalaco’s areas of responsibility include multi-strategy hedge funds, private equity, real estate, venture debt, private lending, non-performing loans and environmental credit, as well as investments in the technology and media service industry. He continues active board service with senior Federal Reserve and treasury officials.

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to academia to attend business school.

Mr. Insalaco is a Chartered Financial Analyst (CFA) and a member of the Rochester CFA Society, which represents local municipalities, real estate, insurance industries, the civil justice system. Shanahan has served as a member ofbeta gamma sigma.

Mr. Shanahan is a lawyer admitted to practice in the civil justice system. Shanahan has served on the finance and program committees. He resides in Victor, NY, with his friend, his parents, and their child. He is also a board member of Volunteers of America in Western Pennsylvania and North Carolina. He is also a member of Beta Gamma Sigma.

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Traditional Two-Year MBA Program: Fall Entrance (Fall A - August Start)

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<tr>
<th>FALL MINI - FALL A (5 wks)</th>
<th>FALL QUARTER - FALL C</th>
<th>WINTER</th>
<th>SPRING</th>
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<td><strong>OMG 402</strong> Operations Management&lt;br&gt;Billable Credits: 3 Total Credits: 3</td>
<td><strong>STR 403</strong> Organization and Strategy&lt;br&gt;Billable Credits: 3 Total Credits: 3</td>
<td><strong>FALL</strong>&lt;br&gt;Billable Credits: 3 Total Credits: 3</td>
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<td><strong>MKT 402</strong> Marketing Management&lt;br&gt;Billable Credits: 3 Total Credits: 3</td>
<td><strong>CIS 401</strong> Information Systems for Management&lt;br&gt;Billable Credits: 3 Total Credits: 4</td>
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<td><strong>MGC 402</strong> Communicating Business Decisions II&lt;br&gt;Billable Credits: 0 Total Credits: 1</td>
<td><strong>MGC 403</strong> Communicating Business Decisions III&lt;br&gt;Billable Credits: 0 Total Credits: 1</td>
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<td><strong>FIN 402</strong> Capital Budgeting and Corporate Objectives&lt;br&gt;Billable Credits: 3 Total Credits: 3</td>
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### MBA REQUIREMENTS AND CORE COURSE SEQUENCES

**Full-Time MBA Programs**

To earn the Master of Business Administration degree, a student must complete 67 credit-hours of study (64 credit-hours for part-time study) with a 3.0 grade-point average. Full-time MBA candidates must successfully complete a Communicating Business Decisions course sequence.

The MBA curriculum consists of nine required core courses, plus a Communicating Business Decisions course sequence over three quarters (full-time students only).

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

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

- Accounting and Information Systems
- Business Environment and Public Policy
- Business Systems Consulting
- Competitive and Organizational Strategy
- Strategy and Organizations track
- Pricing track
- Computers and Information Systems
- Corporate Accounting
- Entrepreneurship
- Finance
- Health Sciences Management
- International Management
- Marketing
  - Marketing Strategy track
  - Brand Management track
  - Pricing track
- Operations Management
- Public Accounting

Because of the increasing reliance managers place on information technology, knowledge of and a substantial ability to use computers is integral to the Simon education.

### CAREER COURSES

- ACC 401: Corporate Financial Accounting
- CIS 401: Information Systems for Management
- FIN 402: Capital Budgeting and Corporate Objectives
- GBA 411: Framing and Analyzing Business Problems 1
- GBA 412: Framing and Analyzing Business Problems 2
- MGT 402: Marketing Management
- OMG 402: Operations Management
- STR 401: Managerial Economics
- STR 403: Organization and Strategy
- MGC 401.3: Communication Business Decisions

### Billable Credits

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### Systems and Cost Accounting

- **BBA, Accounting, Niagara University**
- **Certified Public Accountant, New York State License**
- **MBA, Accounting, Rochester Institute of Technology**
- **PhD, Information Science, State University of New York at Albany**

**MARK W. WILSON**

**Lecturer in Entrepreneurship**

Mr. Wilson founded Initiatives Consulting LLC in 1997 to help clients turn technical ideas into new products and companies. Initiatives Consulting has created business plans, marketing support, and road show coaching that has been instrumental in starting six companies, raising several million dollars of seed money, and launching two new medical devices. Since 2004, Wilson has taken nearly 200 teams through an intense workshop to jump-start their technology-based product ideas (see psww-y.org). Over the past three years, Initiatives has been providing outsourced design, development and testing services to a mid-sized company, including a proprietary syringe-product and a device to reduce catheter-related blood stream infections.

Wilson has conducted market and competitive research, recommended pricing strategies and business models and directed sales training and business development endeavors. He has been commissioned for hundreds of conceptual sketches. He has created cartoons, video storyboards and marketing collateral for a variety of technology and product areas.

With diverse roles prior to Initiatives in product design, process engineering, optical tooling, lean manufacturing and automation, Wilson has been involved in the creation and launch of five new medical device platforms currently generating more than $1 billion in annual sales. As a project manager, Wilson has installed over $12 million in capital. He has over eight years engineering management experience leading groups of up to 70 resources and budgets to $3.5 million.

- **BS, Mechanical Engineering, Rensselaer Polytechnic Institute**
- **M.S., Mechanical Engineering, Rensselaer Polytechnic Institute**
### 18 Month Accelerated MBA Program: Winter Entrant

<table>
<thead>
<tr>
<th>WINTER</th>
<th>SPRING</th>
<th>SUMMER</th>
</tr>
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<tbody>
<tr>
<td>GBA 412 Framing and Analyzing Business Problems 2</td>
<td>GBA 411 Framing and Analyzing Business Problems 1</td>
<td>OPTION A STR 403 Organization and Strategy</td>
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<tr>
<td>STR 401 Management Economics</td>
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<td>Billable Credits: 3 Total Credits: 4</td>
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</table>

The 18-month Accelerated MBA Program is designed for students with significant professional experience. The program is structured as follows:

- **Winter Entrant:**
  - GBA 412: Framing and Analyzing Business Problems 2 (Billable Credits: 3, Total Credits: 4)
  - GBA 411: Framing and Analyzing Business Problems 1 (Billable Credits: 3, Total Credits: 4)
  - STR 401: Management Economics (Billable Credits: 3, Total Credits: 4)

- **Spring Entrant:**
  - Mkt 402: Marketing Management (Billable Credits: 3, Total Credits: 4)
  - CIS 401: Information Systems for Management (Billable Credits: 3, Total Credits: 4)

- **Summer Entrant:**
  - OPTION A: STR 403: Organization and Strategy (Billable Credits: 3, Total Credits: 3)

Billable Credits: 3 Total Credits: 3

### PART-TIME FLEXIBLE MBA CORE-COURSE OFFERINGS

The Part-Time MBA degree requires 64 hours of study and a total of 20 classes (nine core required courses and 11 electives). As a part-time MBA student, you may take up to two courses a quarter. While the minimum time of completion is two and a half years, the average length to complete the program has been three and a half years. Part-time students have up to seven years, from the start of their first class to the end of their last class, to complete the degree requirements.

<table>
<thead>
<tr>
<th>MBA CORE COURSE OFFERINGS</th>
<th>FALL C QUARTER</th>
<th>WINTER QUARTER</th>
<th>SPRING QUARTER</th>
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<td>ACC 401: Corporate Financial Accounting</td>
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<td>STR 401: Managerial Economics</td>
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</table>

*Immigration regulations require enrollment of international students for at least one full academic year (three quarters) before eligibility is granted with the United States for paid, off-campus employment, including an internship. Participation in Simon's English Language and US Culture (ELUSC) Program is one option that may fulfill this particular requirement and requires approval by the Admissions Committee.

The study grids contained in this book are current for the 2014-2015 academic year. While it is not expected that any billable credits will change for the 2015-2016 academic year, the arrangement of courses is subject to change.

The study grids contained in this book are current for the 2014-2015 academic year. While it is not expected that any billable credits will change for the 2015-2016 academic year, the arrangement of courses is subject to change.
The Simon Accelerated Professional MBA (PMBA) is a part-time evening program distinguished by its class-cohort system and accelerated pace. Students attend nine core courses together in a structured sequence of two classes per quarter, subsequently selecting 11 electives required to complete desired degree concentrations. Textbooks for core courses are included in tuition fees. Additional events and services are designed exclusively for program participants. With the PMBA course schedule, working professionals can earn a graduate business degree in approximately two and a half years. The same concentration in Business Systems Consulting offers a cutting-edge, highly-focused program designed to equip students with the skills and experience necessary to excel in the business systems consulting enterprise. While students will be exposed to a variety of career possibilities during the course of their studies, most students are likely to assume a position in the business systems practice of one of the major consulting firms. Required core courses, plus six other courses. At least four must be selected from this list:

**ACC 411. Accounting for Management and Control**
**ACC 411. Financial Statement Analysis**
**ACC 412. Auditing II—Auditing and Information Systems**
**ACC 413. The Economics of Information Management**
**ACC 415. Business Process Analysis and Design**
**ACC 416. Advanced Information Technology**

The other two may be selected from this list:

**ACC 417. Auditing**
**ACC 418. Taxes and Business Strategy**
**ACC 419. Post-acquisition Research**
**ACC 421. Financial Reporting I**
**ACC 422. Financial Reporting II**
**ACC 431. International Financial Statement Analysis**
**CIS 446. Financial Information Systems**
**CIS 512. Advanced Topics in Database Design**
**FIN 413. Corporate Finance**

**BUSINESS ENVIRONMENT AND PUBLIC POLICY (BPP)**

(4 courses)

Business success requires an understanding of the economic environment in which a firm operates. The Business Environment and Public Policy concentration provides the skills required to achieve this understanding. Required core courses, plus four other courses. At least two of the four must be selected from this list:

**BPP 426. Macroeconomics**
**BPP 431. Legal and Tax Considerations of New Ventures (ENT 431)**
**BPP 440. Evolving Medical Markets (HSM 440)**
**BPP 442. International Economics and Finance (FIN 442)**
**FIN 430. Financial Institutions**

The other two may be selected from this list:

**STR 422. Game Theory for Managers**
**STR 423. Pricing Policies (MKT 414)**
**STR 424. Human Resource Strategy**
**STR 425. Organization of Industry and Markets**
**STR 426. Property Rights and the Law**

**BUSINESS SYSTEMS CONSULTING**

(5 courses)

The Simon School concentration in Business Systems Consulting offers a cutting-edge, highly-focused program designed to equip students with the skills and experience necessary to excel in the business systems consulting enterprise. While students will be exposed to a variety of career possibilities during the course of their studies, most students are likely to assume a position in the business systems practice of one of the major consulting firms. Required core courses, plus:

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

plus either

**CIS 411. Business Process Analysis and Design**

or

**OMG 415. Process Improvement**

Three other electives must be selected from the following list:

**ACC 438. Auditing II—Auditing and Information Systems**
**CIS 416. Advanced Information Technology**

**BUSINESS ENVIRONMENT AND PUBLIC POLICY (BPP)**

(4 courses)

Business success requires an understanding of the economic environment in which a firm operates. The Business Environment and Public Policy concentration provides the skills required to achieve this understanding. Required core courses, plus four other courses. At least two of the four must be selected from this list:

**BPP 426. Macroeconomics**
**BPP 431. Legal and Tax Considerations of New Ventures (ENT 431)**
**BPP 440. Evolving Medical Markets (HSM 440)**
**BPP 442. International Economics and Finance (FIN 442)**
**FIN 430. Financial Institutions**

The other two may be selected from this list:

**STR 422. Game Theory for Managers**
**STR 423. Pricing Policies (MKT 414)**
**STR 424. Human Resource Strategy**
**STR 425. Organization of Industry and Markets**
**STR 426. Property Rights and the Law**

**SPECIAL CONCENTRATIONS**

(5 courses)

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

Skills offered by the STR curriculum will develop the student’s ability to identify the root causes of business problems and sources of new opportunities. The student will respond to these problems and opportunities with innovative solutions and strategies based upon the School’s economics-based approach to management. The concentration builds particular interest to those seeking careers in consulting, general management or industry analysis, as well as those seeking an integrative complement to concentrations in other functional areas. Particular emphasis goes to developing the student’s capacity to deal with unstructured business situations. Required core courses and STR 421. Must complete a minimum of four additional courses in the STR area:

**STR 422. Game Theory for Managers**
**STR 423. Pricing Policies (MKT 414)**
**STR 424. Human Resource Strategy**
**STR 425. Organizational Behavior**
**STR 426. Advanced Competitive Strategy**
Pricing Track

(6 courses)
The Pricing Track is offered for those students who desire a state-of-the-art training in pricing and for those interested in pursuing a career in pricing. The track resides within both the Competitive and Organizational Strategy and the Marketing concentrations and leverages our School’s strengths in economics and marketing analytics.

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

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

1. **Required core courses, plus:**
   - ENTR 424. Functional Strategy
   - ENTR 423. New Venture Development and Entrepreneurship (GBA 423)
   - ENTR 424. Projects in Entrepreneurship (GBA 424)
   - ENTR 425. Management of Corporate Information Systems
   - ENTR 426. Corporate Governance

2. **Two additional courses selected from the list below:**
   - STR 420. Corporate Strategy
   - STR 421. Competitive Strategy
   - STR 422. Game Theory for Managers
   - STR 439. Advanced Pricing

COMPUTERS AND INFORMATION SYSTEMS (CIS)

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

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

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

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

Required core courses, plus:

- CIS 420. The Economics of Information Management

ENTREPRENEURSHIP (ENT)

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

Required core courses, plus:

- FIN 423. Corporate Finance
- FIN 424. Financial Reporting I
- FIN 425. Technical Entrepreneurship
- ENTR 424. Projects in Entrepreneurship (GBA 424)
- ENTR 425. Management of Corporate Information Systems

FINANCE (FIN)

(5 courses)
The Simon School is best known for its research and scholarship in the area of finance. This concentration provides students with state-of-the-art techniques for financial analysis. Students learn to formulate and solve important corporate finance problems and to obtain information from the many databases on financial markets.

Required core courses, plus:

- FIN 411. Investments
- FIN 413. Corporate Finance
- FIN 414. Financial Statement Analysis
- FIN 415. Financial Reporting I
- FIN 416. Financial Reporting II
- FIN 433. Cases in Finance
- FIN 434. Corporate Finance and Control
- FIN 435. Investment Banking and Financial Markets
- FIN 436. Financial Management
- FIN 437. Financial Risk Management

CIS 415. Business Process Analysis and Control

At least one of:

- CIS 415. Business Process Analysis and Control
- CIS 416. Advanced Information Technology

Two additional courses selected from the following list:

- ACC 438. Auditing II—Auditing and Information Systems
- STR 461. Strategy and Business Consulting

One or more of:

- HSM 420. Federal Income Taxation
- HSM 421. Corporate and Business Taxation
- ENTR 424. Projects in Entrepreneurship (GBA 424)
- STR 421. Competitive Strategy

INTERNATIONAL MANAGEMENT

The International Management concentration gives students opportunities to apply various disciplines to international markets. Differences in legal environments, currencies and work-place practices among countries provide both challenges and problems for businesses operating in the global marketplace.

One of two options will satisfy the concentra-
tion. The required courses include one required course and three electives.

The International Management Exchange option includes one required course, one elective and one term (minimum of six credits) in an approved International Exchange Program.

INTERNATIONAL MANAGEMENT (ITL)

(4 courses)

Required core courses, plus:

- FIN 442. International Economics and Finance
- STR 421. Competitive Strategy
- STR 422. Game Theory for Managers

Three additional courses selected from the list:

- ENTR 424. Projects in Entrepreneurship (GBA 424)
- STR 421. Competitive Strategy
- STR 422. Game Theory for Managers
consulting. Specialized programs are offered to students interested in brand management. In addition, many students have combined marketing with another discipline to round out their education. Popular combinations include marketing/finance, marketing/operations management, and marketing/electronic commerce. The Marketing curriculum emphasizes the integration of applications with theory. Applications are introduced via cases, experiential exercises, guest speakers and projects. Elective courses provide opportunities to pursue specific interests in marketing.

The Marketing concentration requirements consist of the required core courses and electives chosen to satisfy the additional requirements of one of the following three tracks—the Marketing Strategy track, the Brand Management track, or the Pricing track—specified below.

**MARKETING STRATEGY TRACK**

(5 courses)

The Marketing Strategy track emphasizes the use of marketing principles for developing and implementing a firm’s product-market strategies in the marketplace. Students in the Marketing Strategy track must take MKT 442 (Marketing Research), along with four elective courses from the following list. At least two of those electives must be from Group A.

**Group A**

MKT 441. Pricing Policies (STR 423)
MKT 442. New Product Strategy
MKT 443. Advertising Strategy
MKT 445. Channels Strategy

**PRICING TRACK**

(6 courses)

The Pricing track is offered for those students who desire a state-of-the-art training in pricing and for those interested in pursuing a career in pricing. The track resides within both the Competitive and Organizational Strategy and the Marketing concentrations and leverages our School’s strengths in economics and marketing analytics.

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

- STR 423. Pricing Policies (MKT 418)
- B2B Pricing (MKT 438)
- Advanced Pricing (MKT 439)

**BRAND MANAGEMENT TRACK**

(5 courses)

For those students wishing to become brand/product managers in either the consumer or industrial products markets or in financial services, a unique Brand Management Track is offered.

Participation in the program requires taking MKT 442 (Marketing Research), MKT 441 (Brand Management) and choosing three courses out of:

- MKT 441. Pricing Policies (STR 423)
- MKT 432. New Product Strategy
- MKT 433. Advertising Strategy
- MKT 445. Channels Strategy
- MKT 448. Brand Strategy

A student completing these courses satisfies the requirements for both the Competitive and Organizational Strategy and the Marketing concentrations.

**OPERATIONS MANAGEMENT**

(4 courses)

Operations Management is concerned with the management of a firm’s physical, financial and human resources with the objective of producing, distributing and selling goods and services. Operations Management has become increasingly important due to renewed interest in productivity and the utilization of operations for competitive advantage.

Required core courses, plus four out of the following:

- OMG 411. Supply Chain Management
- OMG 412. Service Management
- OMG 413. International Manufacturing and Service Strategy
- OMG 415. Process Improvement
- OMG 416. Project Management
- CIS 415. Business Process Analysis and Design

*Experience has shown that students pursuing a career in Operations Management benefit from taking additional courses such as STR 424 (Human Resource Strategy) or STR 427 (Organizational Behavior).*

**PUBLIC ACCOUNTING (CPA)**

(13 courses)*

The Public Accounting concentration offers courses needed toward the requirements for the Uniform Certified Public Accounting (CPA) examination in New York and other states. Assuming that students have met certain undergraduate prerequisite requirements, this program has been designated by the New York State Department of Education and the New York State Board of Examiners in Accountancy as satisfying the requirements for the Uniform CPA examination. Students who complete the program will be advised of the additional courses that do not satisfy all the assumed prerequisites.

By fulfilling the Public Accounting concentration requirements, students will also fulfill the Finance concentration requirements and the Corporate Accounting concentration requirements.

- This concentration requires 13 electives, 11 of which are included in the requirement for the full-time MBA. The first two courses necessary to complete this concentration are offered free of charge.
- **MGC 401–3.** Communicating Business Decisions (Modules I, II, and III)

The Marketing concentration at the Simon School prepares MBA students for these challenges. Alumni with an interest in marketing, research and services, a unique Brand Management Track is offered.

Participation in the program requires taking MKT 442 (Marketing Research), MKT 441 (Brand Management) and choosing three courses out of:

- MKT 441. Pricing Policies (STR 423)
- MKT 432. New Product Strategy
- MKT 433. Advertising Strategy
- MKT 445. Channels Strategy
- MKT 448. Brand Strategy

A student completing these courses satisfies the requirements for both the Competitive and Organizational Strategy and the Marketing concentrations.

**OPERATIONS MANAGEMENT**

(4 courses)

Operations Management is concerned with the management of a firm’s physical, financial and human resources with the objective of producing, distributing and selling goods and services. Operations Management has become increasingly important due to renewed interest in productivity and the utilization of operations for competitive advantage.

Required core courses, plus four out of the following:

- OMG 411. Supply Chain Management
- OMG 412. Service Management
- OMG 413. International Manufacturing and Service Strategy
- OMG 415. Process Improvement
- OMG 416. Project Management
- CIS 415. Business Process Analysis and Design

*Experience has shown that students pursuing a career in Operations Management benefit from taking additional courses such as STR 424 (Human Resource Strategy) or STR 427 (Organizational Behavior).*

**PUBLIC ACCOUNTING (CPA)**

(13 courses)*

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By fulfilling the Public Accounting concentration requirements, students will also fulfill the Finance concentration requirements and the Corporate Accounting concentration requirements.

- This concentration requires 13 electives, 11 of which are included in the requirement for the full-time MBA. The first two courses necessary to complete this concentration are offered free of charge.
- **MGC 401–3.** Communicating Business Decisions (Modules I, II, and III)
**MASTER OF SCIENCE PROGRAMS**

**MASTER OF SCIENCE IN ACCOUNTANCY**

Focused Graduate Training in Accountancy

The Master of Science in Accountancy program is designed for students who hold a bachelor’s degree in business, economics or accounting and seek to pursue Certified Public Accounting (CPA) licensure. New York State, as well as most other states, has adopted a 150 credit hour educational requirement which can be satisfied with a combination of undergraduate and graduate courses. The courses listed below are those which are required for the MS in Accountancy degree. Assuming that students can meet certain undergraduate prerequisites requirements this program has been designated by the New York State Education Department as fulfilling the 150 credit hour requirements for professional education programs in public accounting.

**MS in Accountancy (Fall Mini - Fall A : August Start)**

<table>
<thead>
<tr>
<th>FALL MINI - FALL A (5 wks)</th>
<th>FALL QUARTER - FALL C</th>
<th>WINTER</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
</tr>
<tr>
<td>ACC 436 (E) Research Into Professional Accounting Standards</td>
<td>ACC 419 (E) Positive Accounting Research</td>
<td>ACC 411 (E) Financial Statement Analysis</td>
<td>ACC 423 Auditing</td>
</tr>
<tr>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
</tr>
<tr>
<td>ACC 437 (E) Auditing</td>
<td>ACC 420 (E) Auditing and Information Systems</td>
<td>ACC 411 (E) Financial Statement Analysis</td>
<td>ACC 424 Financial Reporting II</td>
</tr>
<tr>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>ACC 410 Corporate Financial Accounting</td>
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<tr>
<td>Elective* Billable Credits: 3 Total Credits: 3</td>
<td>Elective* Billable Credits: 3 Total Credits: 3</td>
<td>Elective* Billable Credits: 3 Total Credits: 3</td>
<td>Elective* Billable Credits: 3 Total Credits: 3</td>
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<td>Billable Credits: 0 Total Credits: 1</td>
<td>Billable Credits: 0 Total Credits: 1</td>
<td>Billable Credits: 0 Total Credits: 1</td>
</tr>
</tbody>
</table>

Fall A + Fall C Billable Credit Hours: 13-16 Fall A + Fall C Total Credit Hours: 15-16

Winter Billable Credit Hours: 9-12 Winter Total Credit Hours: 12

Spring Billable Credit Hours: 9 Spring Total Credit Hours: 12

Degree Billable Credit Hours: 35-37 Degree Total Credit Hours: 33-39

* MS Accountancy students are required to take one business and one accounting/business elective during their program of study. The accounting/business elective is dependent on the student’s undergraduate studies. Students will be advised during orientation as to what their particular elective requirements are. For any academic questions regarding MS Accountancy, please contact Professor Heidi Tribunella.

(E) - Evening Class

(MS) - Master’s Level

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**MASTER OF SCIENCE IN FINANCE**

The Master of Science in Finance is available as follows for full-time study:

Program Requirements (without a prior MBA)

The MS requires the completion of 46 credit hours. There are eight required core classes plus the Communicating Business Decisions course sequence and six additional courses which must be chosen from available electives. Students who study on a full-time basis complete the program in 11 months, beginning in August each year. A 3.0 grade point average is required for graduation.

**Components of the Program**

- **Required courses:**
  - ACC 401 - Corporate Financial Accounting
  - ACC 411 - Financial Statement Analysis
  - FIN 402 - Capital Budgeting and Corporate Objectives
  - FIN 411 - Investments
  - FIN 413 - Corporate Finance
  - FIN 448 - Fixed-Income Securities

- **Elective courses:**
  - ACC 401 - Corporate Financial Accounting
  - ACC 411 - Financial Statement Analysis
  - FIN 402 - Capital Budgeting and Corporate Objectives
  - FIN 411 - Investments
  - FIN 413 - Corporate Finance
  - FIN 448 - Fixed-Income Securities

**Degree Billable Credit Hours:** 43

Degree Total Credit Hours: 46

* Allowed for non-matriculated students (max of 2 courses)

**Required for all full-time students only**

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**MS in Finance (Fall Mini - Fall A : August Start)**

<table>
<thead>
<tr>
<th>FALL MINI - FALL A (5 wks)</th>
<th>FALL QUARTER - FALL C</th>
<th>WINTER</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>GBA 461 (MS) Core Economics for MS Students</td>
<td>ACC 401 (MS) Financial Statement Analysis</td>
<td>ACC 411 (MS) Investments</td>
<td>Take 4 out of:</td>
</tr>
<tr>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>ACC 410 (MS) Accounting for Management and Control</td>
</tr>
<tr>
<td>ACC 462 (MS) Core Statistics for MS Students</td>
<td>ACC 401 (MS) Corporate Financial Accounting</td>
<td>ACC 404 (MS) Financial Reporting II</td>
<td>FIN 442 (E) or BPP 426 International Economic and Finance or Macroeconomics</td>
</tr>
<tr>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>ACC 410 (MS) Corporate Financial Accounting</td>
<td>FIN 444 (MS) or FIN 441B (MS) Entrepreneurial Finance or Private Equity</td>
</tr>
<tr>
<td>FIN 402 (MS) Capital Budgeting and Corporate Objectives</td>
<td>FIN 413 (MS) Corporate Finance</td>
<td>FIN 448 (MS) Fixed Income Securities</td>
<td>CIRS 418 (MS) Advanced Business Modeling</td>
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<tr>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>Billable Credits: 3 Total Credits: 3</td>
<td>FIN 430 (MS) Financial Institutions</td>
</tr>
<tr>
<td>Elective* Billable Credits: 3 Total Credits: 3</td>
<td>Elective* Billable Credits: 3 Total Credits: 3</td>
<td>Elective* Billable Credits: 3 Total Credits: 3</td>
<td>FIN 434 (E) Investment and Trading Strategies</td>
</tr>
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<td>Billable Credits: 0 Total Credits: 1</td>
<td>Billable Credits: 0 Total Credits: 1</td>
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Fall A + Fall C Billable Credit Hours: 13-16 Fall A + Fall C Total Credit Hours: 15-16

Winter Billable Credit Hours: 9-12 Winter Total Credit Hours: 12

Spring Billable Credit Hours: 9 Spring Total Credit Hours: 12

Degree Billable Credit Hours: 35-37 Degree Total Credit Hours: 33-39

* Required for all full-time and part-time students

** Required for all full-time students only
## MAStER oF SCiENCE iN MANAGEMENT

The program requires completion of 12 classes plus the Communicating Business Decisions course sequence. Nine of these are required core courses that cover the principles of finance, accounting, marketing, operations, information systems, managerial economics and data-driven managerial decision making. The three remaining classes are electives that students can choose according to their interest. A student pursuing the Master of Science in Management on a full-time basis completes the program in eleven months. Part-time scheduling opportunities are also available. A 3.0 grade point average is required for graduation.

Program Requirements includes nine core courses (below) plus the Communicating Business Decisions course sequence:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC 401</td>
<td>Corporate Financial Accounting</td>
</tr>
<tr>
<td>CIS 401</td>
<td>Information Systems for Management</td>
</tr>
<tr>
<td>FIN 404</td>
<td>Capital Budgeting and Corporate Objectives</td>
</tr>
<tr>
<td>GBA 411</td>
<td>Framing and Analyzing Business Problems I</td>
</tr>
<tr>
<td>GBA 461</td>
<td>Core Economics for MS Students</td>
</tr>
<tr>
<td>GBA 462</td>
<td>Core Statistics for MS Students</td>
</tr>
<tr>
<td>Mkt 402</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>OMG 402</td>
<td>Operations Management</td>
</tr>
<tr>
<td>STR 403</td>
<td>Organization and Strategy</td>
</tr>
</tbody>
</table>

MG 401.3 ** Communicating Business Decisions (Modules I, II and III)

Choose one of the following plus two of any evening or MS section electives:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>FIN 411</td>
<td>(MS) Investments</td>
</tr>
<tr>
<td>FIN 413</td>
<td>(MS) Corporate Finance</td>
</tr>
<tr>
<td>Mkt 414</td>
<td>Pricing Policies (STR 423)</td>
</tr>
<tr>
<td>GBA 444</td>
<td>FAC Business Project</td>
</tr>
</tbody>
</table>

### Part-time students

Part-time students are required to complete 12 courses, substituting GBA 461, GBA 463, and GBA 462, with the following courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>GBA 411</td>
<td>Framing and Analyzing Business Problems II</td>
</tr>
<tr>
<td>STR 401</td>
<td>Managerial Economics</td>
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<tr>
<td>STR 421</td>
<td>Competitive Strategy</td>
</tr>
</tbody>
</table>

### MS in Management (Fall Mini - August Start)

<table>
<thead>
<tr>
<th>Session</th>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL MINI - FALL A (5 wks)</td>
<td>GBA 461 (MS)</td>
<td>Core Economics for MS Students</td>
</tr>
<tr>
<td>BILLABLE CREDITS</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TOTAL CREDITS</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

| FALL QUARTER - FALL C | GBA 401 (E) | Framing and Analyzing Business Problems I |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 4 |

| SPRING | GBA 402 (E) | Operations Management |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 4 |

| FALL MINI - FALL A (5 wks) | GBA 462 (MS) | Core Statistics for MS Students |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| FALL QUARTER - FALL C | Mkt 402 | Marketing Management |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| SPRING | STR 403 | Organization and Strategy |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| FALL MINI - FALL A (5 wks) | FIN 402 (MS) | Capital Budgeting and Corporate Objectives |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| FALL QUARTER - FALL C | Elective |
| BILLABLE CREDITS | 6 |
| TOTAL CREDITS | 6 |

| SPRING | CIS 401 (E) | Information Systems for Management |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 4 |

| FALL MINI - FALL A (5 wks) | CMC Programming |
| BILLABLE CREDITS | 1 |
| TOTAL CREDITS | 1 |

| FALL QUARTER - FALL C | MGC 402 | Communicating Business Decisions II |
| BILLABLE CREDITS | 0 |
| TOTAL CREDITS | 1 |

| SPRING | Spring Billable Credit Hours: 9 |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| FALL MINI - FALL A (5 wks) | Degree Total Credit Hours: 42 |
| BILLABLE CREDITS | 19 |
| TOTAL CREDITS | 20 |

| FALL QUARTER - FALL C | Winter Billable Credit Hours: 9 |
| BILLABLE CREDITS | 12 |
| TOTAL CREDITS | 12 |

| SPRING | Spring Billable Credit Hours: 9 |
| BILLABLE CREDITS | 15 |
| TOTAL CREDITS | 15 |

| FALL MINI - FALL A (5 wks) | Degree Total Credit Hours: 37 |
| BILLABLE CREDITS | 16 |
| TOTAL CREDITS | 17 |

| FALL QUARTER - FALL C | Winter Billable Credit Hours: 12 |
| BILLABLE CREDITS | 15 |
| TOTAL CREDITS | 15 |

| SPRING | Spring Billable Credit Hours: 10 |
| BILLABLE CREDITS | 16 |
| TOTAL CREDITS | 16 |

### MASTER oF SCiENCE iN BUSINESS ADMINISTRATION WITH A CONCENTRATION iN BUSINESS ANALYTICS

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

### MS BA: Business Analytics (Fall Mini - August Start)

<table>
<thead>
<tr>
<th>Session</th>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>FALL MINI - FALL A (5 wks)</td>
<td>GBA 461 (MS)</td>
<td>Core Economics for MS Students</td>
</tr>
<tr>
<td>BILLABLE CREDITS</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TOTAL CREDITS</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

| FALL QUARTER - FALL C | Mkt 402 | Marketing Management |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| SPRING | GBA 462 (MS) | Core Statistics for MS Students |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| FALL MINI - FALL A (5 wks) | ACC 401 (MS) | Corporate Financial Accounting |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 4 |

| FALL QUARTER - FALL C | GBA 461 (E) | Operations Management |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| SPRING | GBA 462 (E) | Core Economics for MS Students |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| FALL MINI - FALL A (5 wks) | CIS 401 (MS) | Information Systems for Management |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| FALL QUARTER - FALL C | Elective |
| BILLABLE CREDITS | 6 |
| TOTAL CREDITS | 6 |

| SPRING | CIS 417 | Intro to Business Analytics |
| BILLABLE CREDITS | 3 |
| TOTAL CREDITS | 3 |

| FALL MINI - FALL A (5 wks) | CMC Programming |
| BILLABLE CREDITS | 1 |
| TOTAL CREDITS | 1 |

| FALL QUARTER - FALL C | MGC 402 | Communicating Business Decisions III |
| BILLABLE CREDITS | 0 |
| TOTAL CREDITS | 1 |

| SPRING | MGC 403 | Communicating Business Decisions III |
| BILLABLE CREDITS | 0 |
| TOTAL CREDITS | 1 |

| FALL MINI - FALL A (5 wks) | Degree Billable Credit Hours: 37 |
| BILLABLE CREDITS | 16 |
| TOTAL CREDITS | 17 |

| FALL QUARTER - FALL C | Winter Billable Credit Hours: 12 |
| BILLABLE CREDITS | 15 |
| TOTAL CREDITS | 15 |

| SPRING | Degree Total Credit Hours: 41 - 42 |
| BILLABLE CREDITS | 16 |
| TOTAL CREDITS | 16 |
The Simon School’s one-year, full-time Master of Science in Business Administration with a concentration in Health Care Management offers students the grounding in business issues that lead to a successful career in the health-care industry. Students take core classes in business analytics, finance, accounting, and economics, as well as health-care specific classes in a variety of areas. The program offers students a choice of two elective tracks: the health-care technology and supply management track, and the financing and health-care delivery track. Students are welcome to design their own elective track from the list of available electives. The health-care technology and supply management track focuses on operations, IT, marketing, and entrepreneurship. The financing and health-care delivery track looks at administration, core classes in a variety of areas.


**Plus one elective from the list of electives**

**The concentration appeals to professionals committed to careers in information systems and who need management expertise. The program emphasizes both management principles and an understanding of the modern technical aspects of information systems in an organization.**

The concentration is offered on a full-time and part-time basis and requires the completion of a minimum of eight required courses and four electives, plus the Communicating Business Decisions course sequence. Students who study on a full-time basis complete the program in nine months beginning in the fall. A 3.0 grade point average is required for graduation.

**Required for all full-time and part-time students**

**Required for all full-time students only**

**The core curriculum includes:**

- ACC 401. Corporate Financial Accounting
- CIS 401. Information Systems for Management
- CIS 415. The Economics of Information Management
- CIS 415. Business Process Analysis and Design
- CIS 440. Electronic Commerce Strategy
- FIN 402. Corporate Financial Accounting
- OMG 402. Operations Management
- OMG 412. Service Management
- MGC 401. Communicating Business Decisions I
- MGC 402. Communicating Business Decisions II
- MGC 403. Communicating Business Decisions III

**Which follows:**

- OMG 411. Supply Chain Management
- OMG 413. Operations Strategy
- STR 403. Organization and Strategy

**E.** Evening Class **MS.** Master’s Level

The study grids contained in this book are current for the 2014-2015 academic year. While it is not expected that any billable credits will change for the 2015-2016 academic year, the arrangement of courses is subject to change.

**MGC 401 Communicating Business Decisions I**

<table>
<thead>
<tr>
<th>FALL MINI - FALL A (5 wks)</th>
<th>FALL QUARTER - FALL C</th>
<th>WINTER</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>GBA 461 (MS) Core Economics for MS Students</td>
<td>ACC 401 (MS) Corporate Financial Accounting</td>
<td>Elective</td>
<td>Elective</td>
</tr>
<tr>
<td>Bitwise Credits: 3</td>
<td>Total Credits: 3</td>
<td>Bitwise Credits: 3</td>
<td>Total Credits: 3</td>
</tr>
<tr>
<td>GBA 462 (MS) Core Statistics for MS Students</td>
<td>HSM 437 Managing Health Care Operations</td>
<td>Elective</td>
<td>Elective</td>
</tr>
<tr>
<td>Bitwise Credits: 3</td>
<td>Total Credits: 3</td>
<td>Bitwise Credits: 3</td>
<td>Total Credits: 3</td>
</tr>
<tr>
<td>FIN 402 (MS) Capital Budgeting and Corporate Objectives</td>
<td>HSM 455 Practicum in Medical Management</td>
<td>Elective</td>
<td>Elective</td>
</tr>
<tr>
<td>Bitwise Credits: 3</td>
<td>Total Credits: 3</td>
<td>Bitwise Credits: 3</td>
<td>Total Credits: 3</td>
</tr>
<tr>
<td>CMC Programming</td>
<td>MGC 401 Communicating Business Decisions I</td>
<td>Elective</td>
<td>Elective</td>
</tr>
<tr>
<td>Bitwise Credits: 3</td>
<td>Total Credits: 3</td>
<td>Bitwise Credits: 3</td>
<td>Total Credits: 3</td>
</tr>
<tr>
<td>MGC 402 Communicating Business Decisions II</td>
<td>Elective</td>
<td>Elective</td>
<td>Elective</td>
</tr>
<tr>
<td>Bitwise Credits: 0</td>
<td>Total Credits: 1</td>
<td>Bitwise Credits: 0</td>
<td>Total Credits: 1</td>
</tr>
<tr>
<td>MGC 403 Communicating Business Decisions III</td>
<td>Elective</td>
<td>Elective</td>
<td>Elective</td>
</tr>
<tr>
<td>Bitwise Credits: 0</td>
<td>Total Credits: 1</td>
<td>Bitwise Credits: 0</td>
<td>Total Credits: 1</td>
</tr>
<tr>
<td>Fall A + Fall B Total Billable Credit Hours: 19</td>
<td>Fall A + Fall B Total Billable Credit Hours: 20</td>
<td>Winter Total Billable Credit Hours: 10 - 11</td>
<td>Winter Total Billable Credit Hours: 10 - 11</td>
</tr>
<tr>
<td>Degree Billable Credit Hours: 37</td>
<td>Degree Total Credit Hours: 40 - 41</td>
<td></td>
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</tr>
</tbody>
</table>
**MBA concentrations in marketing**

The Simon School’s one-year master’s program in marketing is designed to equip students with the skills and experience necessary to excel in marketing jobs in a competitive environment. The programs are tailored to fit the needs of students who are likely to take a job related to one of the program’s three main emphases: marketing research, consumer insights, and account management.

Students take eight classes during the regular academic year, and three elective options in the Spring quarter plus the Communicating Business Decisions course sequence. A 3.0 grade point average is required for graduation. Students take the following courses to complete their degree.

**MS BA: Marketing (Fall Mini - August Start)**

<table>
<thead>
<tr>
<th>Summer</th>
<th>Fall Mini - Fall A (5 weeks)</th>
<th>Fall Quarter - Fall C</th>
<th>Winter</th>
<th>Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Economics for MS Students</td>
<td>GBA 461 (MS)</td>
<td>CIS 401 (E) Information Systems for Management</td>
<td>OMG 411 (E) Manufacturing Management</td>
<td></td>
</tr>
<tr>
<td>Core Statistics for MS Students</td>
<td>GBA 462 (MS)</td>
<td>OMG 412 (E) Service Management</td>
<td>OMG 415 (E) Process Management</td>
<td></td>
</tr>
<tr>
<td>Capital Budgeting and Corporate Objectives</td>
<td>FIN 402 (MS)</td>
<td>OMG 413 (E) Operations Strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electives</td>
<td>Electives</td>
<td>Electives</td>
<td>Electives</td>
<td></td>
</tr>
</tbody>
</table>

**Masters of Science in Business Administration with a Concentration in Marketing**

The Simon School’s one-year master’s program in marketing is designed to equip students with the skills and experience necessary to excel in marketing jobs in a competitive environment. The programs are tailored to fit the needs of students who are likely to take a job related to one of the program’s three main emphases: marketing research, consumer insights, and account management.

Students take eight classes during the regular academic year, and three elective options in the Spring quarter plus the Communicating Business Decisions course sequence. A 3.0 grade point average is required for graduation. Students take the following courses to complete their degree.

**MS MBA: Marketing (Fall Mini - August Start)**

<table>
<thead>
<tr>
<th>Summer</th>
<th>Fall Mini - Fall A (5 weeks)</th>
<th>Fall Quarter - Fall C</th>
<th>Winter</th>
<th>Spring</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Economics for MS Students</td>
<td>GBA 461 (MS)</td>
<td>CIS 401 (E) Information Systems for Management</td>
<td>OMG 411 (E) Manufacturing Management</td>
<td></td>
</tr>
<tr>
<td>Core Statistics for MS Students</td>
<td>GBA 462 (MS)</td>
<td>OMG 412 (E) Service Management</td>
<td>OMG 415 (E) Process Management</td>
<td></td>
</tr>
<tr>
<td>Capital Budgeting and Corporate Objectives</td>
<td>FIN 402 (MS)</td>
<td>OMG 413 (E) Operations Strategy</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electives</td>
<td>Electives</td>
<td>Electives</td>
<td>Electives</td>
<td></td>
</tr>
</tbody>
</table>

The study grids contained in this book are current for the 2014-2015 academic year. While it is not expected that any billable credits will change for the 2015-2016 academic year, the arrangement of courses is subject to change.
**MASTER OF SCIENCE IN BUSINESS ADMINISTRATION WITH A CONCENTRATION IN MEDICAL MANAGEMENT**

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

**Curriculum**
The curriculum is designed around four core areas of management that are especially relevant to health care:
- Development of marketing and business plans
- Quantifying strategy through financial analysis
- Implementing strategy by efficiently managing operations; and
- Building efficient organizations for the long run, through intelligent work design, performance measurement and employee incentives.

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

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

<table>
<thead>
<tr>
<th>FALL QUARTER</th>
<th>WINTER QUARTER</th>
<th>SPRING QUARTER</th>
<th>SUMMER QUARTER</th>
<th>FALL QUARTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSM 450 Medical Management</td>
<td>HSM 425 Managerial Accounting</td>
<td>HSM 437/OMG 437 Managing Health</td>
<td>HSM 455 Practicum in Medical</td>
<td>HSM 450 Medical</td>
</tr>
<tr>
<td>Economics, Accounting, and</td>
<td>for Health Care Organizations</td>
<td>Care Operations</td>
<td>Management</td>
<td>Economics, Accounting, and</td>
</tr>
<tr>
<td>Financial Primer</td>
<td></td>
<td></td>
<td></td>
<td>Financial Primer</td>
</tr>
<tr>
<td>HSM 451 Health Care Marketing</td>
<td>HSM 452 Health Care Accounting</td>
<td>HSM 453 Health Care Operations</td>
<td>HSM 456 Practicum in Medical</td>
<td></td>
</tr>
<tr>
<td>and Business Plan</td>
<td>and Finance</td>
<td></td>
<td>Management</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**MS BA: Pricing (Fall Mini - August Start)**

<table>
<thead>
<tr>
<th>FALL MINI - FALL A (5 wks)</th>
<th>FALL QUARTER - FALL C</th>
<th>WINTER</th>
<th>SPRING</th>
</tr>
</thead>
<tbody>
<tr>
<td>GBA 461* Core Economics</td>
<td>GBA 462* Core Statistics</td>
<td></td>
<td>GBA 463 Pricing Policies (STR 423)</td>
</tr>
<tr>
<td>for MS Students</td>
<td>for MS Students</td>
<td></td>
<td>for Pricing</td>
</tr>
<tr>
<td>Billable Credits: 3</td>
<td>Billable Credits: 3</td>
<td></td>
<td>Billable Credits: 3</td>
</tr>
<tr>
<td>Total Credits: 3</td>
<td>Total Credits: 3</td>
<td></td>
<td>Total Credits: 3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MGC 401</td>
<td>Billable Credits: 1</td>
<td>Billable Credits: 0</td>
<td>Billable Credits: 0</td>
</tr>
<tr>
<td>Communications</td>
<td>Total Credits: 1</td>
<td>Total Credits: 1</td>
<td>Total Credits: 1</td>
</tr>
<tr>
<td>Business I</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Degree Billable Credit Hours: 34**

**Degree Total Credit Hours: 36**

*Required for all full-time and part-time students

**Advanced for non-matriculated students (max of 2 courses)**

This table is for illustrative purposes only. The layout of courses over the year will be affected by the scheduling of courses. Part-time students are encouraged to take STR 401, GBA 461, GBA 462, and MKT 402 before other courses in the study plan.

The study grids contained in this book are current for the 2014-2015 academic year. While it is not expected that any billable credits will change for the 2015-2016 academic year, the arrangement of courses is subject to change.

**MASTER OF SCIENCE IN BUSINESS ADMINISTRATION WITH A CONCENTRATION IN PRICING**

The Master of Science in Business Administration degree with a concentration in pricing is designed to prepare students for a variety of pricing positions. By drawing on core material from economics, strategy, data analysis, and marketing, students learn the skills necessary for pricing analysis, bid response, and other pricing support positions. The coursework provides students with state-of-the-art frameworks and best practices for analysis of pricing situations and an introduction to the common methodologies and tools used in industry.

Students take ten required courses, two electives plus the Communicating Decision Sequence.

**Required courses:**
- GBA 412 Framing and Analyzing Business Problems 1
- GBA 412 Framing and Analyzing Business Problems 2
- GBA 461 Core Economics for MS Student
- GBA 461 Core Economics for MS Student
- GBA 462 Core Statistics for MS Students
- MKT 402 Marketing Management
- MKT 412 Marketing Research
- Mkt 414 Pricing Policies (STR 423)
- MKT 436 Marketing Analytics
- MKT 438 B2B Pricing (STR 423)
- MKT 439 Advanced Pricing (STR 439)
- STR 422 Game Theory for Managers
- MRT 440 Practicum in Pricing
- MGC 401-3 Communicating Business Decisions

Plus 1 elective from the following:
- ACC 410 Accounting for Management and Control
- GBA 435 Negotiation Theory and Practice: Bargaining for Value (EKT 435)
- STR 421 Competitive Strategy

Part-time students are required to complete 40 credits substituting GBA 461 and GBA 462 with the following required courses:
- GBA 412 Framing and Analyzing Business Problems 1
- STR 401 Managerial Economics

**Sequence.**

Electives plus the Communicating Decision Sequence.

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

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

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

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

For application information, contact:
John Hansen
Associate Dean for Admissions
University of Rochester
School of Medicine and Dentistry
501 Elmwood Avenue
Box 606A
Rochester, NY 14642-8603
(585) 275-4606
E-mail: john.hansen@urmc.rochester.edu

Rebekah Lewin
Assistant Dean for Admissions and Student Engagement
Simon School of Business
305 Schoellkopf Hall
Rochester, NY 14627-0105
(585) 275-3533
E-mail: rebekah.lewin@simon.rochester.edu

THE 3-2 PROGRAM

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

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

TECHNICAL ENTREPRENEURSHIP AND MANAGEMENT (TEAM) MS PROGRAM

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

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

Requirements include:
• Three core management courses in the Simon School (one of which is a business plan development course)
• Three technical courses
• One additional course: either a technical class or a business elective
• A capstone practicum

To be considered for this program, students must take either the GRE or GMAT exam.

The master of science degree will be conferred by the Hajim School and the Simon School.

For application information, contact:
Andrea Galati
Executive Director
University of Rochester
Center for Entrepreneurship
1-219 Simon Hall
Box 270360
Rochester, NY 14627-0360
(585) 276-3500
E-mail: andrea.galati@rochester.edu
Website: www.rochester.edu/team

CORP COOPERATIVE RESIDENCY EXPERIENCES

The Cooperative Program will allow students to work a six-month paid internship supervised by a senior manager, which enhances the learning of students toward their career goals. This co-op, due to its duration, will allow students to gain significant experience and ability to utilize classroom lessons in a work setting. All stu- dents must complete a proposal indicating the sponsor of the program, the duties associated with the co-op and the benefits the student will receive toward his or her intended career path. The student must also submit a plan of study to the Simon School Academic Dean for Faculty and Research who will review the student's academic standing and will ensure that the stu- dent can graduate on time. Students must meet with the Career Management Center for further information and to determine eligibility.

I ACCOUNTING

Charles E. Wesley, Area Coordinator
MASTER’S LEVEL COURSES

ACCO. 401, CORPORATE FINANCIAL ACCOUNTING
Credit—four hours
Corporate financial accounting is concerned with the form and content of the information firms disclose to external parties (e.g., share- holders). In the United States, financial report- ing is based on generally accepted account- ing principles (GAAP) set by the Financial Accounting Standards Board (FASB). GAAP define the accounting methods and disclosure practices that firms select from when provid- ing financial statements to external parties. This course covers these principles and other important principles and practices. The primary focus of the course is developing the skills required to interpret financial statements. Upon completion of the course, students will appreciate how financial accounting information is used in con- tracts between parties (e.g., lenders and the firm) and to evaluate a firm’s past performance and potential future performance.

ACCO. 410, ACCOUNTING FOR MANAGEMENT AND CONTROL
By using the balance sheet, income statement, and statement of cash flows, the course examines the relationship between decision making and control in organizations, the organization and its function, the role of the internal auditor, and compilation and review reports are discussed.
Prerequisite: ACC 401.

ACCO. 418, TAXES AND BUSINESS STRATEGY
The objective of this course is to help students develop the tools required to iden- tify, understand and evaluate tax-planning opportunities and to develop a framework for understanding how taxes affect business decisions. Effective tax planning requires the planner to consider the tax implications of a proposed transaction for all parties to the transaction. Effective tax planning requires the planner, in making investment and financ- ing decisions, to consider not only explicit taxes (tax dollars paid directly to taxing authorities), but also implicit taxes (taxes paid indirectly in the form of lost before-tax rates of return on tax-favored investments). Effective tax planning requires the planner to recognize that taxes represent only one among many business opportuni- ties and to develop a framework for understanding the internal auditor, and compilation and review reports are discussed.
Prerequisite: ACC 401.

ACCO. 419, POSITIVE ACCOUNTING RESEARCH
This course is designed for MBA students con- cerned with accounting and students in the Master of Science in Accounting program. The primary objective of the course is to introduce students to recent academic research on the role of financial accounting information in capital markets. This objective is accomplished by exposing students to current academic research on the relation- ship between accounting numbers and stock prices, the debt contracting and executive compensa- tion contracting roles of accountability, and the role of the internal auditor, and compilation and review reports are discussed.
Prerequisite: ACC 401 and FIN 402.

For course information, contact:
Andrea Galati
Executive Director
University of Rochester
Center for Entrepreneurship
1-219 Simon Hall
Box 270360
Rochester, NY 14627-0360
(585) 276-3500
E-mail: andrea.galati@rochester.edu
Website: www.rochester.edu/team

All courses under the quarter system carry three hours of credit, unless otherwise indi- cated. A few exceptions are MCG courses, MKT 501 (Worldwide Marketing), and 501 Quantitative Methods Colloquium; the one-credit-hour labs required for ACC 401 (Corporate Financial Accounting), GBA 411 (Framing and Analyzing Business Problems 1), CIS 420 (Information Systems for Manage- ment), STR 401 (Managerial Economics). Also, courses offered jointly with the University of Rochester’s Department of Economics or Statistics and the School of Medicine and Dental vary in credit hours.

Faculty whose biographies appear in the Administration and Faculty sections teach courses in the MBA program on a regular basis. The faculty described in this guide teach over 90 percent of all 400-level and 500-level Simon courses.

In addition, one or two faculty members are vis- itors from other institutions. Carefully selected Simon School doctoral students teach a small number of graduate courses, typically summer offerings. Such students assume all of the responsibilities of regular faculty instructors. Executives from corporate and local business owners, also serve as an additional faculty resource at the School for selected mas- ter’s-level courses.

A course schedule showing offerings, times and instructors for each quarter is available from the Registrar’s Office prior to the start of each quarter.

The Simon School offers programs that allow students to receive a first-rate business educa-

Simon Business School Course Catalog 2014-2015

Simon Business School Course Catalog 2014-2015

Simon Business School Course Catalog 2014-2015
ACC 424. FINANCIAL REPORTING II

This course addresses the accounting for mergers and acquisitions, foreign operations and derivative financial instruments. Emphasis is placed on developing an appreciation of the forces shaping accounting, including the effects of organizational arrangements, information and taxes. The dependency of the accounting methods, organizational structure and tax decisions are investigated.

Prerequisites: ACC 401 and FIN 402

ACC 431. INTERNATIONAL FINANCIAL STATEMENT ANALYSIS

The objective of this course is to prepare students for the analysis of financial statements in an international context. Cross-border transactions is an increasingly important component of business. Consequently, corporate financial statements are used in increasingly international settings by shareholders, lenders, creditors, managers, employees, suppliers, customers and governments. Because the course aims to develop skills in international financial analysis, it adopts a case format. The course addresses the economic and political determinants of: 1) similarities in accounting practices among countries; 2) differences in accounting practices among countries; 3) similarities and differences in the properties of reported accounting numbers among countries; and the strong trend toward reducing differences in accounting practices among countries.

Prerequisites: ACC 401 and FIN 402

ACC 433. ADVANCED BUSINESS LAW AND ETHICS

(Same as BPP 433)

A continuation of BPP 432, which is a prerequisite. Topics include: bankruptcy, real property, personal property, sales, secured transactions, negotiable instruments, insurance, trusts and estates and consumer protection. This course also includes discussions of ethics and professional responsibilities.

ACC 434. RESEARCH INTO PROFESSIONAL ACCOUNTING STANDARDS

This course will cover the conceptual framework for standard setting established by the Financial Accounting Standards Board (FASB). It will also review how to research financial accounting and reporting issues using the FASB Accounting Standards Codification. The research of financial accounting and reporting issues will be applied to professional accounting decisions in financial reporting, disclosure and other accounting decision-making. In addition, a comparison of US Generally Accepted Accounting Principles (US GAAP) and International Financial Reporting Standards (IFRS) will be included. The course concludes with a review of the impact of governmental and not-for-profit accounting standards on financial reporting.

Prerequisites: ACC 401, ACC 423 and FIN 402

ACC 437. BASIC FEDERAL INCOME TAX ACCOUNTING

This course will introduce the federal tax system in the United States and will focus on specific characteristics of federal tax code. It will provide an overview of individual, partnership, corporate, gift and estate tax issues. Detailed topics will include, but are not limited to, gross income, adjustments for gross income, deductions from adjusted gross income, exclusions, capital gains and losses, transactions between partners, Subchapter S corporations, gift and estate tax. Students are required to complete and submit a case study. Students are required to circulate a brief set of questions to the other class participants in advance of the meeting. Grading will be based on the quality of students' contributions to the in-class discussion and participation in the actual workshops.

ACC 501. SEMINAR IN ACCOUNTING

(Offered each quarter, 1 credit.) First-year PhD students are graded on a P/F basis. Second-year and later students receive a letter grade. A forum for the presentation, discussion and critique of current accounting research papers where accounting faculty, PhD students and outside presenters present working papers on current research topics. Students are expected to actively participate in the discussion and critique of the papers presented. In weeks when accounting workshops/seminars are scheduled, accounting PhD students will meet as a group with a member of the accounting faculty before the seminar to discuss the paper. Since such meetings are designed to facilitate students' active participation in the seminars, students are required to circulate a brief set of comments to the other class participants in advance of the meeting. Grading will be based on the quality of students' contributions to the in-class discussions as well as their contributions and participation in the actual workshops.

ACC 510. ACCOUNTING RESEARCH I

(Offered Fall Quarter, 3 credits.)

This course turns the focus from aggregate accounting earnings (which is studied in ACC 510), to the components of earnings, accruals and cash flow. Given the central role of accruals in the measurement of accounting earnings, the initial focus of the course is on the fundamental properties of accruals and the importance of accruals to earnings. Central to this focus is the lead/lag relation between security returns and the contemporaneous earnings/return relation, accounting regulation, the use of accounting-based measures of the cost of capital and the ethical consequences of fraudulent financial reporting and the effects of accounting restatements.

Prerequisites: ACC 500 and ACC 519

ACC 512. ADVANCED TOPICS IN ACCOUNTING RESEARCH

(Offered Spring Quarter and alternates with ACC 513, 3 credits.)

This course covers advanced topics in accounting research including: 1) the role of accounting numbers in debt contracts and lending agreements, the role of accounting numbers in executive compensation contracts and corporate governance, the economic consequences of accounting regulation, the use of accounting-based measures of the cost of capital and the ethical consequences of fraudulent financial reporting.

Prerequisites: ACC 500, 3 credits.

ACC 513: CONTEMPORARY TOPICS IN ACCOUNTING RESEARCH

(Offered Spring Quarter and alternates with ACC 512, 3 credits.)

This course covers topics including value relevance, accounting-based valuation models, earnings quality, the impact of earnings and accrual quality on firm valuation, the impact of real activity management on firm performance, market efficiency with respect to accounting numbers, the economic consequences of fraudulent financial reporting and the effects of accounting restatements.

Prerequisites: ACC 500 and ACC 519

ACC 514. MANAGERIAL ACCOUNTING FOR HEALTH CARE ORGANIZATIONS

(Same as HSM 425)

Costs for health services continue to rise faster than overall economic growth, drawing ever greater attention from employers, governments and consumers. The front line of the cost battle is within the health services entities, where decision making depends on accurate reporting of internal costs. This cost will allow the student to understand how costs are reported and how to use this information to make decisions within the health services entity. The following topics will be examined within a health services setting: cost allocation, cost-volume-pricing analysis, budgeting and variance analysis, and activity-based costing.

PHD COURSES

ACC 511. ACCOUNTING RESEARCH II

(Offered Winter Quarter, 3 credits.)

This course turns the focus from aggregate accounting earnings (which is studied in ACC 510), to the components of earnings, accruals and cash flow. Given the central role of accruals in the measurement of accounting earnings, the initial focus of the course is on the fundamental properties of accruals and the importance of accruals to earnings. Central to this focus is the lead/lag relation between security returns and the contemporaneous earnings/return relation, accounting regulation, the use of accounting-based measures of the cost of capital and the ethical consequences of fraudulent financial reporting and the effects of accounting restatements.

Prerequisites: ACC 500 and ACC 519

ACC 512. ADVANCED TOPICS IN ACCOUNTING RESEARCH

(Offered Spring Quarter and alternates with ACC 513, 3 credits.)

This course covers advanced topics in accounting research including: 1) the role of accounting numbers in debt contracts and lending agreements, the role of accounting numbers in executive compensation contracts and corporate governance, the economic consequences of accounting regulation, the use of accounting-based measures of the cost of capital and the ethical consequences of fraudulent financial reporting.

Prerequisites: ACC 500, 3 credits.
AEC 501. APPLIED ECONOMICS SEMINAR I

This seminar is for recent and current research PhD students, faculty and outside speakers present papers on their current research and/or discuss recent work by others in the field.

AEC 502. APPLIED ECONOMICS SEMINAR II

A continuation of AEC 501.

AEC 503. ORGANIZATIONAL AND COMPETITIVE STRATEGY SEMINAR

(Same as STK 501)

A continuation of AEC 501 and AEC 502.

AEC 504. FUNDAMENTALS OF ECONOMICS

This is a core course for entering doctoral students with insufficient background in econo- mics. Topics covered include markets and prices, consumer theory, and supply and demand. Students will read and critique journal articles, and areas for future research will be highlight- ed.

AEC 506. ANALYSIS OF ECONOMIC POLICY

(Offered at the discretion of the instructor)

AEC 521. ADVANCED TOPICS IN THE ORGANIZATION OF INDUSTRY

The course concentrates on two areas in industrial organization, exposing students to potential threats and research projects. Specific topics vary from year to year. Typical current topics are theory of conglomerate mergers, analysis of advertising and scale as barriers to entry, quality competition and market respons- es to costly information.

AEC 523. ADVANCED EMPIRICAL INDUSTRIAL ORGANIZATION

Empirical Industrial Organization (IO) meth- ods have become an integral element of the applied economists’ toolkit across many areas. Applications of these methods are not limited to IO but are seen in diverse areas such as political science, labor economics, corporate finance and marketing. These methods stress combining strong IO theory with cutting edge econometrics to answer substantive questions. In addition to introducing students to new methods and topics, this course also aims to cultivate a strong research focus in our students. It encourages students to read and critically evaluate challenging papers and dis- cuss approaches to improving them. As such, this course is in the best tradition of Simon’s research approach.

AEC 525. MATHEMATICAL ECONOMICS I

(Offered at the discretion of the instructor)

Credit—two hours

AEC 529. SAMPLING TECHNIQUES

Prerequisite: APS 523 or permission of the instructor

Credit—four hours

AEC 530. PHD WORKSHOP IN APPLIED ECONOMICS

The workshop provides a forum for the presen- tation of ongoing and completed research projects by PhD students in the economics core. Third- and fourth-year PhD students are expected to participate actively.

Prerequisite: permission of the instructor

AEC 511. ADVANCED PRICE THEORY I

The objective of this course is to provide a sys- tematic way to organize and make use of quan-titative information in business decision mak- ing. The course builds on what students have learned in introductory statistics, extending that knowledge to the situations frequently encountered in decision-making.

Prerequisites: GBA 412 or GBA 462

PHD COURSES

AEC 519. TOPICS IN MICROECONOMETRICS

The course covers advanced topics covering a wide range of topics. The content varies from year to year. Panel data, cointegration, time series, quality data, fixed and random effects panel data, and panel data analysis are possible topics discussed.

Prerequisite: ECO 517 or permission of the instructor

APS 523. ADVANCED ECONOMETRICS

(Same as College course ECO 517)

Credit—five hours

Prerequisite: AEC 516 or AEC 517

APS 524. TOPICS IN MACROECONOMICS

(Same as College course ECO 518)

Credit—five hours

The course focuses on the econometric tech- niques and issues associated with particular fields in economics, such as the econometrics of labor economics and the econometric issues in macroeconomics or finance.

Prerequisite: APS 523 or permission of the instructor

APS 528. SAMPLING TECHNIQUES

(Same as Medical School course BST 421, APS 528 is offered in alternate years)

Credit—four hours

The course is for students with a primary interest in applied statistics or research in quantitative areas. Topics include: design and analysis of simple random, stratified, cluster and systematic sampling; multistage and multivariate sampling; and nonresponse and measurement errors.

Prerequisites: GBA 411, GBA 412 and differential calculus

APS 529. APPLIED MULTIVARIATE ANALYSIS

(Same as Medical School course BST 441, APS 529 is offered in alternate years)

Credit—two hours

This course examines the theory and applica- tions of multivariate methods often used in eco- nomics, marketing and finance. Topics include: multivariate normal distributions, sampling distributions, tests of hypotheses, multiple regression analysis of variance, canonical correlation, prin- cipal components and factor analysis.

Prerequisite: APS 514

APS 531. APPLIED ECONOMETRICS

The course aims to provide PhD students with a broad set of applied econometric skills. The contents of the course have been designed as to provide the broadest group of students a self-in-depth exposure to key topics in Panel Data methods that would be useful in their research endeavors. These methods have applications in accounting, corporate finance, marketing, and more recently in operations management and information systems.

The course will be broken up into four mod- ules. The first module is a refresher to topics already covered in the introductory sequence of econometrics courses. If the focus, however, would be for students to grasp the idea behind the methods in a more applied setting. The sec- ond module introduces students to Panel Data and the issues involved with the estimation of models based on such data. The third module forms the core of the course and focuses on simulation-based econometric methods. In this module, the models discussed both reduced form and structural models applied to cross sectional as well as Panel Data. The course concludes with a quick introduction to Bayesian ideas and methods.
■ BUSINESS COMMUNICATIONS

MGC 401. COMMUNICATING BUSINESS DECISIONS (MODULE II)

MGC 402. COMMUNICATING BUSINESS DECISIONS (MODULE II)

Stong communication skills are essential for future leaders. The goal is to develop principles and strategies for written and oral communication skills that will apply not only to Simon coursework but throughout the student’s business career. Students are encouraged to think strategically about business communication, and the emphasis on applied communication integrates effective writing and presentation skills with practical, hands-on projects.

Because the job search incorporates many key communication skills, the first module of instruction focuses on cover letters, resumes, interviewing, networking, and e-mail protocol. In the second module, business problems assigned in class projects are structured to take various forms, such as a 10-minute presentation to the board of directors or a one-page executive memo, which are then evaluated for the faculty to reinforce the importance of the “Communicate” (C) element of the School’s new F.A.C.E. initiative. The final module concludes with a mock case competition that takes place at the end of the first year.

MGC 404. FACT WORKSHOP

The course required of all students starting in the Accelerated MBA program, will be taken by students in groups of 12-16 working with a faculty member in an unstructured/complex managerial situation that requires framing of the problem, data collection, analysis, and communication. The student will meet for a weekly discussion session where the students will discuss and debate their positions.

■ BUSINESS ENVIRONMENT AND PUBLIC POLICY

MSTER’S-LEVEL COURSES

BPP 426. MACROECONOMICS

Macroeconomics is the study of how economies grow and fluctuate over time and how they interact with one another. In this course, we discuss economic measurement, economic growth and the business cycle. We also discuss the implication of modern theories of growth and fluctuation for the conduct of monetary policy and fiscal policy. There is a strong emphasis on the international linkage among economies and the implications of macroeconomics for the business environment.

Prerequisite: STR 401

BPP 421. LEGAL AND TAX CONSIDERATIONS OF NEW VENTURES

(Same as ENT 431)

(Offered at the discretion of the instructor)

This course surveys, from the entrepreneur’s perspective, legal and tax considerations that impact strategic choices in organizing, founding, staffing, governing, and operating new ventures. The course’s principal focus is on how to create and retain competitive advantage through the thoughtful ordering of legal affairs.

BPP 322. BASIC BUSINESS LAW

(Same as ENT 433)

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

■ COMPETITIVE AND ORGANIZATIONAL STRATEGY

MARTY’S EXTENDED COURSE

The primary objective of the course is to train students to think in economic terms, to identify the relevant economic issues in a given situation, to separately analyze the relevant and the irrelevant, and to analyze the implications of alternative actions. Another objective is to provide an increased understanding of the market. This course presents the basic analytical tools of economics, particularly as those skills are relevant to managers. Important economic concepts used in subsequent courses, such as opportunity cost and a Nash Equilibrium, are covered. Applications of marginal analysis are stressed.

Prerequisite: STR 401

BPP 442. GAME THEORY FOR MANAGERS

This course develops game-theoretic tools that can be used to analyze, predict and design the qualitative and quantitative futures for decision-making and behavior in a variety of strategic settings. The basic concepts are introduced through applications to strategic settings that one encounters in typical business situations. However, the game-theoretic concepts themselves are quite general, as the goal of the course is to provide students with a broader spectrum of strategic tools and a concept and a tool with which to evaluate a broad range of strategic problems.

The set of strategic problems specifically discussed in the course are: (i) when to build existing goods in the presence of substitutes and complements, determining advertising and R&D expenditures, analyzing market entry, exit and entry deterrence opportunities, and evaluating promising and auction environments. This course is made of examples from both private- and public sector analyses of strategic interactions among firms.

Prerequisite: STR 401 or GBA 461

BPP 431. ADVANCED BUSINESS LAW AND ETHICS

(Same as ACC 431)

A continuation of BPP 422, which is a prerequisite.

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

Prerequisite: STR 401

BPP 440. EVOLVING MEDICAL MARKETS

(Same as HSM 440)

Firms supplying products and services to the health care industry face a variety of regulatory and marketing challenges that will be explored in this course. Topics include the economics of developing and marketing new medical technologies, regulations affecting marketing activities, and health and safety regulations and insurance markets. The course will cover evaluation tools frequently used in public policy debates and in marketing medical technologies including cost-benefit and cost-effectiveness analysis and quality of life indices.

BPP 442. INTERNATIONAL ECONOMICS AND FINANCE

(Same as Fin 442)

Topics include: theories of international trade, exchange rates and exchange rate regimes; the determination of exchange rates in a world of flexible exchange rates; the Euromarkets; the pricing of assets in foreign economic; international transactions; balance of payments; the theory of multinational corporations; foreign exchange exposure; analysis of currency forward, future, option and swap contracts; capital budgeting for foreign projects; and financing international trade.

Recommended: FIN 411

BPP 422. ADVANCED BUSINESS LAW AND ETHICS

The first half of the course looks at the “big picture” and covers industry analysis, value creation and competitive advantage and integration and diversification decisions.

The second half of the course focuses on strategic interaction among firms, and covers specific topics such as the dynamics of price competition in oligopolies, commitment strategies of firms, export and import, networks and standards, and technological competition.

The course is largely case-based. About one third of all classes are lectures; the other two thirds are case discussions.

Prerequisite: STR 401

BPP 421. LEGAL AND TAX CONSIDERATIONS OF NEW VENTURES

This course provides future managers to analyze the environment in which their firm operates in order to arrive at a cost-efficient pricing policy for their products or services. Topics include (i) relevant costs, (ii) competition, demand, and (iii) market segmentation (e.g., through the offering of a product line, or by means of bundling, tying, menus of two-part tariffs, quantity discounts, and other direct and indirect means of price discrimination).

The course will also cover other pricing analytic tools such as break-even analysis and economic value analysis, and it will provide a solid introduction to the pitfalls of pricing in a competitive environment and how to anticipate competitor responses. Lastly, the course will cover the legal aspects of pricing as appropriate.

Prerequisites: STR 401 or GBA 461 and Mkt 402

BPP 424. HUMAN RESOURCE STRATEGY

This course analyzes human resource management from an economic perspective. It focuses primarily on the implementation of compensation and incentive structures in organizations. Topics include recruitment and hiring of employees, measurement and appraisal of employee performance, promotion-based incentive systems, and the measurement and feedback process. Students will also cover human resource policies and business strategy.

Prerequisite: STR 401 or GBA 461

Recommended: Str 403

BPP 427. ORGANIZATIONAL BEHAVIOR

This course presents and evaluates successful strategies and tactics to influence individual, group, and organizational effectiveness. Particular emphasis is given to motivation, culture, globalization, leadership, group dynamics, communication, organizational structure, and organizational design. Students develop ways of thinking about organizational problems to increase individual and organizational effectiveness. Multi-stakeholder perspectives and systemic approach to organizational problems are emphasized.

BPP 429. ADVANCED COMPETITIVE STRATEGY

This course builds on STR 421 to train students in conducting and communicating strategic analysis. It provides an end-to-end methodology for evaluating and developing business strategy. Students learn and practice from faculty and guest speakers on constructing workable questions, collecting and evaluating the required evidence and formulating strategic recommendations. The course is split about evenly between work on a quarterly-long project, lectures and case studies.

Prerequisite: STR 421

BPP 430. HEALTH SCIENCES MANAGEMENT AND STRATEGY

This course applies the principles of organizational economics and strategy to the institutional setting of health sciences. The course focuses on the strategic issues and challenges in the delivery, financing, and technology sectors of the health care marketplace. It discusses how management and workforce diversity within each sector are responses to the unique institutional

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This course provides a forum for discussing theoretical and empirical research on organizational and competitive strategy, and it contains the core material for preparing for a minor exam in STR. The course covers topics similar to those in STR 403. However, students study more advanced articles and analyze the material with more depth and rigor. Depending on the backgrounds and interests of the students, topics might include: why firms exist; why organizations take the form they do; the motivations for change within organizations; incentive problems and contract theory; the managerial labor market; compensation plans; the ownership structure of residual claims and the court system; and why "hybrid" organizations such as franchises and joint ventures exist.

Prerequisite: STR 403 or permission of the instructor

STR 461. STRATEGY AND BUSINESS SYSTEMS CONSULTING PRACTICUM (Same as CIS 461 and OME 461)

This course studies the analysis, design and automation of business processes. The course teaches system modeling tools appropriate for the analysis and design of business processess and information systems. These tools are applied to electronic commerce ventures, the design of various service processes, logistics, and R&D activities. Key features of the course are: object-oriented systems analysis techniques, the study of cutting edge research results on work organization and design, and an introduction to the Visual Basic programming language for rapid prototyping of new information systems. The course includes a comprehensive team-based field project involving a real business process. This project requires the application of the concepts and techniques taught in the course.

PHD COURSES

PHD 501. ORGANIZATIONAL AND COMPETITIVE STRATEGY SEMINAR (Same as AEC 503)

A continuation of AEC 501 and AEC 502

PHD 510. RESEARCH IN ORGANIZATIONAL AND COMPETITIVE STRATEGY

This course covers electronic strategies for business to business and consumer e-commerce. This course examines the major issues involved in marketing on the Internet. The course is designed to teach students new product opportunities on the Internet; the changed role of advertising, the Internet as a two-way communication medium with consumers, targeting individual consumers, word-of-mouth among consumers on the Internet; the Internet as a distribution channel, and marketing research on the Internet.

Prerequisite: CIS 440

CIS 440. ELECTRONIC COMMERCE STRATEGY

This course covers electronic strategies for business to business and consumer e-commerce. This includes strategies for protecting market share by going online, ameliorating online competition using network effects and customer lock-in, positioning against other on-line players, dealing with disintermediation and re-intermediation, developing online communities for business or consumer e-commerce, and managing channel and supply chain and customer relationships.

Prerequisite: CIS 401

CIS 442. SPECIAL TOPICS IN COMPUTER AND INFORMATION SYSTEMS

Special topics are generally those which are not well covered in other courses. The specific content varies, depending on faculty interest.
CiS 446. FINANCIAL INFORMATION SYSTEMS
(Same as FIN 446)
This course examines the role that advances in telecommunications, the Internet, and information systems play in the financial markets and the financial services industry. An in-depth understanding of operations of industry is developed while studying technology's transformative role. The course explores subjects such as electronic trading systems competing with traditional exchanges and Internet brokerage firms challenging full-service brokerage firms and banks for customers. How trends in these areas will appear in other kinds of electronic commerce are discussed, the latest developments in financial markets and the financial services are examined, and case studies are used in many classes.
Prerequisites: CiS 401 and FIN 402.

CiS 461. STRATEGY AND BUSINESS SYSTEMS CONSULTING PRACTICUM
(Same as OMG 461 and STI 461)
This course provides MBA students with an introduction to strategy and business systems consulting. It is aimed at students who wish to explore career opportunities within the major consulting firms, but is also relevant for students considering a career as an independent consultant, or within a corporation's internal consulting group. The course focuses on three areas:
• The Consulting Industry: Students will examine several types of consulting (e.g., strategic, operations, systems, human resource and marketing) and understand where the major consulting firms position themselves. The career paths for MBAs entering the industry, and the skills and values necessary for success as a consultant will be scrutinized.
• The Business Systems Consulting Process: The creation of proposals, the winning of consulting engagements, and the preparation of contracts will be discussed. The typical stages of a business systems consulting engagement (e.g., problem framing, analysis design, gathering data, interpreting results, architectural solution and presentation of recommendations) and managing different sorts of consulting projects (e.g., operational improvement, supply-chain optimization, quality improvement, strategy formulation, and organizational design) will be examined.
• Consulting Skills: The role of the consultant and the human dimension will be discussed (e.g., personal attributes of consultants, relationship building, and team building).

Diagnostic tools and data gathering techniques (e.g., questionnaires and interviews) will be presented. Frameworks for problem solving, and the formulation of consulting recommendations will also be introduced.

The course examines a wide range of modern global business challenges and opportunities from both the consultant's and the manager's perspectives and provides a learning platform to integrate and practice the skills and knowledge learned.

PHD COURSES

CiS 501, 502, 503, 521, 522, 523.
PHD SEMINARS IN COMPUTERS AND INFORMATION SYSTEMS

These six PhD seminars are offered in the fall, winter and spring quarters, with topics selected from the following: decision-support systems, economics of information and the valuation of information systems, issues in the management of information systems and the economics of computing, advanced topics in systems analysis and design, organizational aspects of information systems, logical and physical database design, the topics discussed in the joint CiS/OMG PhD seminars:
Prerequisite: permission of the instructor.

CiS 512. ADVANCED TOPICS IN DATABASE DESIGN

This course examines current research issues in database management systems. Topics include: database-design methodologies, semantic models, semantic integrity constraints, object-oriented approaches and applications, critical intelligence to database management systems.
Prerequisite: CiS 405 or permission of the instructor.

CiS 405. DATABASE DESIGN

ENTREPRENEURSHIP

MARTYER'S LEVEL COURSES

ENT 422. GENERATING AND SCREENING ENTREPRENEURIAL IDEAS

(Same as GBA 422)
As the foundation course in Entrepreneurship, ENT 422 covers:
• Idea Generation
• Opportunities Screening
• Entrepreneurial Characteristics

This course outlines a critical evaluation process used by successful entrepreneurs to prioritize new venture ideas. The focus of this course is on the technical and market evaluation of very early-stage ideas when information is greatly lacking and the time and money to research such answers is also limited.

Students, in group format, will generate and filter their own ideas and evaluate them based upon technical merit, business challenges, and early market indicators. Teams will present their ideas filtering rationale to a panel for review and feedback.

Behind this evaluation process, the class will review reference material on the subject and several accomplished entrepreneurs will share their personal experiences.

While the nomenclature will align most directly with an early-stage investment firm, the course is designed to be accessible to any student from any major. The phase of the course will consist of the development of a viable business concept as well as the presentation of a business plan.

Prerequisites: Completion of core courses and ENT 422 (after the Fall Quarter 2007)

ENT 424. PROJECTS IN ENTREPRENEURSHIP

(Same as GBA 424)
Available to a limited number of students (10–15), this course combines a supervised internship with a start-up firm with lectures and in-class discussion on the management of new ventures in the context of second-year MBA students, to be known as Simon Interns, with Rochester-area firms where they will work closely with senior managers for approximately 120 hours over a ten-week quarter.

In their internship, students will focus on the commercial viability of the firm's offerings. This will be accomplished through shadowing management, reviewing reports, participation in meetings and work assignments.

The course is cross listed at OPT 481 and is taught by a faculty member from the Simon School and who is from Engineering.

ENT 425. TECHNOLOGY TRANSFER AND COMMERCIALIZATION

(Same as GBA 426)
The creation of value in today's globally competitive technology environment is increasingly driven by technology. Corporations are reaching out for new technologies, and start-up companies with the highest potential are being formed around novel disruptive technologies. Radical innovation creates a "gale of creative destruction" which transforms industries. The identification and evaluation of technologies with high potential is today a key to success. With the decline of corporate research functions, novel technologies are increasingly sourced from other firms and universities. This course will examine the overall technology commercialization process, with an emphasis on the processes by which intellectual property is protected, valued and transferred from one organization to another. The course addresses the strategic decisions involving novel technology: the identification of target markets, the economic valuation along novel disruptive technologies. 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### ENT 427. PRACTICUM IN TECHNOLOGY TRANSFER AND COMMERCIALIZATION

(Same as GBA 427)

Students in this course will work in the Office of Technology Transfer on projects which are a best fit to the student’s background and the range of inventions from the University of Rochester in science, engineering and medicine. Projects can include either marketing to existing companies or work on catalyzing a startup company. Either type of project will require assessments of novel concepts based on discussion with the inventors and direct market research and interactions with potential customers. The skills required are primarily those of marketing and business assessment, but some facility with technical content will be helpful. The students will prepare a technology commercialization and/or new venture plan and assist the licensing executives in the University’s Office of Technology Transfer in the negotiation process to implement the plan.

### ENT 431. LEGAL AND TAX CONSIDERATIONS OF NEW VENTURES

(Same as BPP 431)

(Offered at the discretion of the instructor)

This course surveys, from the entrepreneur’s perspective, legal and tax considerations that impact strategic choices in organizing, funding, staffing, governing, and operating new ventures. The course’s principal focus is on how to create and retain competitive advantage through the skillful ordering of legal affairs. Emphasis will be on transactional and include analysis of such issues as the creation and protection of intellectual property, technology licensing, global expansion, and internet commerce. The course will include, as a context for applied learning, a term project involving the creation and evolution of a selected new venture opportunity.

### ENT 432. BASIC BUSINESS LAW

(Same as BPP 432)

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

### ENT 435. NEGOTIATION THEORY AND PRACTICE: BARGAINING FOR VALUE

(Same as GBA 435)

This course surveys the theoretical and behavioral underpinnings of negotiation practices and develops skills that enhance the ability to capture value in cooperative and competitive bargaining scenarios. Students will participate in and evaluate several cooperative and competitive negotiation simulations. Grades will depend, in large part, on performance in these exercises.

### ENT 441. MEDICAL ENTREPRENEURSHIP

This course aims at educating medical technology innovators how to increase their likelihood of success in identifying important clinical needs; inventing new medical practices, devices, and instruments; and transforming these advances into businesses that improve health. It covers several topics including clinical cost-effectiveness methodologies, needs finding and formulation, market analysis for biotech, patient searching strategies, and models of disease state and existing technologies. The course is unique in that it attracts both medical students and business students who are working on supervised projects together.

### ENT 444. ENTREPRENEURIAL FINANCE

(Same as GBA 444)

This course provides an introduction to financial theories and tools an entrepreneur needs to start, build and harvest a successful venture. Lectures and case studies will cover financial planning, business valuation including the venture capital and the real option approaches, startup venture capital funds, compensation structures and exit strategies.

Prerequisites: FIN 402

### FINANCE

### MASTER’S LEVEL COURSES

### FIN 402. CAPITAL BUDGETING AND CORPORATE OBJECTIVES

This course provides an introduction to financial analysis and capital budgeting with an emphasis on the valuation of real investment projects. Topics discussed include an analysis of the firm’s choice among alternative investment projects, the term structure of interest rates, modern portfolio theory and the valuation of risky assets, the estimation of free cash flows, capital structure choices, and the cost of capital.

### FIN 411. INVESTMENTS

Investments includes discussion of the efficient market theory and the dynamic behavior of prices in speculative markets, along with empirical evidence for the validity of the theory; evaluation of the implications of the efficient markets theory for the profitability of alternative investment strategies; exploration of the implications of portfolio theory for the evaluation of risk and return prospects; and the empirical evidence for models of the utility function. The course will include an introduction to special topics in financial markets, such as arbitrage pricing theory, options and futures contracts.

Prerequisites: GBA 412 or GBA 462 and FIN 402

### FIN 413. CORPORATE FINANCE

This course provides an intensive analysis of the effects of various corporate financial policies on the value of the firm, including a discussion of the effects of taxes, bankruptcy costs and agency costs on these decisions. It then examines the interrelation of financing policy with executive compensation, leasing, hedging and payout policies. The course provides an understanding of the theoretical issues involved in the choice of these policies.

Prerequisite: FIN 402

### FIN 422. CORPORATE FINANCIAL POLICY AND CONTROL

This course examines the theory and empirical evidence for models of corporate financial policy, analysis of new issues of securities, recapitalizations, stock repurchases, and the market for corporate control (tender offers, mergers, proxy fights and corporate voting rights); and emphasizes critical evaluation of the evidence for different models of corporate financial policy.

Prerequisites: FIN 402 and FIN 411

### FIN 424. OPTIONS AND FUTURES MARKETS

This course provides intensive study of the fundamental ideas of option-pricing theory and their application to options, financial futures and other securities; analysis of hedging with forward and futures contracts; development of the Black-Scholes option-pricing formula, its uses and modifications, and geometric Brownian model of the stock; and discussion of the structure and organization of options and futures markets and the empirical evidence for the validity of option-pricing models. Analysis of the pricing of options on futures, foreign currency, commodity and index prices, bond prices and interest rates are included as time permits.

Prerequisites: FIN 402 and FIN 411

### FIN 430. FINANCIAL INSTITUTIONS

This course focuses on analysis of the mutual fund, investment banking, commercial banking and insurance industries. Particular emphasis is placed on the effects of contracts and organizational structures on the incentives of the participants in these industries.

Prerequisites: FIN 402, FIN 411 and FIN 413 (may be taken concurrently)

### FIN 433. CASES IN FINANCE

This course provides intensive exercise in valuation methods and the economic analysis of problems of corporate financial policy. A variety of other topics, including insider trading, portfolio performance and asset allocation, are also explored. Specific case topics include: corporate valuations; M&A transactions (tender offers, mergers, proxy fights); recapitalizations; stock repurchases, and novel securities. Case reports are done in teams and judged on clarity and usefulness to practitioners in understanding and resolving strategic problems.

Prerequisites: FIN 402 and FIN 413

### FIN 434. INVESTMENT MANAGEMENT AND TRADING STRATEGIES

This course explores selected topics in the management of equity portfolios. Course content may vary from year to year. Topics include: active portfolio management with particular emphasis on risk analysis, multifactor risk-return models and performance evaluation and style analysis. The course also considers issues and evidence on different forms of market structure and trading systems, including the role of specialist/dealers, optimal trading behavior for institutions, price impact of trades, and related information technology. Extensive use is made of investment software.

Prerequisite: FIN 411

### FIN 441. SPECIAL TOPICS IN FINANCE

(Not offered every year)

Special topics are generally those which are not well covered in other courses. The specific content varies, depending on faculty interest.

Prerequisite: Established by the instructor

### FIN 442. INTERNATIONAL ECONOMICS AND FINANCE

(Same as BPP 442)

Topics include: exchange rate regimes; the determination of exchange rates in a world of flexible exchange rates; speculation in foreign exchange markets; the Eurocurrency and measurement of foreign exchange exposure; analysis of currency forward, future, option, bond, and swap contracts; hedging of foreign exchange exposure.

Prerequisite: FIN 402

Recommended: FIN 411

### FIN 444. ENTREPRENEURIAL FINANCE

(Same as ENT 444)

The course provides an introduction to financial theories and tools an entrepreneur needs to start, build and harvest a successful venture. Cases and lectures will cover business evaluation and valuation, including the venture capital and the real option approach, financing, venture capital funds, compensation structures and exit strategies.

Prerequisites: FIN 402
FIN 446. FINANCIAL INFORMATION SYSTEMS
(Same as CIS 446)
This course examines the role that information systems and telecommunications play in various aspects of financial markets, financial service organizations, and corporate finance. Technology’s transformation of financial markets is studied from the perspectives of electronic trading systems competing with exchanges, Internet brokerage firms attracting trading and IPOs and making markets, firms supplying company and market information, managing risk, and providing custodial and management services. The course covers financial services issues such as electronic banking, automated personal financial management, electronic payment systems, and digital cash. Case studies are used in many classes.
Prerequisites: CIS 401 and FIN 402

FIN 448. FIXED-INCOME SECURITIES
The objective of this course is to undertake a rigorous study of fixed-income securities and markets. A variety of fixed-income securities will be discussed including coupon bonds, callable and puttable bonds, sinking fund provisions, and floating rate notes. Interest rate derivatives such as forwards and futures on fixed-income securities, bond options, options on bond futures, caps, floors, and collars will also be discussed. In addition, we will study some tools that are useful in bond portfolio management including horizon analysis, duration, optimization techniques for constructing bond portfolios and mazes for pricing fixed-income securities. While the perspective of this course is from the viewpoint of a bond investor, the student will develop a corresponding viewpoint of an asset manager. The course requires a strong set of mathematical tools that are not available in non-quantitative courses. Evaluating an investment in a fixed-income security is a mirror image of the problem faced by a corporate decision maker in deciding whether or not to issue a bond.
Prerequisites: FIN 402 and FIN 411

PHD COURSES

FIN 501. WORKSHOP IN FINANCE
Seminars discussing current research in finance by faculty, students and guest speakers. Ph.D. students are expected to participate actively.

FIN 505. THEORY OF FINANCE
The goal of this course is to present the theory of asset pricing and portfolio selection in multiple settings. The theoretical results are based on three increasingly restrictive assumptions: single-agent optimal, absence of arbitrage and equilibrium. These results are unified with two key concepts: pricing kernels and martingales. The course draws close connections between these concepts and makes plain the similarities between discrete and continuous time models. Applications include term structure models, portfolio choice and the pricing of corporate securities.

FIN 511. ADVANCED FINANCIAL MARKETS
(Alternatives with FIN 534)
The course builds on the basic theory presented in FIN 505. Theory of Finance. FIN 511 will emphasize some relatively advanced mathematical methods that are used in the research literature of financial economics. The objective of the course is to provide the student with enough knowledge of these methods that he or she can begin to use them in novel ways in his or her research. Particular emphasis is given to topics that are costly or difficult to learn on an individual basis.
Recommended: FIN 505

FIN 532. ADVANCED TOPICS IN CAPITAL MARKETS
This course covers classic contributions and recent developments in capital markets research, both applied and theoretical, in relation to corporate policies, business cycle and economic growth. Specifics include time-series predictability of stock market returns, empirical methods and evidence regarding the asset-pricing models, dependence on mutual fund performance and the closed-end fund puzzle, event studies and the empirical relations between stock returns and corporate policies, consumption-based asset pricing, applied equilibrium modeling of asset pricing anomalies and behavioral finance.

FIN 534. ADVANCED TOPICS IN CORPORATE FINANCE
This course examines the determinants and consequences of corporate financial policy choices. Topics include: corporate structure, bankruptcy and financial distress, payout policy, corporate control, lending and insurance, raising capital, concentrated ownership, board structure, and executive compensation. Specific topics will vary from year to year. The course will investigate both the theoretical and empirical literature on these topics.

**GENERAL BUSINESS ADMINISTRATION**

**Masters’ Level Courses**

GBA 411 and GBA 412. FRAMING AND ANALYZING BUSINESS PROBLEMS 1 AND 2
Framing and Analyzing Business Problems is a two-semester sequence. Both courses focus on teaching students how to approach structured business problems logically and empirically with the goal of informing business strategy and operational decisions. Issues stressed throughout the two courses include: 1) framing the relevant business question; 2) hypothesis formulation, 3) searching for relevant information and data; 4) describing data and graphical analysis; and 5) communicating the analysis. While the courses are not meant to be “run of the mill” statistics courses, they introduce important statistical concepts and tools including basic statistical concepts (random variables, probability, basic descriptive statistics, expectations and variances); probability density and distribution functions (continuous and discrete distributions, joint and marginal distributions, binomial distribution and normal distribution); decision, risk and sensitivity analysis (risk and risk attitudes, decision trees, value of information, Bayes’ rule); estimation (sampling, parameters, descriptive statistics, correlation and covariance); hypothesis testing (tests of means and proportions and of differences) and regression analysis.

GBA 422. GENERATING AND SCREENING ENTREPRENEURIAL IDEAS
(Same as ENT 422)
As the foundation course in Entrepreneurship, GBA 422 covers:
• Idea Generation
• Opportunities Screening
• Entrepreneurial Characteristics
This course outlines a critical evaluation process used by successful entrepreneurs to prioritize new venture ideas. The focus of this course is on the technical and marketing evaluation of very early-stage ideas when information is greatly lacking and the time and money to research such answers is also limited.
Students, in group format, will generate and filter their own ideas and evaluate them based upon technical merit, business challenges, and early market indicators. Teams will present their idea-filtering rationale to a panel for review and feedback.

GBA 423. FUTURE DEVELOPMENT AND MANAGING FOR LONG-TERM SUCCESS
(Same as ENT 423)
The focus of GBA 423 is learning how to prepare an effective business plan that will communicate the inherent value of the concept. Among the critical issues that will be addressed are:
• Competitive conditions and industry trends
• Sustainable competitive advantages
• Management team
• Marketing plan
• Financial plan
• Exit possibilities
• Franchising
• Legal Entities
The approach used is appropriate for start-ups and for corporate ventures. It is also suitable for both-for-profit and not-for-profit organizations.

Also included is a social entrepreneurship module.
At the same time plans are prepared, other entrepreneurial issues are studied, such as assembly resources, launching and building new ventures and the interaction of management teams, marketing, finance, venture capitalists and legal issues. The completion of a business plan for a proposed new venture is required.
Prerequisites: Completion of core courses and ENT 422 422 (after the Fall Quarter 2007)

GBA 424. PROJECTS IN ENTREPRENEURSHIP
(Same as ENT 424)
Available to a limited number of students (10–15), this course combines a supervised internship with a start-up firm with lecture and in-class discussion on the management of new ventures. The internship places second-year MBA students, to be known as Simon Interns, with Rochester-area firms where they will work closely with senior managers for approximately 120 hours over a 10-week quarter. In their internship, students will focus on the commercial viability of the firm’s offerings; though their shadow mentor will provide guidance, management, research, report, participation in meetings and work assignments. Complementing this hands-on entrepreneurial experience will be weekly classes held to discuss student experiences. In addition, there will be lectures on pertinent entrepreneurial subjects as well as guest speakers.
Prerequisites: Completion of core courses, and either ENT 422, 423 or 425. Permission of the instructor MUST be secured prior to registration.

GBA 426. TECHNOLOGY TRANSFER AND COMMERCIALIZATION
(Same as ENT 426)
The creation of value in today’s globally competitive environment is increasingly driven by technology. Corporations are reaching out for new technologies, and start-up companies with the highest potential are being formed around novel disruptive technologies. Radical innovation creates a “gale of creative destruction” which transforms industries. The identification and evaluation of technologies with high potential is today a key strategy for success.
Among the critical issues that will be addressed are:
• Idea Generation
• Opportunities Screening
• Entrepreneurial Characteristics
The creation of value in today’s globally competitive environment is increasingly driven by technology. Corporations are reaching out for new technologies, and start-up companies with the highest potential are being formed around novel disruptive technologies. Radical innovation creates a “gale of creative destruction” which transforms industries. The identification and evaluation of technologies with high potential is today a key strategy for success.
Among the critical issues that will be addressed are:
• Idea Generation
• Opportunities Screening
• Entrepreneurial Characteristics
The creation of value in today’s globally competitive environment is increasingly driven by technology. Corporations are reaching out for new technologies, and start-up companies with the highest potential are being formed around novel disruptive technologies. Radical innovation creates a “gale of creative destruction” which transforms industries. The identification and evaluation of technologies with high potential is today a key strategy for success.
Among the critical issues that will be addressed are:
• Idea Generation
• Opportunities Screening
• Entrepreneurial Characteristics
The creation of value in today’s globally competitive environment is increasingly driven by technology. Corporations are reaching out for new technologies, and start-up companies with the highest potential are being formed around novel disruptive technologies. Radical innovation creates a “gale of creative destruction” which transforms industries. The identification and evaluation of technologies with high potential is today a key strategy for success.
This course is an applied consulting class and (Not offered every year)
HSM 420. BUSINESS ECONOMICS OF THE HEALTH CARE INDUSTRY
(Same as ACC 445)
Costs for health services continue to rise faster than overall economic growth, drawing ever greater attention from employers, governments and consumers. The front line of the cost battle is within the health services entities, where decision making depends on accurate reporting of internal costs. This cost will allow the student to understand how costs are reported and how to use this information to make decisions within the health services entity. The following topics will be examined within a health services setting: cost allocation, cost-volume-pricing analysis, budgeting and variance analysis, and activity-based costing.

HSM 421. APPLICATIONS OF CORPORATE FINANCE AND GOVERNANCE TO HEALTH CARE
This course applies the principles of corporate finance and governance to the institutional setting of health care. It draws on the principles of financial valuation, investments and corporate finance, as well as the economics of organizations and corporate governance, to analyze current management problems in the health care sector. The primary purpose of the course is to gain an understanding and comfort level with applying economic and financial theories within the unique institutional setting of health care.

Prerequisites: STR 403, ACC 410. In addition, it is strongly recommended that students complete FIN 411 and HSM 430 before taking this course.

HSM 427. MANAGING HEALTH CARE OPERATIONS
(Same as OMG 437)
The health care industry is undergoing rapid growth as well as rapid structural changes. New technology, changing reimbursement mechanisms, and increased competition create many interesting management problems, not only in the least in the area of health care operations. In this course, we will study the operations of various types of health care provider organizations (such as hospitals, HMOs, group practices, nursing homes, etc.) and other participants in the industry (such as insurance companies, pharmaceutical companies, suppliers and consulting companies). Topics that will be studied include: patient and provider scheduling, capacity management, providing services and supplies to health care providers, new product development and integrated delivery systems. Students who took OMG 402 or similar need to obtain instructor's permission prior to registration.

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

HSM 450. ACCOUNTING, ECONOMICS AND FINANCE FOR MS STUDENTS*
*Available only to MS students concentrating in Marketing and Health Sciences Management
This course is designed to present the fundamentals of economic analysis, financial accounting and financial analysis that will serve as a foundation for concepts developed throughout subsequent courses in the MS Program. The objectives of this course are to enable participants to understand and productively use the principles of managerial economics and accounting information to better structure business decisions. In addition, the course will address the principles of capital budgeting. The first five weeks of the course will be an economics and statistics module. Basic concepts of managerial economics will be covered including demand and demand elasticity, marginal revenue, key cost concepts (fixed costs, variable costs, marginal costs, sunk costs) and profit maximization. The module will also introduce basic statistical concepts such as probability distribution functions, estimation (sampling, estimates and confidence intervals) and hypothesis testing.

The remaining six weeks of the course—the accounting and finance module—will present tools required to interpret and analyze common financial statements and evaluate a company's past performance and potential future performance. Specific topics of discussion will include differences in financial statements of-for-profit vs. not-for-profit entities, financial statement analysis, development of pro-forma financial statements, cash vs. accrual accounting, deprecation methodologies, introduction of management accounting concepts and capital budgeting. Capital budgeting will include net present value (NPV), payback, accounting rate of return (ARR) and internal rate of return (IRR).

HSM 452. HEALTH CARE ACCOUNTING AND FINANCE
Basic concepts in finance and financial accounting are combined with detailed work in financial decision making, financial planning, assessment and control. The goal of the class is to provide students with the tools and techniques to make financial decisions about programmatic development. In addition, students will be taught to assess and control programs toward specified financial goals.

HSM 453. HEALTH CARE OPERATIONS
This is an advanced course on operations management for health delivery organizations. We will study the application of operations management concepts to the management of health care provider organizations (such as hospitals, group practices, HMO's, nursing homes, etc.) and other participants in the health industry (such as insurance companies, pharmaceutical companies, consulting businesses, etc.). Applications will include both medical and administrative operations. The course will use a mixture of cases, lectures, in-class exercises, and guest lectures.

Part of this course will be closely integrated with Operations 402, extending and applying concepts from the introductory course to practical problems in health care administration. However, a significant part of the course will focus on quality and process improvement, a topic that is not covered in Operations 402.

HSM 454: DESIGNING AND OPTIMIZING HEALTH CARE ORGANIZATIONS
Concepts developed in STR 403 are applied within a health care setting to teach the student: 1) how to design compensation plans that attract, retain and motivate medical professionals; and 2) how to organize tasks (and outside the organization to achieve coordination and efficiency.

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

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

HSM 457: GUIDING STRATEGIC PLANNING
This course focuses on the development of a comprehensive strategic plan. It is a capstone for the MS Program that enables students to apply what they’ve learned in the classroom to real-world situations. The course will culminate in the development of a strategic plan for a health care organization. Students will be evaluated on their presentation of the strategic plan, as well as the ability to defend their plan to a panel of experts.

HSM 458: LEADING CHANGE IN HIGH PERFORMANCE ORGANIZATIONS
This course focuses on the development of leadership skills necessary for success in the health care industry. It is a capstone for the MS Program that enables students to apply what they’ve learned in the classroom to real-world situations. The course will culminate in the development of a strategic plan for a health care organization. Students will be evaluated on their presentation of the strategic plan, as well as the ability to defend their plan to a panel of experts.

HSM 459: HEALTH ECONOMICS AND POLICY ANALYSIS
This course focuses on the development of skills necessary for success in the health care industry. It is a capstone for the MS Program that enables students to apply what they’ve learned in the classroom to real-world situations. The course will culminate in the development of a strategic plan for a health care organization. Students will be evaluated on their presentation of the strategic plan, as well as the ability to defend their plan to a panel of experts.

HSM 460: MARKETING STRATEGIES AND SERVICES MANAGEMENT
This course focuses on the development of skills necessary for success in the health care industry. It is a capstone for the MS Program that enables students to apply what they’ve learned in the classroom to real-world situations. The course will culminate in the development of a strategic plan for a health care organization. Students will be evaluated on their presentation of the strategic plan, as well as the ability to defend their plan to a panel of experts.

HSM 461: HEALTH CARE ORGANIZATION DESIGN
This course focuses on the development of skills necessary for success in the health care industry. It is a capstone for the MS Program that enables students to apply what they’ve learned in the classroom to real-world situations. The course will culminate in the development of a strategic plan for a health care organization. Students will be evaluated on their presentation of the strategic plan, as well as the ability to defend their plan to a panel of experts.

HSM 462: LEARNING AND DEVELOPMENT IN HEALTH CARE
This course focuses on the development of skills necessary for success in the health care industry. It is a capstone for the MS Program that enables students to apply what they’ve learned in the classroom to real-world situations. The course will culminate in the development of a strategic plan for a health care organization. Students will be evaluated on their presentation of the strategic plan, as well as the ability to defend their plan to a panel of experts.

HSM 463: HEALTH CARE ORGANIZATION DESIGN
This course focuses on the development of skills necessary for success in the health care industry. It is a capstone for the MS Program that enables students to apply what they’ve learned in the classroom to real-world situations. The course will culminate in the development of a strategic plan for a health care organization. Students will be evaluated on their presentation of the strategic plan, as well as the ability to defend their plan to a panel of experts.
MSM 504. THEORY OF PROBABILITY AND STOCHASTIC PROCESSES I
The course provides an introduction to stochastical processes. Topics include the Poisson process, renewal theory, Markov chains, and especially Markov and renewal processes, and regenerative processes.

Prerequisite: Some knowledge of functions of a real variable (MTH 265) and probability (BST 403).

MSC 505. THEORY OF PROBABILITY AND STOCHASTIC PROCESSES II
This course will study advanced topics in stochastic processes, with emphasis on problem modeling and computation. The following topics will be covered: models using discrete time Markov chains, optimal stopping and stopping time Markov chains, models using continuous time Markov chains, Markov decision processes for discrete time Markov chains, analysis of single and multiobjectives, concentration and diffusion processes, martingales.

MSC 506. MANAGEMENT SCIENCE
The focus of this course is to introduce PhD students to a variety of operations research analysis and management science methodology and applied setting to develop their modeling abilities. The emphasis of the course is on defining problems, building models, and analyzing the models to gain some insights. In other words, critical research skills. This course will draw upon both deterministic optimization methods and stochastic models but not their theory.

These will include linear programming including integer and network models, basic queueing models (M/M/1, M/M/n, M/G/G), and Monte Carlo simulation.

MSC 509. INFORMATIONAL SCIENCES AND LARGE-SCALE ALGORITHMS
This course examines recent methodological and modeling advances for solving large-scale problems. It includes the more general algorithms for solving large-scale problems. It includes the more general algorithms for solving large-scale problems. It includes the more general algorithms for solving large-scale problems.
MKT 428. B2B MARKETING
This course involves all of the basic marketing functions but takes on a totally different complexion in that it involves organizations (profit and not for profit) that acquire goods and services that are utilized in the production of others goods and services, as opposed to the general use over the operation of the organization. Besides the major commercial organizations that make up a sizeable percentage of B2B companies, there are institutional organizations that mix as well—hospitals, colleges, universities and government. B2B marketing involves several distinct characteristics such as larger, fewer purchases, centralized buying decisions, multiple buying influences, close supplier/customer relationships etc. The overall market tends to be global in nature and technology is a major influence. Prerequisites: None

MKT 444: B2B MARKETING
This course provides an opportunity for students to interact regularly with the upper management of the participating company, thereby enabling them to learn from real-life, demanding experiences. Class sessions consist of lectures relating to brand strategy development methodologies and tools and discussions pertaining to the course. Multiple team meetings with the clients would be held at the scheduled class times are required. Grading is based on peer, professor and client evaluations of team success. Prerequisite: MKT 402

MKT 449. GLOBAL MARKETING STRATEGY
This course will develop the concepts of marketing strategy in the context of the resource-based view of the firm and the market focus view of the firm. Marketing strategy formulation and implementation will be examined. Strategies for the corporate and business unit level will be examined as well as other functional areas of the organization. The analytical tools and concepts for strategic analysis will be developed from basic economic principles. Core MBA subject matter will be integrated in the course as a part of the analysis and construction of a marketing strategy. The course examines the importance of firm-wide information flows between the firm and the marketplace in defining new product requirements, changing competitive conditions, product advertising, and strategic commitment. The course consists of lectures and classroom discussion of contemporary cases in services and tangible products. The case discussions will illustrate how the entire organization is affected by strategic marketing decisions. The course examines new core capabilities and the role of unique resources in creating competitive advantage will be explored. Special emphasis will be given to the impact of globalization, information technology on the formulation and implementation of marketing strategy. Prerequisite: MKT 402

MKT 451. ADVANCED TOPICS IN MARKETING II
This course is second part of a three-part sequence that prepares PhD students for research in marketing. The presentation of topics between the three parts may vary from year to year. The aim is to survey the literature, assess progress and identify opportunities for future research. Prerequisite: permission of the instructor

MKT 512. ADVANCED TOPICS IN MARKETING II
In this second part of a three-part sequence that prepares PhD students for research in market- ing, topics are discussed in a format similar to MKT 511. Prerequisite: permission of the instructor

MKT 513. ADVANCED TOPICS IN MARKETING III
In this third part of a three-part sequence that prepares PhD students for research in market- ing, topics are discussed in a format similar to MKT 511 and MKT 512. Prerequisite: permission of the instructor

PHD COURSES

MKT 501. WORKSHOP IN MARKETING Non-credit
This workshop provides a forum for the presentation of ongoing and completed research by students, faculty and visiting scholars. PhD students are expected to participate actively. Prerequisite: permission of the instructor

MKT 511. ADVANCED TOPICS IN MARKETING I
This course is the first leg of a three-part sequence that prepares PhD students for research in marketing. The presentation of topics between the three parts may vary from year to year. The aim is to survey the literature, assess progress and identify opportunities for future research. Prerequisite: permission of the instructor

MKT 512. ADVANCED TOPICS IN MARKETING II
In this second part of a three-part sequence that prepares PhD students for research in market- ing, topics are discussed in a format similar to MKT 511. Prerequisite: permission of the instructor

MKT 513. ADVANCED TOPICS IN MARKETING III
In this third part of a three-part sequence that prepares PhD students for research in market- ing, topics are discussed in a format similar to MKT 511 and MKT 512. Prerequisite: permission of the instructor

MKT 517. MARKETING ii
This course is designed for students (both MBA and PhD) who have a quantitative inclination toward marketing and strategy but will also be useful for students in other areas looking to hone their quantitative skills. The course will guide students through various aspects of data related issues, problem framing, programming and computational analysis and the communication and presentation of management-relevant findings. The course relies heavily on using SAS® as a computational engine and MS® EXCEL® as a presentation and simulation device. All instruction is "hands-on" and students should expect to be proficient in "SAS" by the end of the quarter. The course will have some assignments and a "real-world" consulting project. Students will be exposed to the theoretical underpinnings and practical applications of various analytical and econometric models. These include: • Linear and Nonlinear Regression (Demand/Share Estimation) • Systems of Equations Estimation (Market Equilibrium Models) • Models for Binary and Ordered Responses (Scale Responses) • Multinomial Discrete Choice Models (Consumer and Brand Choice) • Other Limited Dependent Variables Models including Count, Censored and Duration models (Interpurchase time, Selectivity etc.) • Multivariate Methods (Factor Analysis, Cluster Analysis, etc.)

This course is not for everyone and requires some proficiency (or aptitude for math/stats and programming)
OMG 402. OPERATIONS MANAGEMENT
Operations Management introduces the concepts and skills needed to design, manage, and improve service and manufacturing operations. The course covers a managerial perspective of the operations function, including an understanding of the role that operations plays in creating and maintaining a firm’s competitive edge. The course introduces a systematic approach to performing: measurement systems for operations and production control systems.

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

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

OMG 411. SUPPLY CHAIN MANAGEMENT
This course provides an overview of supply chain management in a wide variety of industries such as: grocery, style goods, consumer electronics, and services. The impact of shifting demand from traditional channels to e-commerce will be emphasized. New initiatives introduced to address these new challenges, such as vendor managed inventory (VMI), variety postponement, cross dressing, real options contracts and quick response, will be studied and applied in both classroom and assignments. Supportive software, such as Enterprise Resource Planning (ERP) and supply chain tools, will also be discussed. After completing this course, the student should be able to characterize the supply chain issues in an industry, and evaluate current practice as well as identify improvement opportunities.

Prerequisite: OMG 402

OMG 412. SERVICE MANAGEMENT
Success of service management critically depends on managing the integration of business processes with customers, as well as all related support systems (technology, human resources, information flow). This integration presents a challenge to service managers who need to address significant variation in customer expectations and requirements while controlling costs and remaining competitive. This course provides a foundation for the analysis and improvement of businesses, paying particular attention to the service sector. The type of analysis learned in this course is required in virtually every industry as companies work to improve their bottom-line performance. The best way to improve performance is through a holistic approach, where the structure of processes, information and technological requirements, and the managerial implications, are considered concurrently. The methodologies developed in this course will provide a framework for analysis that will remain constant across the many different types of services analyzed.

Please note that this course is case intensive.

Prerequisite: OMG 402

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

Prerequisite: OMG 402

OMG 415. PROCESS IMPROVEMENT
This course will teach a systematic method for understanding and improving ongoing business processes. The techniques you learn in this class provide a systematic method of asking questions, collecting data, and analyzing that data to learn how processes work (or aren’t working) and what can be changed to improve them. The statistical techniques you will learn are SPC (Statistical Process Control), used as a proactive tool for investigation rather than its traditional role as a reactive tool, MSA (Measurement Systems Analysis), (for determining if your measurement system is capable), FMEA (Failure Modes and Effects Analysis), and DOE (Design of Experiments). In addition to these analysis tools, there will be a strong emphasis on the process of data acquisition. To support the process of acquiring the right data and learning the analysis tools, you will do a small outside project for the class and a series of in-class simulations. You will learn to use two additional tools that support the questioning that leads to good data acquisition: process mapping (of the process you will be improving) and thought process mapping (of the process you use to solve the client’s problem).

Prerequisite: OMG 402

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

Prerequisite: OMG 402

OMG 437. MANAGING HEALTH CARE OPERATIONS
(Same as HSM 437)
The health care industry is undergoing rapid growth as well as rapid structural changes. New technology, changing reimbursement mechanisms, and increased competition create many interesting management problems, not just in the area of health care operations. In this course, we will study the operations of various types of health care provider organizations (such as hospitals, HMO’s, group practices, nursing homes, and other participants in the industry (such as insurance companies, pharmaceutical companies, suppliers and consulting companies). Topics that will be studied include: patient and provider scheduling, capacity management, providing services and supplies to health care providers, new product development and integrated delivery systems.

Prerequisite: OMG 402

OMG 440. SPECIAL TOPICS IN OPERATIONS MANAGEMENT
This course provides a critical view of selected topics in operations management focusing on best practice and the status of research efforts to date. Potential topics are: yield management, operations and information management issues in retail fashion and media, transportation management, or customers’ relationship management.

Prerequisite: OMG 402

OMG 461. STRATEGY AND BUSINESS SYSTEMS CONSULTING PRACTICUM
(Same as CIS 461 and STR 461)
This course provides MBA students with an introduction to strategy and business systems consulting. It is aimed at students who wish to explore career opportunities within the major consulting firms. It is not open to students considering a career as an independent consultant, or within a corporation’s internal consulting group. The course focuses on three areas:

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

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

• Consulting Skills: The role of the consultant and the human dimension will be discussed (e.g., personal attributes of consultants, relationship building, and team building). Diagnostic tools and data gathering techniques (e.g., questionnaires and interviews) will be presented. Frameworks for problem solving, and communicating recommendations will also be introduced. The course examines a wide range of modern global business challenges and opportunities from both the consultant’s and the manager’s perspectives and provides a learning platform to create and practice the skills and knowledge learned.

PHD COURSES

OMG 501, 502, 503, 521, 522, 523.
PHD SEMINARS IN OPERATIONS MANAGEMENT

These six PhD seminars are offered in the fall, winter and spring quarters, with major topics such as the following: distributions, inventory theory, flexible-manufacturing systems, production (inventory) batching, scheduling and sequencing, reliability/maintenance management, design/strategy, routing/vehicle scheduling, quality, production-control systems, and planning models. Topics for the joint CIS/OMG seminars include: computer-integrated manufacturing, network-based industries, production evaluation, and scheduling of dynamic systems, business expert systems and artificial intelligence.

OMG 531. ANALYSIS OF PRODUCTION SYSTEMS
The course introduces the theory of production and inventory systems, and discusses mathematical models used in designing and managing real-world systems. Topics include: aggregate production planning, static and dynamic approaches to scheduling, inventory control with known and uncertain demand, flexible and high-volume manufacturing systems, hierarchical production planning systems and manufacturing resource planning.
**INTERNATIONAL EXCHANGE PROGRAMS**

**BUSINESS SCHOOL** | **UNIVERSITY** | **LOCATION** | **PROGRAM OBJECTIVE** | **SPECIAL EMPHASIS** | **LANGUAGE**
--- | --- | --- | --- | --- | ---
**ARGENTINA** | Centro de Estudios Macroeconomicos de Argentina | Universidad de CEMA | Buenos Aires, Argentina | International business with programs in finance and banking | Entrepreneurship, strategic planning, financial analysis, finance, risk management, international banking | Primary: Spanish; some English

**AUSTRALIA** | Australian Graduate School of Management | University of Sydney and University of New South Wales | Sydney, Australia | International scope, strong focus on financial management and logical decision making | Policy analysis and public sector management, interdisciplinary approach centers on economics, quantitative methods, politics and management | English

**BELGIUM** | Katholieke Universiteit Leuven, Brussels | University of Antwerp | Leuven, Belgium | Stress in analytical techniques and rigor in management, in-depth understanding of concepts and techniques necessary in modern management | An analytical and often quantitative approach to the study of management problems, learning principles of problem solving which lead to effective decision making | English

**BRAZIL** | Escola de Commercio Superior de Sao Paulo | Fundacao Getulio Vargas | Sao Paulo, Brazil | The goal of the program is to develop leadership qualities in students with the emphasis on the development of skills necessary in modern management | General MBA (offering weekly classes free of charge) | English

**CANADA** |毅力国际大学 |毅力国际大学 |多伦多,加拿大 | Intensive modules of study concentrated over three weeks | General MBA | English

**CHINA** | Antai College of Economics and Management | Shanghai Jiao Tong University | Shanghai, China | Opportunity to experience Shanghai’s business environment, diverse commercial district location, frequent interactions with Shanghai business and industry leaders | Two full-time MBA programs, International MBA and China Leaders for Global Operations; three part-time programs: Finance MBA, Technology MBA, and General MBA | English (offering weekly Chinese classes free of charge)

**FINLAND** | School of Business Executive Education | University of Eastern Finland | Joensuu, Finland | International business | Intensive modules of study concentrated over three weeks | English

**GERMANY** | Otto Beisheim School of Management | WU Berlin Business School | Berlin, Germany | Business administration, policy strategy, and situational management | AACSB, EQUIS, and IFBA accredited | English

**HONG KONG** | Hong Kong University of Science and Technology | Hong Kong University of Science and Technology | Hong Kong, Hong Kong | To cultivate students able to handle the challenges and opportunities presented by the changing globalization and development in the Asia Pacific region | Expertise in China business, electronic commerce, information technology management and financial services | English

**JAPAN** | International University of Japan | International University of Japan | Nagoya, Japan | To prepare specialists with a broad international outlook and an understanding of management practices in international settings | Intensive foreign scholars as professors and lecturers | English

**MEXICO** | Instituto Panamerican de Negocios, Universidad de Mexico | Instituto Panamerican de Negocios, Universidad de Mexico | Mexico City, Mexico | To give pupils the opportunity to live abroad while developing global managerial skills | To shape leaders with global vision, social responsibility, and Christian values who have the capability to transform organizations and society | English and optional Spanish

**NORWAY** | Norwegian Business School | Sandvika, Norway | Function and business economics, international strategy, Euro-management | Specialization in environmental management | English

**SIMON BUSINESS SCHOOL COURSE CATALOG 2014-2015**

**FINANCIAL AID**

The Simon Business School offers a range of financial aid options to support students throughout their academic journey. From scholarships and loans to work-study programs, there are multiple avenues to help offset the cost of a Simon education. Students can explore these options on the Simon website, which provides comprehensive information on eligibility, application processes, and deadlines.

**APPLICATION PROCEDURES**

Applicants are encouraged to apply as early as possible to ensure consideration for available funding opportunities. The application process is straightforward and can be completed online through the Simon website. It is recommended to submit completed applications early to allow for full consideration for all available aid.

For more information on the Simon Business School, including details on admissions, financial aid, and course offerings, please visit the official Simon Business School website.
CAMPUS VISITS
Prospective MBA and MS students are strongly encouraged to visit the Simon School. First- and second-year students volunteer as Simon Ambassadors to conduct tours of the Simon School. An official transcript is required for credit to be awarded.

EXPENSES
The tuition for the 2014–2015 academic year is $1,684 per credit hour. The average tuition and fees for a full-time MBA student is $62,678 per year. MS students pay $1,684 per credit hour. There is no charge for the credits associated with labs for matriculated students, and there is one course credit charged for the Management Communication sequence. All students are charged tuition by the credit hour.

All full-time graduate students pay an annual health fee of approximately $1,000. This covers students for the University Health Service and provides medical insurance coverage for the student. The health fee is reduced if the student has other insurance coverage and submits a copy of the insurance statement to the Simon School.

The Simon School assists qualified full-time students in financing their management education and has been relatively generous in awarding merit-based scholarships to those who show promise of achieving excellence at the School. In their application for admission, students must also describe their educational and professional development and demonstrated qualities of leadership.

These awards are renewed in the second year, provided first-year academic performance has been satisfactory. Consideration for School merit-based financial aid does not require a separate application.

Financial aid for international students is available, but competitive and candidates must consider the costs of financing academic study in the United States. International students are encouraged to investigate funding sources in their home countries as early as possible.

LOAN PROGRAMS
The University of Rochester administers the full range of federal and private financial aid programs. International students may borrow, provided they have a co-signer who is a green or permanent resident of the United States. To apply for student loans, students should submit a Free Application for Federal Student Aid (FAFSA). To receive a timely response, a completed FAFSA should be on file in the University of Rochester Financial Aid Office at least 12 weeks prior to the start of the quarter in which a student intends to enroll. The University of Rochester requires parental information of dependent students.

For further information on student loans, please contact:
University Financial Aid Office
Box 22021
University of Rochester
Rochester, NY 14627-0221
(585) 275-3226
(800) 881-8234 (toll free within the U.S.)

INTERNATIONAL FINANCIAL AID OPPORTUNITIES
The organizations listed below offer financial assistance to international students.

American Association of University Women (AAUW) International Fellowships
AAUW Educational Foundation
1116 Sixteenth Street, NW
Washington, D.C. 20036
(800) 326-2289
(202) 785-7700
www.aauw.org

Edmund S. Muskie/MSA Graduate Fellowship American Councils for International Educational Exchange
1776 Massachusetts Avenue, NW, Suite 700
Washington, D.C. 20036
(202) 833-7522
www.americancouncils.org

Institute of International Education
809 United Nations Plaza
New York, NY 10017-3580
(212) 883-8200
www.iie.org

The Rotary Foundation

STUDENT OWNERSHIP OF LAPTOP COMPUTERS (REQUIRED)
It is required that students acquire a laptop computer to support their academic work. It is the responsibility of each student to acquire one; the School will not supply equipment to students. Students who purchase computers may include the cost when calculating their eligibility for loan programs.

When considering the purchase of a laptop computer, Dell is the preferred brand. Simon School IT staff members have in-depth experience with Dell models, features and troubleshooting. Most laptops manufactured today have the basic requirements (network cable connection, high-speed processor, wireless B/G adapter, USB operating system), but purchasers should consider investing in at least 2 GB of memory/RAM prior to budget allowances. In addition, features are at the purchaser’s budgetary discretion. Students are free to choose equipment that meets their individual needs and budgets, but must bear in mind that the further they deviate from the recommendation, the more likely they are to face difficulties. Mac/Apple computers must have Parallels software installed since some software is only run on the Windows platform.

MERIT-BASED FINANCIAL AID
The Simon School assists qualified full-time students in financing their management education and has been relatively generous in awarding merit-based scholarships to those who show promise of achieving excellence at the School. In their application for admission, students must also describe their educational and professional development and demonstrated qualities of leadership.

These awards are renewed in the second year, provided first-year academic performance has been satisfactory. Consideration for School merit-based financial aid does not require a separate application.

Financial aid for international students is available, but competitive and candidates must consider the costs of financing academic study in the United States. International students are encouraged to investigate funding sources in their home countries as early as possible.
All University apartments have reserved off-street parking and are served by frequent runs of the University shuttle bus.

Eligibility for housing is contingent on current enrollment status, and all applicants must be registered as full-time graduate students of the Simon School. Because applications for housing always exceed available facilities, a lottery system, usually held in early May, is used to establish priority among qualified applicants. Graduate students from outside the Rochester area are advised to make specific housing arrangements in advance of coming.

For more information, call (585) 275-3166, or visit our Website at www.rochester.edu/reslife/graduate/index.html.

ID CARDS
University of Rochester ID cards are required to obtain after-hours access to Schlegel and Gleason Halls. ID cards are also required to use the library and sports complex. For information, contact the River Campus Identification Card Office, located in the Susan B. Anthony Residence Hall, at (585) 275-3975, or visit our Website at www.rochester.edu/living/services/onecard/ID1.htm.

IMMUNIZATIONS
All entering matriculated full-time and part-time students must submit a University Health History Form that includes immunization information. Under New York State law, students who do not show proof of immunity to measles, mumps and rubella before classes begin will not be allowed to attend the Simon School.

INTERFAITH CHAPEL
As the center for spiritual life on the River Campus, the Interfaith Chapel offers graduate students opportunities for worship, meditation, social service, and cultural and social events. Roman Catholic, Protestant, Muslim and Jewish clergy are available for personal counseling. In addition, there are resource staff members available to assist students from the Buddhist, Jain, Hindu, Sikh, Universalist Unitarian and Latter-Day Saints traditions.

2014-2015 SIMON BUSINESS SCHOOL COURSE CATALOG
The information contained in the 2014–2015 Course Catalog is current as of December 11, 2014.

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

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

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

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

CAMPUS CRIME STATISTICS
The Advisory Committee on Campus Safety will provide upon request all campus crime statistics as reported to the United States Department of Education (USDOE). The statistics are available on the USDOE’s Website (http://ope.ed.gov/security/) and on the University’s site at (http://www.security.rochester.edu/).

You can also obtain a hard copy of the report, titled Think Safe, by contacting University Security Services at (585) 275-3340.

CONTACT INFORMATION

Admissions
(MBA and MS Programs)
Phone: (585) 275-3533
Fax: (585) 271-3907
E-mail: admissions@simon.rochester.edu

Advancement
Phone: (585) 275-7563
Fax: (585) 756-8053
E-mail: alumni@simon.rochester.edu

Career Management Center
Phone: (585) 275-4881
Fax: (585) 473-9604
E-mail: career@simon.rochester.edu

Executive MBA Program
Phone: (585) 275-3439
Fax: (585) 244-3612
E-mail: emba@simon.rochester.edu

Financial Aid Office
Phone: (585) 275-3226, (800) 881-8234
Fax: (585) 756-7664
E-mail: help@finaid.rochester.edu

Information Technologies
Phone: (585) 275-4409
Fax: (585) 271-8752
E-mail: ssit@simon.rochester.edu

Marketing and Communications
Phone: (585) 275-3736
Fax: (585) 275-9331
E-mail: marketing@simon.rochester.edu

Off-Campus Living
Information Center
Phone: (585) 275-1081
Fax: (585) 276-1886
E-mail: officampus@reslife.rochester.edu

Part-Time Programs
Phone: (585) 275-3803
Fax: (585) 244-3612
E-mail: ptprograms@simon.rochester.edu

PhD Program
Phone: (585) 275-2959
Fax: (585) 276-1965
E-mail: phdoffice@simon.rochester.edu

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

Student Services
Phone: (585) 275-8163
Fax: (585) 276-2368
E-mail: studentservices@simon.rochester.edu

University Apartments Office
Phone: (585) 275-5824
Fax: (585) 275-1081
E-mail: uapts@reslife.rochester.edu