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<th>Course Name</th>
<th>Course Description</th>
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<tr>
<td>Advanced Topics in Management Communications</td>
<td>No longer can executives rely on strong technical and analytical skills alone. Leaders must also be able to effectively communicate financial models, analytic results, strategic plans and business forecasts. This course, designed for students who are experienced communicators, will blend theoretical models for effective persuasion with practical application of course material in a simulated financial services setting. Exercises focus on communicating to potential audiences of internal and external colleagues including employees, senior management, clients, and potential business partners. Written and spoken communication assignments range from informative to persuasive in a variety of simulated settings. Situations engage hypothetical audiences that range from receptive to difficult. Students benefit from individual feedback on all written work as well as individual and team coaching based on video recorded reviews of each presentation.</td>
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<td>Bankruptcy, Reorganization &amp; Distressed Securities</td>
<td>The practical and theoretical implications of bankruptcy and distressed restructuring are examined in this course. Focus is primarily on corporate form organizations ranging from banks to retail firms to manufacturers. Topics include valuation effects of bankruptcy; workout strategies; the bankruptcy-reorganization process from the viewpoint of different participants; and the implications of bankruptcy for banks, workers, and state and national industrial policy.</td>
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<td>Competitive Strategy in the Marketplace</td>
<td>This is a rigorous advanced course in competitive strategy set at the level of the business as it faces competitors at the product market level. It consists of lectures and formal case presentations recommending strategic actions by student teams to counterpart teams representing senior managers responsible for approving their recommendation. Topics covered include both the process and content of strategic action and interaction, strategic models, brands as a source of competitive advantage, methods for comparing competitive offers and strategies, scenario analysis, competitive signaling, and competitive intelligence.</td>
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<td>Crisis Management</td>
<td>This course focuses on the business decisions and management processes necessary to anticipate, plan for, manage through and recover from crises. A key focus is organizational behavior, especially the way companies in distress predictably behave: the predictable missteps many executives make when things go wrong, and ways to prevent predictable but counterproductive behavior.</td>
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<td>Debt Instruments and Markets</td>
<td>This course covers the valuation of fixed income securities and investment strategies utilizing them. Topics include the mathematics of bond valuation, immunization, treasury markets and instruments, different kinds of debt instruments, like mortgage-backed securities, swaps, interest-rate futures, credit derivatives etc. Hedging strategies and other uses of these securities are covered.</td>
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<td>Entrepreneurial Transactions</td>
<td>Whatever your relationship to a new venture, your chance of success is far better if you understand how to handle the transactions and relationships that shape it. That’s because creating a new firm means negotiating many different contracts into existence. The goals of this course are to develop your ability to craft wise agreements at every stage of a new venture’s life, and deal wisely with a new venture’s investors, founders, suppliers, advisors, employees and others. By the end of the course, students will learn how to manage the legal, financial and negotiating challenges of important entrepreneurial transactions.</td>
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<td>Equity Analysis</td>
<td>Equity Analysis focuses upon common stocks in the cash equity market. Useful equity analysis and valuation result from an understanding of the firm’s competitive position and strategic choices rather than from lucky guesses about its financial prospects. Common stock analysis must focus on the business, not on the numbers. Refocusing equity analysis on returns on investment ultimately means adopting an earnings-based view of common stock value. At the course’s conclusion, you should be able to perform a complete equity analysis of a stock, from discussing the firm’s competitive position to valuing the enterprise. Introduction of earnings- and stock-price-based techniques permits the use of multiple equity valuation methods, in addition to familiar discounted-cash-flow methods.</td>
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<td>Foundations of Entrepreneurship</td>
<td>This course seeks to explore the many dimensions of new venture creation and growth and to foster innovation and new business formation in independent and corporate settings. The course will integrate both an academic and practitioner view of the challenges facing entrepreneurs and investors involved in entrepreneurial, venture capital and private equity investment activities. The course draws on a variety of disciplines including management and finance, to develop frameworks and techniques that are needed to plan, start, evaluate and successfully operate ventures.</td>
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Implementing Strategy

Implementing Strategy focuses on designing better organizational structures to ensure effective strategy implementation. This course examines the following questions: Given a strategy, how do we get execution right? What could go wrong? How do we correct it through better design of structure? Through analyses of several case studies, students probe how strategies are actually executed through the medium of structure. The course also examines how organizational dimensions such as strategy, structure, technology and culture, and the many sub-dimensions within each of these, relate to one another and how they collectively determine the overall adaptive efficiency of the organization with respect to its operating environment.

Information Analysis for Managerial Decision Making

This course complements courses addressing operational management, marketing and strategy. Cost management plays a key-supporting role in the creation of more value to the consumer of a firm’s products and services, thus enhancing its competitiveness. Any organization can benefit from cost management systems that accurately provide information and facilitate integration of initiatives such as total quality; new product and service design; cost reduction; and business process improvement that enhance their competitiveness and profitability.

Investment Banking

This course provides a broad overview of investment banking and the forces that are continuing to change it worldwide. It examines each of the principal businesses in which the major investment banks are involved including raising capital; advising on mergers and acquisitions; serving as a broker/dealer; trading and investing the bank’s own capital; and managing the assets of others. Along the way, we will ask which of these activities fit well within a bank’s overall portfolio of businesses, and which ones might not. We examine how different investment banks are pursuing different models in terms of the relative emphasis that they place on these various activities. We also see how a bank might draw on a combination of these activities in providing solutions to client problems, and students analyze some of the potential conflicts that could arise in the process.

Leadership

This course is meant for those who wish to understand and further develop their innate potential and propensity to lead others. If you wish to be CEO of a large organization someday, plan to be an entrepreneur and make your mark, or want to do good for society after doing well in your career and start your own philanthropy, you will need multiple and often conflicting constituencies on board to follow your vision. But if you don’t lead, others will not follow. This course will help you hone some of the essential self-reflective skills you need to realize such career objectives. This course will also be valuable to those who wish to have a broad intellectual understanding of the context of leading and the content of leadership.

Managerial Decision Making

This course takes a systematic approach to improve your decision-making skills in a way similar to the ways good doctors help people become healthier. Many people are familiar with what is needed to lead a healthy life but do not follow the course of action they know is the right one. Similarly, many managers know what is needed in order to make good decisions but often do not follow this course of action. This course will focus on the ways that decision making departs from the desired way and will help you overcome the difficulties of reaching it. The course is organized around a major distinction in decision-making between descriptive, normative and prescriptive aspects.

Managing Change

Contemporary business environments contain challenges that demand an increasing pace, volume and complexity of organizational changes. Most organizations, whether they are entrepreneurial start-ups or long-established Fortune 500 firms, find that they must change or wither. This course is geared toward deepening students’ understanding of the challenges, techniques and burdens associated with initiating and implementing major changes in an organization. The objective is to prepare managers, or their consultants and advisers, to meet the challenges of organizational change successfully. As such, the course is especially useful for students who plan careers in management consulting, general management (whether in line or staff positions) and entrepreneurship or corporate venturing.

Managing the Growing Company

This course seeks to provide an understanding of the knowledge and skills that are required to manage and grow small-to mid-sized firms. Students study the typical problems and opportunities that confront such organizations and use a variety of disciplines including management, strategy and entrepreneurial finance in order to formulate courses of action based on incomplete information.
Managing High-Performing Teams

We all work in teams, and yet very few of us know how to make teams effective. Furthermore, while the majority of organizations employ cross-functional teams, only limited training is provided to team leaders that are held accountable for their teams’ performance. This course is aimed at improving students’ ability to lead high-performing teams through effective design and development. You will learn why many teams fail to deliver expected results and will gain in-depth knowledge of practices of successful teamwork. Topics include characteristics of high-performing teams, monitoring stages of team growth, developing strategies for effective group decision making, developing a team-focused organizational culture, managing effective cross-boundary collaboration, resolving conflict within and across teams, team leadership techniques, and evaluating and rewarding team performance. The course also addresses how organizations can foster innovation, strategic decision-making, and cross-functional synergies through the use of teams. It emphasizes both theory and application/skill-building, using a variety of teaching methods.

Mergers & Acquisitions

This course is designed to take an interdisciplinary approach to understanding the problems of formulating and implementing successful acquisition strategies. Our major objectives are (1) to enable you to act as a senior advisor to your CEO regarding strategic M&A and PMI issues your division or company might confront and (2) to assist you in becoming an informed consumer of just about anything written on M&A success (including pitches by professional services providers). We will introduce a framework for thinking about acquisitions as a strategic investment where the bottom line is superior shareholder performance. The course will approach acquisitions as a multi-step strategic and organizational process drawing from the fields of strategy, negotiations, finance and organizational behavior.

Modeling and Projecting Financial Statements

Various management disciplines teach you how to analyze and forecast parts of a business. Building on this foundation, this course helps you to weave your forecasts into coherent spreadsheet-based pro-forma financials. Modeling and projecting comprehensive financial statements provides a reality check on the forecasts, enables “what if” analysis, provides an integrated view of the business, and is a key step in valuation.

New Product Marketing & Design

This course focuses on the tools and techniques associated with analyzing market opportunities and then focuses on designing, testing, and introducing new products and services. Both quantitative and qualitative approaches are covered. In particular, the course covers the new product development process, market entry strategies, how to generate new product ideas, mapping customer perceptions, segmentation, product positioning, forecasting market demand, product design and advertising and product testing. It emphasizes how to incorporate customers and competitors into all of these aspects of new product development.

Power & Politics

This course considers the way political processes and power structures influence decisions and choices made within and by organizations. It analyzes the sources, distribution and use of influence in relation to resource allocation, organizational change and performance, management succession, procedural justice, policy formulation, and social movements within organizations. It develops skills in diagnosing and using power and politics in organizational settings. A basic assumption underlying the course is that managers need well-developed skills in acquiring and exercising power to be effective. The course is designed to (1) improve students’ capacity to diagnose organizational issues in terms of their political dimensions and (2) enhance their effectiveness in their jobs and careers as a result of that improved capacity.

Quantitative Methods in Financial Modeling

This course will cover the use of mathematical techniques in determining value and pricing for both fixed income and equity securities. The fixed income portion will include a mathematical treatment of annuities with applications to problems in mortgage refinance, bond pricing, automobile leasing and other securities. The topics of duration and convexity and its effect on the volatility of fixed income instruments with respect to interest rate movements will be discussed. The equities portion will include a discussion of the principle of arbitrage pricing in both discrete and continuous-time setting. The famous Black-Scholes formula will be discussed along with its adaptations to options on dividend-paying stocks, futures and forward contracts. The course will also include the study of American options and the role of backward induction in pricing such options and exercising them optimally.

Strategic Marketing & Implementation

Strategic marketing is the process of creating value through the integration of all business activities and the creation of a sustainable competitive advantage. The steps are well known: analyze where your customers; competitors and company are today; determine where you want them to be tomorrow; develop a plan for getting there; and then implement it. But in the heat of the day-to-day battle to get and keep customers, there are constant pressures on managers to deviate from, if not completely forget, those carefully formulated strategies. This course builds on concepts introduced in the core marketing course, and focuses on strategic decision-making that has a long-term impact on the organization.
Structured Finance

Structured Finance is the design of debt or equity financing techniques in order to solve particular issuer or investor problems that cannot be solved by conventional methods. The goal of this course is to understand how structured financing techniques can work for bankers and corporate finance professionals. The course will be taught around several major topics employing in-depth group work on case studies, financial analysis and deal documentation. The focus will be on identifying situations that call for nonstandard corporate finance solutions, and the design and pricing of the situation-specific financing instruments. Examples of such situations include securitizations, financial restructuring, private equity and leveraged buyouts, recapitalizations, and hybrid financing techniques.

Valuation

There are as many models for valuing stocks and businesses as there are analysts doing valuations. The differences across these models are often emphasized by their users, and the common elements are often ignored. The first two and half sessions will cover discounted cash flow valuation, and the estimation issues that arise when information is noisy or unavailable; in addition, it will look at value enhancement through the prism of discounted cash flow models, and contrast techniques such as EVA and CFROI. The third and fourth sessions will center around relative valuation, i.e. the use of multiples and comparables in valuation. The final session will look at real option valuation with applications in natural resource companies, biotechnology companies and troubled telecomm firms. In the process, the common factors that run across these models, as well as the differences, will be discussed.