

Owen Graduate School of Management

*The Owen Graduate School of Management
was named in honor of the late
Lulu Hampton Owen and Ralph Owen
of Nashville, Tennessee*







Owen Graduate School of Management



Vanderbilt
University
2009/2010

Containing academic programs and
regulations for the 2009/2010 session
corrected to 15 September 2009
Nashville

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The Owen School Calendar 2009/2010

FALL SEMESTER 2009

Classes begin for second-year Executive Management students / Friday 7 August
Week-in-residence for first-year Executive Management students / Saturday 8 August–
Saturday 15 August
Orientation for first-year Management students / Monday 10 August–Friday 14 August
Module I Classes begin / Monday 17 August
Last day for Management students to add or drop a Module I course / Thursday 20 August
Classes begin for first-year Executive Management students / Friday 28 August
Module I classes end / Thursday 1 October
Reading days / Friday 2 October and Sunday 4 October
Module I examinations / Saturday 3 October–Friday 9 October
Optional short courses in Management / Monday 12 October–Friday 16 October
Module II classes begin / Monday 19 October
Last day for Management students to add or drop a Module II course /
Thursday 22 October
Last day for Management students to drop a semester course / Friday 16 October
Thanksgiving holiday / Friday 20 November–Sunday 29 November
Module II classes end / Thursday 10 December
Reading days / Friday 11 December and Sunday 13 December
Examinations for Executive Management students / Friday 11 December,
Saturday 12 December
Module II examinations / Saturday 12 December–Thursday 17 December

SPRING SEMESTER 2010

Classes begin for second-year Executive Management students / Friday 8 January
Module III classes begin / Monday 11 January
Last day Management students may add or drop a Module III course / Thursday 14 January
Classes begin for first-year Executive Management students / Friday 15 January
Module III classes end / Thursday 25 February
Reading days / Friday 20 February and Sunday 22 February
Module III examinations / Saturday 27 February–Friday 4 March
Spring holiday / Saturday 5 March–Sunday 14 March
Optional short courses in Management / Monday 5 March–Friday 14 March
Module IV classes begin / Monday 15 March
Last day Management students may add or drop a Module IV course / Thursday 18 March
Last day Management students may drop a semester course / Friday 19 March
Reading days / Friday 30 April and Sunday 2 May
Module IV classes end / Thursday 29 April
Classes end for second-year Executive Management students / Saturday 1 May
Module IV examinations / Saturday 1 May–Thursday 6 May
Classes end for first-year Executive Management students / Saturday 8 May
Commencement / Friday 14 May

The MBA Curriculum



Degree Requirements

Candidates for the Vanderbilt MBA must complete post-baccalaureate study in business administration for a period of two years for a minimum of 62 credit hours. In addition, candidates must satisfy all requirements of the MBA curriculum, pass all prescribed examinations, receive the favorable recommendation of the faculty, and be free from indebtedness to the university.

Students must complete required “Core” courses and at least 12 hours in one concentration and/or at least one career industry specialization. Additionally, students must take an approved ethics course.

Preparation for the MBA Program

The first few modules of your first year fly by very quickly. The Summer Quant Review, provided online, provides a brief overview of the core concepts you will need in accounting, finance, microeconomics, and statistics. Your core faculty will expect you to be familiar with the topics contained in the Quant Review. By following the recommendations contained in the prep material and by completing the review material, you should be ready for day one of Module I.

Residence Requirement

The MBA program requires eight modules (mods)—the equivalent of four semesters—of full-time study. Students must be enrolled in a minimum of 12 credit hours per semester and a maximum of 18 credit hours per semester to maintain full time status in the MBA program. (Short courses are excluded from this 18-hour maximum.) Two years of residence are required, but participants in some joint degree and qualified exchange programs may be exempt from this requirement. MBA candidates not participating in joint degree or qualified exchange programs must be officially registered at Owen for a minimum of eight modules (four semesters). All requirements must be completed within three years of initial enrollment. Transfer credit is not permitted, but up to 12 credit hours may be approved toward the MBA degree if earned in pre-approved joint degree programs at Vanderbilt or in official exchange programs.



Academic Regulations



Grade Point Average (GPA)

Master's degree candidates must pass a minimum of 62 credit hours, including all core courses, with a 3.0 cumulative grade point average (SP = 4 points, HP = 3.5, PA = 3, LP = 2.5, F = 0). Exempted courses, incompletes, "passes" in pass/fail courses, and courses taken outside of Owen are not included in computations of grade point averages. Grades will not be changed after they have been assigned except in the case of clerical error. Students may not enroll in courses for which they do not have the prerequisite(s), and will be dropped from the roster if they have not completed the prerequisite course(s).

Grading System

Grade point averages are calculated using indicated grade-point values per credit hour:

SP	= 4.0
HP	= 3.5
PA	= 3.0
LP	= 2.5
F	= 0.0

Letter grades are used in evaluation as follows:

SP	Superior Pass
HP	High Pass
PA	Pass
LP	Low Pass
F	Failure

The faculty use the recommended grade distribution in courses:

Letter grade	Numerical weight	Percentages	
		Core course	Elective course
SP	4.0	Maximum 25%	Maximum 30%
HP	3.5	40%	45%
PA	3.0	At least 35%	At least 25%
LP	2.5		
F	0.0		

Registration System

Students register for each semester using OASIS and the course planning survey on the dates specified. Students who attempt to register after the first four days of classes in each module will be denied permission to register unless special permission is received from the Office of Academic Programs. It is the student's responsibility to ensure that his or her registration in OASIS accurately reflects his or her enrollment. Students may not attend courses for which they are not enrolled, and students may not register for overlapping classes.

Adding and Dropping Courses

During the first four days of each module, students may add or drop elective courses without obtaining permission. After this period, students will not be permitted to add courses to their schedules, and withdrawal from any course will require the approval of the instructor. A course dropped after the first week of classes will be recorded on the student's transcript as a W. The grade W is not included in the calculation of the grade point average. This applies to individual courses as well as withdrawals or leaves of absence that occur after the first week of class. Permission to withdraw may be denied, e.g., if a student has accepted responsibility for group work or a presentation. No withdrawal will be permitted after the last class period. All requests for course changes should be referred to the Office of Academic Programs.

Attendance in Classes and Group Work

Regular class attendance is expected. Excessive absences may result in automatic withdrawal from an elective course, exclusion from the final examination with a failing grade, or a reduction in grade, all at the discretion of the faculty member involved. Students work in teams for some core classes. Students are required to adhere to the group work guidelines for each course or suffer a failing grade or reduction in grade as outlined in the course syllabus. Students who miss the first day of an elective course are at risk of being dropped from the course.

Incomplete Work

A grade of Incomplete or "I" is given at the discretion of the instructor when circumstances beyond the control of a student prevent all course requirements from being met. If a student is absent from a final exam for a reason approved by the faculty member (e.g., illness, emergency), a make-up examination will be given. Make-up examinations are not given in the case of unapproved or unexcused absences. All incomplete grades

must be completed as soon as possible, but by the end of the next module. Failure to resolve an incomplete in the time specified will result in the automatic conversion of the "I" to an "F."

Pass/Fail

Students are permitted to take up to six hours of courses on a pass/fail credit basis. The minimum grade to qualify as passing is a "C" or its equivalent. Passing grades do not enter into the GPA calculation; failing grades are calculated into the GPA.

Auditing

Regularly enrolled students may wish to take one or two courses for which they will receive no credit. There is no charge for auditing Owen School courses. Auditing is subject to the following conditions:

1. Consent of the instructor must be obtained within the add/drop period (the first four days of each module).
2. The instructor sets the conditions under which a course may be audited. Failure to meet those conditions is justification for withdrawal of the audit designation. Courses which require extensive group work are not approved for audit.
3. Audits carry no credit. No grade is recorded for a course that has been audited, although the course will appear on the student's transcript.
4. Grading status may not be changed after the add/drop period (i.e., an audited course cannot be changed to a "graded" course or vice versa).
5. Auditing is not permitted for courses with a waiting list.

Project Work and Independent Study Courses

All project work not associated with a course must be approved by the professor who will supervise such work and the Office of Academic Programs. The Curriculum Committee provides guidelines for proposals to be submitted for such projects. The committee will not accept proposals for project or independent study courses after the first week of the module in which such work is to be undertaken. Students are limited to six hours of project and independent study work toward the MBA.

Courses Taken Outside the Owen School

All courses taken outside of Owen must be approved by the Curriculum Committee and are recorded on the Owen transcript as pass/fail. Once registered in the Owen School, a student must ensure that non-Owen

courses to be taken for credit have received prior approval from the Curriculum Committee. The minimum grade to qualify as passing is a "C" or its equivalent. Passing grades do not enter into the GPA calculation; failing grades are entered into the GPA calculation and remain on the student's transcript. The Curriculum Committee does not approve courses at other universities for transfer credit.

Courses taken in Vanderbilt's College of Arts and Science and Graduate School must be numbered 200 or above in order to qualify for graduate credit toward the MBA. Courses taken on exchange or at Vanderbilt should be at a level suitable for graduate and professional students and must be pre-approved by the Office of Academic Programs.

Non-Owen Students in Owen Courses

Enrollment in Owen courses is restricted to students who are registered in post-baccalaureate degree programs, on a space-available basis. There are no exceptions.

Refunds of Tuition Charges

University policy for the refund of tuition charges provides a percentage refund based on the time of withdrawal. Students who withdraw officially or who are dismissed from the university for any reason may be entitled to a partial refund in accordance with the established refund schedule, which may be viewed online at www.vanderbilt.edu/stuaccts/summer_refund.html

Requests for refunds must be made before the last day of classes of the semester in which the student was enrolled. Insurance coverage is generally non-refundable.

Financial Clearance

A student will not be permitted to attend classes for any module if there is an outstanding unpaid balance on his/her student account or if the student is on leave or withdrawn from the university. Transcripts will not be released until the account has been paid. Diplomas of graduating students will not be released until all indebtedness to the university is cleared.

Performance Reviews

Students in the MBA program are expected to maintain a 3.0 cumulative GPA during the program and must have at least a 3.0 GPA to graduate. Students who are consistently at the lower grade levels will be reminded of our expectations and encouraged to seek extra help to improve their performance. In some cases, students may be asked to leave the program due to their academic performance. The following guidelines are used:

Any LP or F grade will result in accumulation of the following points:

LP = .5 points

F = 1 point

A student will be asked to leave the program if he or she has accumulated:

2 points at the end of Mod I or

2.5 points at the end of Mod II or

3 or more points at any time.

Any required class or graduation requirement that has not been passed must be re-taken the next time it is offered at Owen prior to graduation. The original failing grade will remain on the transcript, but, upon successful completion of the course, the "F" grade will not be calculated in the cumulative GPA.

Students are encouraged to plan their business education carefully, consult the faculty when appropriate, and study the course offerings and advisory documents made available each semester. Each individual student bears the responsibility for fulfilling these requirements. The faculty, deans, directors, and administrative personnel are available for consultation, but no official approval of course schedules is required after the core has been completed. The Office of Academic Programs audits student records to confirm credit hour and concentration requirements prior to graduation.

Leave of Absence Requests

Students who are temporarily unable to continue their course of study or who, for personal reasons, need to withdraw from school temporarily must request a leave of absence from Owen. The request must be made in writing and addressed to the Curriculum Committee. Leaves are granted for one semester or one academic year. Students placed on leave of absence are required to keep the Office of Academic Programs informed of their plans to return to school. Students on leave who wish to return must inform the school of their plans no later than July 1 for the fall semester or November 1 for the spring semester. In consultation with the Curriculum Committee, the administration may extend a leave of absence.

Students who discontinue class attendance without a leave of absence, students who fail to register for a subsequent semester's work without a leave of absence, and students on a leave of absence who fail to return to Owen following the period of approved leave without requesting and receiving an extension will be dismissed from the school. In order to return, such students must reapply for admission and, if applicable, financial aid.

The Honor System

Vanderbilt students are bound by the Honor System inaugurated in 1875 when the university opened its doors. Fundamental responsibility for the preservation of the system inevitably falls on the individual student. It is assumed that students will demand of themselves and their fellow students complete respect for the Honor System.

All work submitted as a part of course requirements is presumed to be the product of the student submitting it unless credit is given by the student in the manner prescribed by the course instructor. Cheating, plagiarizing, or otherwise falsifying results of study are specifically prohibited under the Honor System. The system applies not only to examinations but also to any work submitted to instructors. The student, by registration, acknowledges the authority of the Owen Graduate School of Management Honor Council.

The University's Graduate Student Conduct Council has original jurisdiction in all cases of non-academic misconduct involving graduate and professional students. For detailed information, see Vanderbilt Graduate Student Conduct Council on Vanderbilt's Web site.

Students are expected to become familiar with the *Student Handbook*, available online at www.vanderbilt.edu/student_handbook/ and provided during Module I. Additionally, students must be familiar with the Honor Code, have read it prior to orientation, and sign a pledge of compliance.

Confidentiality of Student Records (Buckley Amendment)

Vanderbilt University is subject to the provisions of federal law known as the Family Educational Rights and Privacy Act (also referred to as the Buckley Amendment or FERPA). This act affords matriculated students certain rights with respect to their educational records. These rights include:

The right to inspect and review their education records within 45 days of the day the university receives a request for access. Students should submit to the University Registrar written requests that identify the record(s) they wish to inspect. The University Registrar will make arrangements for access and notify the student of the time and place where the records may be inspected. If the University Registrar does not maintain the records, the student will be directed to the university official to whom the request should be addressed.

The right to request the amendment of any part of their education records that a student believes is inaccurate or misleading. Students who wish to request an amendment to their educational record should write the university official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the university decides not to amend the record as requested by the student, the student will be notified of the decision and advised of his or her right to a hearing.

The right to consent to disclosures of personally identifiable information contained in the student's education records to third parties, except in situations that FERPA allows disclosure without the student's consent. These exceptions include:

- Disclosure to school officials with legitimate educational interests. A “school official” is a person employed by the university in an administrative, supervisory, academic, research, or support staff position (including university law enforcement personnel and health staff); contractors, consultants, and other outside service providers with whom the university has contracted; a member of the Board of Trust; or a student serving on an official university committee, such as the Honor Council, Student Conduct Council, or a grievance committee, or assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.
- To parents if the student is a dependent for tax purposes.
- To appropriate individuals (e.g., parents/guardians, spouses, housing staff, health care personnel, police, etc.) where disclosure is in connection with a health or safety emergency and knowledge of such information is necessary to protect the health or safety of the student or other individuals.
- Information to a parent or legal guardian of a student regarding the student’s violation of any federal, state, or local law, or of any rule or policy of the institution, governing the use or possession of alcohol or a controlled substance if the university has determined that the student has committed a disciplinary violation with respect to the use or possession and the student is under the age of twenty-one at the time of the disclosure to the parent/guardian.

The Buckley Amendment provides the university the ability to designate certain student information as “directory information.” Directory information may be made available to any person without the student’s consent unless the student gives notice as provided for below. Vanderbilt has designated the following as directory information: the student’s name, addresses, telephone number, e-mail address, student ID photos, date and place of birth, major field of study, school, classification, participation in officially recognized activities and sports, weights and heights of members of athletic teams, dates of attendance, degrees and awards received, the most recent previous educational agency or institution attended by the student, and other similar information. Any new entering or currently enrolled student who does not wish disclosure of directory information should notify the University Registrar in writing. No element of directory information as defined above is released for students who request nondisclosure except in situations allowed by law. The request to withhold directory information will remain in effect as long as the student continues to be enrolled, or until the student files a written request with the University Registrar to discontinue the withholding. To continue nondisclosure of directory information after a student ceases to be enrolled, a written request for continuance must be filed with the University Registrar during the student’s last term of attendance.

If a student believes the university has failed to comply with the Buckley Amendment, he or she may file a complaint using the Student Complaint and Grievance Procedure as outlined in the *Student Handbook*. If dissatisfied with the outcome of this procedure, a student may file a written complaint with the Family Policy and Regulations Office, U.S. Department of Education, Washington, D.C. 20202.

Questions about the application of the provisions of the Family Educational Rights and Privacy Act should be directed to the University Registrar or to the Office of the General Counsel.

Accreditation

Vanderbilt University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award bachelor's, master's, education specialist's, and doctor's degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call (404) 679-4500 for questions about the accreditation of Vanderbilt University.

Vanderbilt University is a member of the Association of American Universities. The Owen Graduate School of Management's MBA, Executive MBA, MSF, and MAcc programs are accredited by the American Assembly of Collegiate Schools of Business (AACSB).

Archived 2009/2010
Owen Graduate School of
Management Catalog

The MBA Core

The Vanderbilt MBA core provides an early immersion into the fundamentals of management. The two modules of the first semester are composed primarily of core courses; the second semester (mods 3 and 4) of the first year allows students to enroll in more elective courses that satisfy their concentrations or career specializations. In the second year, students will focus on their electives. Recruiters prize Vanderbilt MBAs for many reasons; some of these reasons can be directly attributed to the core.

Outstanding Teamwork

Student teams are a standard feature in many of the core courses. In addition to forging lifelong bonds, Owen students praise the team model for helping them learn respect for other functional areas, working styles, and diverse perspectives. Each student will be part of teams that meet several times during the core experience.

Core Courses, Mods I and II, Year One

Course	Title	Credit Hour(s)
MGT 311	Introduction to Financial Accounting	2
MGT 322	Managerial Economics	2
MGT 331	Managerial Finance	2
MGT 342	Leading Teams and Organizations	2
MGT 351a/b	Leadership Communications	1/1
MGT 361	Marketing Management	2
MGT 371	Operations Management	2
MGT 381	Managerial Statistics	2

Core Courses, Mods III and IV, Year One

Course	Title	Credit Hour(s)
MGT 312	Introduction to Managerial Accounting	2
MGT 321	Business in the World Economy	2
MGT 355	Strategic Management	2
	Total Core Credits	22 Core Hours
	+ an Ethics Course (see page 18)	2 Ethics Hours
	TOTAL	24 Credit Hours

In addition to the listed courses, every student must satisfy an ethics requirement. In some cases this requirement will be fulfilled as part of a career specialization. All students must follow these guidelines:

Concentration/Specialization	Ethics Requirement
Accounting Concentration	Required to take MGT 456 (Ethics); or MGT 423 (Corporate Responsibility and Sustainability)
Health Care Specialization	Required to take Health Care Ethics (MGT 508)
Marketing Concentration or Specialization	Required to take either MGT 456 (Ethics) or MGT 423 (Corporate Responsibility and Sustainability)
Operations Concentration or Specialization	Required to take either MGT 456 (Ethics) or MGT 423 (Corporate Responsibility and Sustainability)
Strategy Concentration	Required to take MGT 456 (Ethics), MGT 423 (Corporate Responsibility and Sustainability), or MGT 544 (Controversies and Debates in Business, Management, and Society)
Finance Concentration or Specialization	Required to take MGT 456 (Ethics); or MGT 423 (Corporate Responsibility and Sustainability)
Human and Organizational Performance Concentration or Specialization	Required to take MGT 456 (Ethics), MGT 423 (Corporate Responsibility and Sustainability), or MGT 544 (Controversies and Debates in Business, Management, and Society)

Exempting Core Courses

Students may request exemptions from first-year core courses if they've mastered them through previous study. Module I and II exemptions in accounting, statistics, and managerial economics are determined by credential (transcript reviews) and must be claimed prior to the start of the module. Business in the World Economy may be exempted by successfully passing an exemption examination typically offered during the second week of Mod III. Exemptions do not reduce the number of hours (62) required for the MBA degree.

Career Specializations and Academic Concentrations

A concentration at Owen represents a minimum of 12 credit hours beyond the core, in a single discipline that is usually the foundation discipline for the student's chosen career. With a total of 62 credit hours required for the degree, students have ample time to pursue one or two concentrations in a particular field.

The Owen Graduate School of Management offers several career-focused concentrations, including:

- Accounting
- Finance
- General Management
- Human and Organizational Performance (HOP)
- Information Technology
- Marketing
- Operations
- Strategy

For students who wish to complete a more in-depth study, five career specializations are available. These require 20 hours of course work each as prescribed by area faculty. The following specializations will be offered:

- Brand Management
- Corporate Finance
- Human and Organizational Performance (HOP)
- Investment Management
- Operations Management

Industry Specialization:

- Health Care

Career Specializations

Brand Management

REQUIRED

Course	Title	Credit Hour(s)
MGT 460**	Marketing Communications: Advertising	2
MGT 461a*	Qualitative Marketing Research	2
MGT 461b*	Survey Design and Analysis	2
MGT 461c*	Marketing Models	2
MGT 462*	Consumer Analysis	2
MGT 464**	Sales Promotion and Personal Selling	2
MGT 468*	Brand Management	2

*Recommended in Year One

**Recommended in Year Two

ELECTIVES

Choose three courses from the following list:

Course	Title	Credit Hour(s)
MGT 565a	Digital/Internet Marketing (not offered 09/10)	2
MGT 459f	Health Care Marketing	2
MGT 467	New Product Development	2
MGT 480	Business Forecasting	2
MGT 560	Marketing Strategy	2
MGT 562	Consumer Satisfaction	2
MGT 568	Pricing Strategies	2

The following non-marketing elective courses are highly recommended, but *do not* count toward the specialization:

- Supply Chain Management (MGT 472)
- Game Theory and Business Strategy (MGT 425)
- Public Relations (MGT 452)
- Negotiation (MGT 448)

One additional accounting course from the following list:

- Financial Statement Analysis (MGT 513)
- Financial Reporting (MGT 411a/b)
- Advanced Management Accounting (MGT 413)

One additional HOP course from the following list:

- Leadership Theory and Practice (MGT 444)
- Leading Change (MGT 540)
- Power and Influence in Organizations (MGT 443, not offered 2009/2010)
- Organization Design (MGT 441)

Corporate Finance

To prepare students for career paths in corporate finance, the Owen faculty has created a comprehensive corporate finance career specialization that consists of the following sequence of nine courses.

Course	Title	Credit Hour(s)
MGT 411a/b*	Financial Reporting	4
MGT 412**	Taxation of Business and Investment Transactions	2
MGT 431*	Investments	2
MGT 432a*	Corporate Valuation	2
MGT 432b**	Corporate Financial Policy	2
MGT 435c**	Derivatives Markets	2
MGT 531**	Venture Capital/Private Equity (short course)	1
MGT 539g**	Corporate Restructuring for Distressed Firms (short course)	1

*Recommended in Year One

**Recommended in Year Two

ELECTIVES

Choose one course from the following list:

Course	Title	Credit Hour(s)
MGT 433a	International Financial Markets and Instruments	2
MGT 436	Financial Institutions	2

The following elective courses are highly recommended, but *do not* count toward the specialization:

- Bond Markets (MGT 435b)
- Equities Markets (MGT 435a)
- Taxation of Corporations and Shareholders (MGT 512)
- Financial Statement Analysis (MGT 513)
- Federal Income Taxation of Mergers and Acquisitions (MGT 539f)

Human and Organizational Performance (HOP)

The human and organizational performance (HOP) specialization is a more structured, intense, and focused version of the HOP concentration. The purpose of the career track is to provide a foundation of knowledge and practice for MBA students targeting careers in human capital consulting or corporate human resource management.

REQUIRED

Course	Title	Credit Hour(s)
MGT 440*	Strategic Alignment of Human Capital	2
MGT 442**	Talent Management (not offered 2010/2011)	2
MGT 445**	Staffing (not offered 2009/2010)	2
MGT 446*	Compensation Decision-Making	2
MGT 447**	Labor and Employee Relations (not offered 2010/2011)	2

Choose one course from the following list:

Course	Title	Credit Hour(s)
MGT 441**	Organization Design	2
MGT 540**	Leading Change	2

*Recommended in Year One

**Recommended in Year One or Two

NOTE: If a course is not offered during the 2009/2010 academic year, it will be offered in the 2010/2011 academic year.

ELECTIVES

Two courses from the following:

Course	Title	Credit Hour(s)
MGT 441**	Organization Design	2
MGT 443	Power and Influence (not offered 2009/2010)	2
MGT 444	Leadership: Theory and Practice	2
MGT 448	Negotiation	2
MGT 549a	Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC	2
MGT 546	Executive Coaching (short course)	1
MGT 547	Training Systems Management (short course, offered 2010/2011)	1

**Recommended in Year One or Two

Choose one ethics course from the following:

Course	Title	Credit Hour(s)
MGT 423	Corporate Responsibility and Sustainability	2
MGT 456	Ethics in Business	2
MGT 544	Controversies and Debates in Business, Management, and Society (fulfills the ethics requirement for HOP and strategy students only)	2

Investment Management

To prepare students for career paths in investment management, the Owen faculty has created a comprehensive investment management career specialization that consists of the following sequence of ten finance courses.

Course	Title	Credit Hour(s)
MGT 411a/b*	Financial Reporting	4
MGT 431*	Investments	2
MGT 432a*	Corporate Valuation	2
MGT 433a**	International Financial Markets and Instruments	2
MGT 435a**	Equities Markets	2
MGT 435b**	Bond Markets	2
MGT 435c*	Derivatives Markets	2

*Recommended in Year One

**Recommended in Year One or Two

ELECTIVES

Choose at least two courses from the following list:

Course	Title	Credit Hour(s)
MGT 532	Risk Management	2
MGT 535a	Derivative Securities Valuation	2
MGT 536	Active Portfolio Management	2

NOTE: A student taking all three courses in this category is not required to take a secondary elective.

SECONDARY ELECTIVES

Choose at least one course from the following list:

Course	Title	Credit Hour(s)
MGT 432b	Corporate Financial Policy	2
MGT 436	Financial Institutions	2
MGT 513	Financial Statement Analysis	2
MGT 530	Mergers and Acquisitions	2

Highly recommended electives that *do not* count toward the specialization:

Taxation of Corporations and Shareholders (MGT 512)
 Venture Capital and Private Equity (MGT 531, short course)
 Federal Income Taxation of Mergers and Acquisitions (MGT 539f)
 Corporate Restructuring for Distressed Firms (MGT 539g, short course)
 Taxation of Business and Investment Transactions (MGT 412)

ETHICS (Core requirement)

In addition to the requirements listed above, students in the corporate finance career specialization are required to take MGT 456 (Ethics in Business) or MGT 423 (Corporate Responsibility and Sustainability).

Operations Management

The specialization requires students to take a total of 20 hours, including the following eight hours which are required in preparation for their career:

Course	Title	Credit Hour(s)
MGT 472	Supply Chain Management	2
MGT 479	Management of Service Operations	2
MGT 574	Management Science in Spreadsheets	2
MGT 577	Managing and Improving Processes	2

ELECTIVES

Choose courses amounting to six credit hours from the following list:

Course	Title	Credit Hour(s)
MGT 471	Operations Planning and Control (not offered 2009/2010)	2
MGT 473	Health Care Operations	2
MGT 475	Operations Strategy	2
MGT 476	International Operations (not offered 2009/2010)	2
MGT 478	Essentials of Project Management (short course)	1

Students may also choose to take up to six credit hours from the courses listed below and count them as part of the operations management specialization. Only three of these courses can be included in the specialization.

Course	Title	Credit Hour(s)
MGT 425	Game Theory and Business Strategy	2
MGT 432a	Corporate Valuation	2
MGT 440	Strategic Alignment of Human Capital	2
MGT 448	Negotiation	2
MGT 480	Business Forecasting	2
MGT 490	Enterprise Resource Planning	2
MGT 575	Advanced Spreadsheets for IT Applications	2
MGT 599d	Outsourcing Business Processes	2

Capstone Projects

Several capstone project options will be available in the student's second year of study. If a project has sufficient operations content, the faculty coordinator for the operations specialization can approve the project for credit toward the specialization. In addition, a student can develop an independent study in a special area, which if approved by the faculty coordinator, may count toward the specialization. (NOTE: Capstone project credits cannot be applied to the twelve credits required for the operations concentration and are limited to four credit hours.)

ETHICS

(Core requirement)

In addition to the requirements listed above, students in the operations management specialization are required to take MGT 456 (Ethics in Business) or MGT 423 (Corporate Responsibility and Sustainability).

Industry Specialization

Health Care MBA

Students complete the Vanderbilt Health Care MBA program in two years by fulfilling the MBA core requirements, along with the requirements for a traditional MBA concentration in addition to the health care specialization.

Health Care Expertise. To earn the health care specialization, students complete a rigorous curriculum that requires more health care courses than other programs of its kind. In addition, the innovative seven-week modular framework allows students the flexibility to take a variety of health care electives.

The Vanderbilt Health Care MBA offers a groundbreaking approach to educating health care business leaders with its focus on experiential and integrative learning. Students are actively engaged in real-world health care settings, "learning by doing" instead of just passively receiving information. Through immersion courses, students are encouraged to discover and create, integrate, and interpret knowledge from different disciplines and to apply what they learn within real health care organizations. This unique learning experience is designed to educate the whole person, encouraging a broader outlook, the ability to see connections, and make sound decisions.

Health Care Industry Specialization

REQUIRED:

Course	Title	Credit Hour(s)
MGT 501a	Health Care Clinical Immersion (short course, between Mods I and II, year one)	2
MGT 503	Health Care Landscape	2
MGT 505	Health Care Law and Regulation	2
MGT 508	Health Care Ethics (also satisfies school ethics requirement)	1
MGT 509	Health Care Delivery and Insurance	2

Plus choose one of the following:

Course	Title	Credit Hour(s)
MGT 500	Health Care Technology	2
MGT 506	Health Care Information Technology	2

ELECTIVES

Customize your degree with the following electives:

Course	Title	Credit Hour(s)
MGT 459d	Health Care Entrepreneurship	2
MGT 459f	Health Care Marketing	2
MGT 473	Health Care Operations	2
MGT 501b	U.S. Health Care Industry: Health Care Policy (short course, between Mods I and II, year 2)	2
MGT 502	Health Care Innovation	2
MGT 504	Financial and Strategic Analysis: Applications to Health Care Services	2
MGT 507	Health Care Finance and Accounting	2
MGT 510	Medicine and Business	2
MGT 605	Transplant Management (offered through the Medical School)	3

Academic Concentrations

Accounting

REQUIRED

Course	Title	Credit Hour(s)
MGT 411a/b	Financial Reporting	4

ELECTIVES

Courses from the following to complete 8 additional hours (12 total):

Course	Title	Credit Hour(s)
MGT 412	Taxation of Business and Investment Transactions	2
MGT 413	Advanced Management Accounting	2
MGT 417	Accounting Information Systems	2
MGT 511	Advanced Financial Reporting and Analysis	2
MGT 512	Taxation of Corporations and Shareholders	2
MGT 513	Financial Statement Analysis	2
MGT 514	Taxation of Joint Ventures, Partnerships, and Other "Flow-Through" Entities	2

MGT 518	Accounting and Finance for Entrepreneurs	2
MGT 519	Accounting and Financial Communications	2
MGT 539f	Special Topics in Accounting: Federal Income Taxation of Mergers and Acquisitions	2
MGT 615	Independent Study in Accounting	Variable

Finance

REQUIRED

Course	Title	Credit Hour(s)
MGT 431	Investments	2
MGT 432a	Corporate Valuation	2

ELECTIVES

Courses from the following to complete 8 additional hours (12 total):

Course	Title	Credit Hour(s)
MGT 432b	Corporate Financial Policy	2
MGT 433a	International Financial Markets and Instruments	2
MGT 433b	International Corporate Finance (not offered 2009/2010)	2
MGT 435a	Equities Markets	2
MGT 435b	Bond Markets	2
MGT 435c	Derivatives Markets	2
MGT 436	Financial Institutions	2
MGT 437	Real Estate Financial Analysis	2
MGT 438	Real Estate Investment and Development	2
MGT 439	Real Estate Finance and Capital Markets	2
MGT 439d	Real Estate Capstone Project	4
MGT 530	Mergers and Acquisitions	2
MGT 531	Venture Capital/Private Equity	1
MGT 532	Risk Management	2
MGT 534	Financial Data Analysis	2
MGT 535a	Derivative Securities Valuation	2
MGT 536	Active Portfolio Management	2
MGT 539f	Special Topics in Accounting: Federal Income Taxation of Mergers and Acquisitions	2
MGT 539g	Corporate Restructuring for Distressed Firms	1
MGT 630a	Asset Pricing Theory (Ph.D.)	2
MGT 630b	Corporate Finance Theory (Ph.D.)	2
MGT 631a	Empirical Methods in Finance A (Ph.D.)	2
MGT 631b	Empirical Methods in Finance B (Ph.D.)	2
MGT 632	Advanced Finance Theory (Ph.D.)	2
MGT 635	Independent Study in Finance (Ph.D.)	2
MGT 636	Research Seminar in Finance: Corporate Governance (Ph.D.)	2
MGT 681	Stochastic Processes (Ph.D.)	2

Human and Organizational Performance

REQUIRED

Course	Title	Credit Hour(s)
MGT 440	Strategic Alignment of Human Capital	2
MGT 540	Leading Change	2

ELECTIVES

Courses from the following to complete 8 additional hours (12 total):

Course	Title	Credit Hour(s)
MGT 441	Organization Design	2
MGT 442	Talent Management	2
MGT 444	Leadership: Theory and Practice	2
MGT 445	Staffing	2
MGT 446	Compensation Decision Making	2
MGT 447	Labor and Employee Relations	2
MGT 448	Negotiation	2
MGT 449	Innovation Strategy	2
MGT 456	Ethics in Business	2
MGT 544	Controversies and Debates in Business, Management, and Society	2
MGT 546	Executive Coaching	1
MGT 547	Training Systems Management (not offered 2009/2010)	1
MGT 549a	Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC	2
MGT 642	Research Seminar in Organization Studies	
MGT 643	Doctoral Seminar in Organization Theory	
MGT 643d	Doctoral Seminar in Organizational Studies	
MGT 645	Independent Study in Organization Studies	

Information Technology**REQUIRED**

Choose one from the first two and one from the second two courses:

Course	Title	Credit Hour(s)
MGT 491	Decision Support Systems	2
MGT 492	Database Management Systems	2
MGT 496	Information Technology and Electronic Commerce	2
MGT 497*	Internet Technology and Applications	2

ELECTIVES

Courses from the following to complete 8 additional hours (12 total):

Course	Title	Credit Hour(s)
MGT 417	Accounting Information Systems	2
MGT 490	Enterprise Resource Planning	2
MGT 497	Internet Technology and Applications	2
MGT 572	Strategic Management of Technology	2
MGT 575	Advanced Spreadsheets for IT Applications	2
MGT 599c	Online Exploration for Business Information	2
MGT 599d	Outsourcing Business Processes	2
MGT 599f	Data Mining	2

Marketing**REQUIRED**

Course	Title	Credit Hour(s)
MGT 461b	Survey Design and Analysis	2
MGT 462	Consumer Analysis	2

ELECTIVES

Courses from the following to complete 8 additional hours (12 total):

Course	Title	Credit Hour(s)
MGT 460	Marketing Communications: Advertising	2
MGT 461a	Qualitative Marketing Research	2
MGT 461c	Marketing Models	2
MGT 464	Sales Promotion and Personal Selling	2
MGT 467	New Product Development	2
MGT 468	Brand Management	2
MGT 480	Business Forecasting	2
MGT 560	Marketing Strategy	2
MGT 562	Consumer Satisfaction	2
MGT 568	Pricing Strategies	2

Operations**REQUIRED**

Course	Title	Credit Hour(s)
MGT 472	Supply Chain Management	2
MGT 479	Management of Service Operations	2

ELECTIVES

Courses from the following to complete 8 additional hours (12 total):

Course	Title	Credit Hour(s)
MGT 471	Operations Planning and Control (not offered 2009/2010)	2
MGT 473	Health Care Operations	2
MGT 475	Operations Strategy	2
MGT 476	International Operations	2
MGT 478	Essentials of Project Management (short course)	1
MGT 490	Enterprise Resource Planning	2
MGT 571	Service Operations Models	2
MGT 572	Strategic Management of Technology	2
MGT 574	Management Science in Spreadsheets	2
MGT 577	Managing and Improving Processes	2
MGT 599d	Outsourcing Business Processes	2
MGT 675	Independent Study in Operations Management	Variable

Strategy**REQUIRED**

Course	Title	Credit Hour(s)
MGT 425	Game Theory and Business Strategy	2
MGT 526	Corporate Strategy	2

ELECTIVES

Courses from the following to complete 8 additional hours (12 total):

Course	Title	Credit Hour(s)
MGT 423	Corporate Responsibility and Sustainability	2
MGT 432a	Corporate Valuation	2
MGT 440	Strategic Alignment of Human Capital	2

MGT 449	Innovation Strategy	2
MGT 457	Fast Growing Businesses	2
MGT 475	Operations Strategy	2
MGT 507	Health Care Finance & Accounting	2
MGT 530	Mergers and Acquisitions	2
MGT 540	Leading Change	2
MGT 549f	Doing Business in China	2
MGT 552	Leadership for Nonprofits	2
MGT 554b	Writing a Business Plan	2
MGT 560	Marketing Strategy	2
MGT 568	Pricing Strategies	2
MGT 572	Strategic Management of Technology	2

NOTE: Although project courses that are strategy-related are excellent learning experiences, the credit hours do not count toward the 12 hour requirement in the strategy concentration unless approval is obtained from the area head.

Emphases

In addition to their concentrations, students may add an emphasis in entrepreneurship, international studies, or real estate as described below by taking eight hours of approved course work. The same course may count toward only one emphasis.

Entrepreneurship

Students who go through this program are prized for their can-do attitudes, perseverance, innovative thinking, creativity, analytic skills, and ability to get the job done with superior results. A mixture of rigorous courses taught by faculty with academic and entrepreneurial experience, along with mandatory hands-on entrepreneurship project experience, guarantees superior results.

Our entrepreneurship program is the epicenter of leading-edge, cross-disciplinary work among Vanderbilt's prestigious graduate schools. Projects involve students and faculty from the Vanderbilt Law School, physicians from the Vanderbilt Medical Center, and graduate students from the Vanderbilt School of Engineering and Graduate School.

ELECTIVES

Eight hours of course work from the following:

Course	Title	Credit Hour(s)
MGT 422	Business and Society	1
MGT 428	Social Enterprise and Entrepreneurship	2
MGT 453	Small Business Management	2
MGT 457	Fast Growing Businesses	2
MGT 459d	Health Care Entrepreneurship	2
MGT 518	Accounting and Finance for Entrepreneurs	2
MGT 554a	Introduction to Entrepreneurship	2
MGT 554b	Writing a Business Plan	2
MGT 554d	Launching the Venture	2

Other recommended courses which *do not* count as part of the 8 hours toward the emphasis:

Course	Title	Credit Hour(s)
MGT 444	Leadership: Theory and Practice	2
MGT 479	Management of Service Operations	2

NOTE: Students may petition to have a project course count as credit toward the entrepreneurship emphasis. The project course must have an entrepreneurship component in order to be considered for credit toward the emphasis. Other Owen and Vanderbilt courses will be considered for credit toward the entrepreneurship emphasis on a case-by-case basis.

International Studies

Today's global economy demands flexible leaders with transferable business expertise unimpeded by culture or language barriers. The international studies emphasis provides an appreciation of global management and sensitivity to cross-cultural issues with a focus on conducting business in foreign countries.

Complemented by one of our exchange programs and various international internship opportunities, the international studies emphasis offers a series of elective courses that train students to become global managers. Students examine trade policies, operations, strategy, international markets, and foreign exchange. This training builds a sound foundation for Owen graduates who advance within their fields internationally.

Owen has a truly global perspective with a diverse faculty and one of the largest international student populations at Vanderbilt—approximately 30 percent of the student population representing nearly 40 countries.

ELECTIVES

Eight hours of course work from the following:

Course	Title	Credit Hour(s)
MGT 423	Corporate Responsibility and Sustainability	2
MGT 433a	International Financial Markets and Instruments	2
MGT 433b	International Corporate Finance	2
MGT 458	The Globalization Paradigm (not offered 2009/2010)	2
MGT 475	Operations Strategy	2
MGT 476	International Operations	2
MGT 526	Corporate Strategy	2
MGT 549f	Doing Business in China	2
MGT 555	Seminar/Practicum in China	2
MGT 557	Global Business Club Immersion Trip: Doing Business in Brazil	1
MGT 559a	Bottom of the Pyramid	2
MGT 599d	Outsourcing Business Processes	2
MGT 903	International Exchange Programs	Variable

Students are also encouraged to have competence in a foreign language, plus competent knowledge about non-U.S. culture, politics, history, and law. To facilitate development of this competence, students may

take an upper-level course (numbered 200 or higher) in history, law, or political science as an elective.

To the extent that their program permits, students may be authorized to take language courses for credit as electives for the MBA degree, with the following stipulations: course credit may not be given for a language course in the native language of the student, nor may an English language course be given course credit. Elective language courses must be approved by the Curriculum Committee and be 200-level or above.

Real Estate

Real estate is one of the most important asset classes in any economy. Contracts for real estate transactions have been found in ancient Sumerian clay tablets dating from 2000 BCE. In the U.S., the value of residential and commercial real estate totaled over \$39 trillion in 2007, as compared with the \$22 trillion market for corporate equities. Real estate careers are varied and focus on key areas such as development and investment, management, or finance and capital markets. The curriculum in real estate is intended to help prepare students for a career in real estate and also to introduce those students who concentrate in finance to an area that is now undeniably linked to the capital markets. The Real Estate Club is one of the most active student organizations at Owen, and students have enjoyed a great placement record both locally and nationally.

REQUIRED

Course	Title	Credit Hour(s)
MGT 437	Real Estate Financial Analysis	2
MGT 438	Real Estate Investment & Development	2
MGT 439	Real Estate Finance and Capital Markets	2

ELECTIVES

At least 2 additional hours of course work are required from the following list:

Course	Title	Credit Hour(s)
CE 256	Urban Transportation Planning (semester course)	4
CE 286	Construction Project Management (semester course)	4
CE 287	Construction Estimation (semester course)	4
CE 288	Construction Planning (semester course)	4
MGT 439b	Property Law for Business Students (Short Course)	1
MGT 439c	Commercial Real Estate Transactions (Short Course)	1
MGT 439d	Real Estate Capstone	4

NOTE: The same course may count toward only one emphasis.

Joint Professional and Graduate MBA Degrees

The Owen Graduate School of Management offers joint degree programs with other prestigious professional and graduate schools at Vanderbilt. Currently, we offer such degrees in concert with the Medical School, the Graduate School, the Nursing School, the Law School, the School of Engineering, and the Divinity School.

There is a significant benefit of time savings in pursuing an MBA as a joint degree. The traditional MBA program requires 62 hours (4 full semesters) of course work. However, when pursued as part of a joint degree, the requirement is reduced to 50 hours (3 semesters), since Owen will accept 12 hours from the partner school as electives.

Management/Law

By combining study in management with study in law, a student can earn both the J.D. degree and the MBA degree in a total of four years (eight semesters), instead of the five years normally required to complete the two degrees. Students enroll for their first year of study in the joint program on a full-time basis in either the Law School or the Owen School. At the time of admission, students must notify the appropriate school of their decision to enroll in that school for their first year of study. Students then enroll on a full-time basis in the partner school for the second year of study. All applicants to the joint program should notify the Owen School of their joint status at the time of application.

The Owen School requires 62 hours for graduation and the Law School requires 88 hours. The first year at the Owen School requires 31 hours of work; the first year at the Law School requires 30 hours of work. After they have completed their first two years in the joint program, students must earn an additional 62 hours, which will consist of 45 hours in the Law School and 16-18 hours in the Owen School. Of these hours at the Owen School, 12 hours should be chosen to complete the management concentration requirement. While completing their 45 hours in the Law School, students must satisfy two requirements for the J.D. degree: Professional Responsibility (3 hours) and Substantial Writing Requirement (depending on the course taken, 2 to 3 hours). In summary, the total number of hours required in the joint program is 124, spread over eight semesters.

The Law School will grant transfer credit for 12 hours of course work taken at the Owen School; similarly, the Owen School will grant transfer credit toward the management degree for 12 hours of Law School course work. Joint-degree students must submit in writing to the director of academic programs the course work for which they wish to receive transfer credit. Transfer credits must be the equivalent of a C grade or better. Law School courses appear with the grade P (pass) on the Owen School transcript.

Applicants to the joint program must make application to and be admitted by each school separately. Rejection by one school does not

negate acceptance by the other school, but this acceptance would then be for the regular degree program, not the joint-degree program.

Management/College of Arts and Science

By combining one and one-half years of study in the Owen School with three and one-half years in Vanderbilt's College of Arts and Science, students may obtain both the baccalaureate degree and the MBA degree in five years (ten semesters). The baccalaureate from Arts and Science is awarded at the end of the fourth year under the senior-in-absentia program, and the MBA from the Owen School after the fifth year.

Students may major in any subject in the college and must meet with Dean Fräncille Bergquist prior to applying to Owen. The following required Owen courses must be completed by the end of the first semester of the fourth year. Students may take either the Owen course or the college equivalent course(s), but undergraduates must be enrolled in the joint MBA program to register for Owen courses.

Requirement	Owen Course	Equivalent Course(s)
Accounting	Mgt 311	FNEC 140 Financial Accounting and 220 Managerial Accounting
Managerial Economics	Mgt 322	Econ 100, 101, and 231 Intermediate Micro Theory
Finance	Mgt 331	None
Leading Teams and Organizations	Mgt 342	None
Professional Writing	Mgt 350	None
Strategic Communications	Mgt 351	None
Marketing	Mgt 361	None
Operations	Mgt 371	None
Statistics	Mgt 381	Econ 150 Economic Statistics or Math 248 Mathematical Statistics

The college will not grant credit for Mgt 321, a second semester Owen School core course, to students who have successfully completed Econ 232 or 234. The Owen School may grant exemption from Mgt 321 to joint-degree students who have successfully completed Econ 232. Exemption enables the MBA student to take an Owen School elective course in place of the core course. In accordance with regulations governing the senior-in-absentia program, all college program requirements plus 105 hours counting toward the degree from the college with a grade point average of 2.0, must be completed by the end of the first semester of the fourth year. Management 381 and 311 may be counted toward the 105 hours unless the student has taken the college equivalent(s) to that course or those course(s). In the last semester of the fourth year (eighth semester), seniors in absentia pay the minimum semester tuition of the College of Arts and Science as well as the regular tuition of the Owen School.

Students must apply to the Owen School for admission to the five-year program during their junior year. Students are subject to normal Owen School admission requirements, and no student is assured of admission to the Owen School by virtue of completion of the requirements listed above. Students who are accepted will be registered in the Owen School for three semesters (a minimum of 48 hours). Up to 16 hours of Owen School courses approved by the college may be counted toward completion of the undergraduate degree. Upon acceptance to the Owen School, students should contact the Office of Student Services for an advising appointment. The Office of Academic Programs will review undergraduate courses and arrange for transfer of those hours toward the student's MBA degree.

Financial Aid

The scholarship or other financial aid commitment of the College of Arts and Science will not be continued automatically beyond the seventh semester for students enrolled in the joint program. Eighth semester financial aid is the student's responsibility.

Planning for the Program

Students interested in this program should consult with William Damon or Malcolm Getz in the Department of Economics for advice on planning undergraduate studies to meet the program's requirements.

Management/Engineering

Bachelor of Science/Master of Business Administration

In the five-year joint program in engineering and management, the student spends three undergraduate years in an engineering science major at the Vanderbilt School of Engineering followed by two years at the Owen School. Joint students must enroll in all first year required courses used to meet the student's elective requirements for the B.S. degree in engineering science. Successful students receive the baccalaureate degree from the School of Engineering after their first year at the Owen School and the MBA from the Owen School the following year. Application to the Owen School normally is made during the student's junior year. Successful completion of the undergraduate curriculum in engineering science does not ensure admission to the Owen School.

Management/Medicine

By combining course work from the Owen Graduate School of Management and the School of Medicine, students can pursue both the MBA degree and the M.D. degree in five years.

Joint-degree students spend their first three years in the School of Medicine and apply to Owen in their third year. They then enroll in the Owen School for year four and, if admitted, take courses in both schools in year five, thus completing both degrees in five years. The Owen School grants 12 hours (2 units) of transfer work for courses completed in the School of Medicine; the School of Medicine, in turn, counts 12 hours of Owen course work as two units toward the M.D. degree.

Since joint MBA/M.D. students complete additional course work and rotations in the summer semesters, students should contact the School of Medicine for curriculum guidelines.

Management/Fisk University

Baccalaureate students at Fisk University may be admitted to the Owen School in their fourth year of undergraduate study. During the fourth and fifth years, students pursue the MBA curriculum. While there are no formal prerequisite courses for the MBA program, applicants are urged to complete course work in algebra and calculus as part of their curriculum at Fisk prior to expected enrollment at Owen.

Students normally apply to the Owen School for admission during their junior year and are subject to normal Owen School admission requirements.

Management/Divinity

The Owen Graduate School of Management and the Vanderbilt Divinity School sit side by side on the northeast corner of campus. Both schools are among the nation's top schools in their respective fields. A joint degree from these schools prepares students for management and ministry of a church or for management work in social services or pastoral care.

By combining study in management with study in divinity, a student can earn both the MBA and M.Div. degrees in a total of four years—eight semesters—instead of the five years normally required to complete the two degrees separately.

MBA/M.Div. students must apply separately to the Divinity School and to Owen and be granted admission by both schools. Rejection by either school does not negate acceptance by the other school, but that acceptance would be to the regular degree program, not the joint-degree program.

It is recommended that students begin their joint program at the Divinity school given the tuition arrangements in both schools. As with other joint professional and graduate degrees, the number of hours required to earn the MBA degree is reduced from 62 to 50 hours because Owen will give credit for 12 hours of course work from the Divinity School.

Exchange Programs

To expand the educational opportunities for its students, the Owen School allows students the option of selecting approved courses from other departments and professional schools at Vanderbilt. Additionally, we encourage students to participate in one of our formal or ad hoc exchange programs with the following universities:

Latin America

INCAE

Alajuela, Costa Rica

<http://incae.aac.cr>

PONTIFICIA UNIVERSIDAD CATÓLICA DE CHILE (PUC)

Santiago, Chile

<http://www.sol.facea.puc.cl>

UNIVERSIDADE DE SÃO PAULO (USP)

São Paulo, Brazil

<http://www.usp.br>

Europe

ÉCOLE SUPÉRIEURE DES SCIENCES ÉCONOMIQUES ET COMMERCIALES (ESSEC)

Cergy-Pontoise, France

<http://www.essec.fr>

EUROPEAN BUSINESS SCHOOL (EBS)

Oestrich-Winkel, Germany

<http://www.ebs.edu>

BOCCONI UNIVERSITY

Milan, Italy

www.unibocconi.it

MANCHESTER BUSINESS SCHOOL

Manchester, England

<http://www.mbs.ac.uk>

ESCUELA SUPERIOR DE ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS
(ESADE)

Barcelona, Spain
<http://www.esade.es>

NORWEGIAN SCHOOL OF ECONOMICS AND BUSINESS ADMINISTRATION
Bergen, Norway

<http://www.nhh.no>

UNIVERSITY OF KARLSRUHE

Karlsruhe, Germany
<http://www.wiwi.uni-karlsruhe.de>

OTTO BEISHEIM GRADUATE SCHOOL OF MANAGEMENT, WHU-KOBLENZ

Vallendar, Germany
<http://www.whu-koblenz.de>

VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS ADMINISTRATION

Vienna, Austria
<http://www.wu-wien.ac.at>

ERASMUS UNIVERSITY, ROTTERDAM SCHOOL OF MANAGEMENT

Rotterdam, The Netherlands
<http://www.fbk.eur.nl>

Africa

WITS BUSINESS SCHOOL

Johannesburg, South Africa
<http://www.ac.za.wbs>

Asia

GUANGHUA SCHOOL OF MANAGEMENT, PEKING UNIVERSITY

Beijing, P. R. China
<http://w3.gsm.pku.edu.cn/en/>

NATIONAL UNIVERSITY OF SINGAPORE

Singapore
<http://www.mba.nus.edu.sg/>

INTERNATIONAL UNIVERSITY OF JAPAN

Niigata, Japan
<http://www.iuj.ac.jp>

FUDAN UNIVERSITY

Shanghai, China
<http://www.fudan.edu.cn>

HONG KONG UNIVERSITY OF SCIENCE & TECHNOLOGY
Kowloon, Hong Kong
<http://www.bm.ust.hk>

Australia

MELBOURNE BUSINESS SCHOOL
Melbourne, Australia
<http://www.mbs.edu>



Master of Science in Finance

The Vanderbilt Master of Science in Finance program requires degree candidates to successfully complete 32 hours of course work. The MS Finance curriculum combines a strong core of required courses with a variety of advanced MBA electives. Small MSF core classes and courses taken with MBA students maximize interaction and learning throughout the program. A cumulative GPA of 3.0 is required to graduate.

The Owen School's academic calendar is based on the "mod" system. Each module consists of seven weeks, and two modules equal one semester. The mod system allows MSF students the personal freedom and flexibility to take a wider variety of electives during their nine-month program.

Below are the two most commonly selected curriculum tracks. The faculty director works closely with students to design a curriculum track based on each student's interests and background.

The MSF curriculum begins with a one-week intensive introductory course, Financial Economics I (MGT 401), taught by faculty director Nick Bollen during the first week of August. The rest of the courses are taught over two modules in fall and two modules in spring.

MSF Core

August

Financial Economics I (MGT 401)

Fall

Econometrics (MGT 403a)

Econometrics (MGT 403b)

Financial Economics II (MGT 402)

Corporate Value Mgmt (MGT 432a)

Introduction to Accounting (MGT 311)

Derivatives Markets (MGT 435c)

Spreadsheets (MGT 574)

Elective

Investments Career Path

Spring

Financial Reporting (MGT 411a)

Financial Reporting (MGT 411b)

Risk Management (MGT 532)

Active Portfolio Mgmt (MGT 536)

Bond Markets (MGT 435b)
 Derivative Securities Valuation (MGT 535a)
 Equities Markets (MGT 435a)
 Elective

Corporate Finance Career Path

Spring
 Financial Reporting (411a)
 Financial Reporting (411b)
 Bond Markets (MGT 435b)
 Financial Statement Analysis (513)
 Corporate Financial Policy (432b)
 Elective
 Elective
 Elective

REQUIRED

Course	Title	Credit Hour(s)
MGT 311	Introduction to Financial Accounting	2
MGT 401	Financial Economics I	2
MGT 402	Financial Economics II	2
MGT 403a/b	Econometrics	4
MGT 432a	Corporate Valuation	2
MGT 435c	Derivatives Markets	2
MGT 574	Management Science in Spreadsheets	2

ELECTIVES

Course	Title	Credit Hour(s)
MGT 411a/b	Financial Reporting	4
MGT 425	Game Theory and Business Strategy	2
MGT 432b	Corporate Financial Policy	2
MGT 433a	International Financial Markets and Instruments	2
MGT 433b	International Corporate Finance	2
MGT 435a	Equities Markets	2
MGT 435b	Bond Markets	2
MGT 436	Financial Institutions	2
MGT 437	Real Estate Financial Analysis	2
MGT 438	Real Estate Investment & Development Analysis	2
MGT 448	Negotiation	2
MGT 513	Financial Statement Analysis	2
MGT 532	Risk Management	2
MGT 534	Financial Data Analysis	2
MGT 535a	Derivative Securities Valuation	2
MGT 535b	Advanced Fixed Income Markets (not offered 2009/2010)	2
MGT 536	Active Portfolio Management	2
MGT 539f	Special Topics in Accounting: Federal Income Taxation of Mergers and Acquisitions	2
MGT 599f	Data Mining	2
MGT 630a	Asset Pricing Theory (Ph.D.)	2
MGT 681	Stochastic Processes (Ph.D.)	2

Master of Accountancy

The Vanderbilt Master of Accountancy program is a full-time, intense, one-year program that begins in August of each year with graduation the following spring. In the first semester, students develop foundational skills and prepare rigorously for an intensive internship during the spring semester. There is a cumulative 3.0 GPA requirement to graduate. Students receive performance reviews after each module.

Small MAcc class sizes and courses taken with MBA students maximize interaction and learning throughout the program.

Students entering the MAcc program need to have demonstrated strong academic performance in prior university studies. Students must have completed introductory courses in financial accounting, managerial accounting, and statistics from an accredited school, with a grade of 'B' or better. Many students are admitted to the program before this requirement is met.

Any additional prerequisite requirements will be determined on an individual basis, as some students may need to develop core competencies prior to the start of the program.

FALL

Course	Title	Credit Hours
MGT 314a/b	Ethical Leadership and Communication	3
MGT 322	Managerial Economics	2
MGT 331	Managerial Finance	2
MGT 411a/b	Financial Reporting	4
MGT 412	Taxation of Business and Investment Transactions	2
MGT 414a	Research in Financial Reporting	2
MGT 415a	Audit Institutions and Processes	2
MGT 415b	Seminar in Advanced Audit Topics	2
MGT 417	Accounting Information Systems	2

SPRING

Course	Title	Credit Hours
MGT 413	Advanced Management Accounting	2
MGT 415c	Accounting Internship	6
MGT 419	Directed Study	2
MGT 511	Advanced Financial Reporting and Analysis	2
MGT 556	Introduction to Law and Business	2

The Vanderbilt MAcc Internship

The Vanderbilt MAcc spring semester (January–March) internship provides students with opportunities to work for some of the best professional services firms in the world. Our partner firms provide internship opportunities at their offices throughout the U.S. In addition to building basic quantitative skills, students expand their communications and critical-thinking skills, learning to:

- Explore conceptual and practical problems companies face
- Appreciate the role of financial reporting in capital markets
- Employ innovative uses of information for decision making
- Apply key concepts to novel situations
- Recognize legal issues
- Understand management responsibilities for compliance

Earn While You Learn

Students can earn \$10,000 or more during their ten-week internship, and may earn the jobs they want. Firms consider the internship an extended interview for post-graduate employment.

Internship Recruiting Process

The Vanderbilt MAcc program has a structured recruiting process for internship placement. For more information, please see the Vanderbilt MAcc Academic & Recruiting Calendar.

CPA Exam

1. Students will be pre-registered for mod 1 and mod 2 classes. Students will register for mod 3 and mod 4 classes in November.

2. Exemptions of courses are allowed based on review of the student's pre-Owen course work by the Office of Academic Programs. A substitute course(s) must be taken in place of the exempt course.

3. All students will take the Becker CPA review course and sit for Uniform CPA Exam May through August. Classes begin the Monday after graduation.

4. All students will complete an Excel diagnostic, MGT 412 and MGT 331 preparation work, and course work detail in the student's admission letter the summer before the program.

5. All students will participate in all MAcc-related orientation activities. Some are course work-related.

6. Hogan and executive coaching will be administered during mod 4, independent of scheduled course work.





Courses of Study



Courses are listed in numerical order.

MGT 311. Introduction to Financial Accounting. Studies the basic concepts and limitations of financial accounting. This course covers the financial reporting process and the development, interpretation, and analysis of financial statements for external users, such as investors and creditors. [2] Paul Chaney.

MGT 312. Introduction to Managerial Accounting. Accounting addresses the measurement, aggregation, and evaluation of economic information useful for decision making. This information is frequently consolidated, organized, and presented in the form of financial reports. Regarding these financial reports, FASB Concept Statement Number 1 states (paragraph 9), "Financial reporting is not an end in itself but is intended to provide information that is useful in making business and economic decisions—for making reasoned choices among alternative uses of scarce resources in the conduct of business and economic activities." We will focus on internally available information, which is not required for disclosure in the external financial statements. Analysis of such proprietary, internal information, the product of firms' managerial accounting systems, will be our focus in this course. Users of these internal information sources are managers, directors, investment bankers, consultants, internal and external auditors, and others. This course is divided into two parts. First, we will examine firms' managerial accounting systems and their use in decision making. Second, we will examine these accounting systems and their use in planning, control, and performance evaluation. We begin the course with a discussion of the basic vocabulary and mechanics of managerial accounting systems. For the remainder of the course, we will focus on how to identify and extract relevant information from managerial accounting systems as an input to decision making and performance evaluation. Throughout, we consider the limitations of, and assumptions underlying, these data. The course objectives are reinforced through the lecture notes and course packet readings, assigned case write-ups, class and group discussions and problem solving, and exams. There is a required course packet containing lecture notes and cases. There is a supplementary optional text for those desiring additional reading. Prerequisite: Mgt 311. [2] Richard Willis.

MGT 314a/b. Ethical Leadership and Communications (MAcc). This course focuses on helping students gain the knowledge and develop the skills in the areas of communication, leadership, and ethics that they will need to become successful accounting professionals. [1] per mod. Kimberly Pace, Bart Victor.

MGT 321. Business in the World Economy. Addresses the impact of national and global economic developments on the business environment. The determinants of national income, inflation, interest rates, unemployment rates, business cycles, exchange rates, and foreign investment are discussed, with particular attention to the increasingly important linkages between the U.S. and global economies. The course also examines the effects of U.S. and foreign government policies with respect to taxation, public expenditures, money supply, capital markets, and foreign trade and investment on the economic environment of business. [2] David Parsley.

*2009 Founder's Medalist Justin Thomas Steiner
with Dean James Bradford*

MGT 322. Managerial Economics. Teaches students to solve problems by (i) identifying profitable decisions using benefit-cost analysis, and (ii) ensuring that employees have enough information to make profitable decisions, and the incentive to do so. Specific topics include: investments, pricing, scale and scope economics, long-run strategy, price discrimination, bargaining, auctions, supply and demand, adverse selection, moral hazard, principal-agent relationships, and organizational design. [2] Luke Froeb.

MGT 331. Managerial Finance. Analyzes the basic problems in corporate financial management. The course is organized around the theme of asset valuation. Topics covered include stock and bond valuation, capital budgeting, cost of capital, market efficiency, and company valuation. [2] Bill Christie.

MGT 342. Leading Teams and Organizations. Exposes students to the principles of leadership and their application in business contexts. Through experiential exercises and cases, students are given the tools to analyze and develop their ability to lead others in groups and organizations. A major emphasis is placed on the dynamics of small group processes, with students provided the opportunity to become aware of how they personally work in teams. [2] Dave Owens, Ranga Ramanujam, Timothy Vogus.

MGT 351a/b. Leadership Communications. Helps students apply critical thinking, problem solving, and communication strategies to realistic management situations. Focuses on self-assessment, team building, case analysis, management writing, listening, media relations, and oral and graphic presentations. Incorporates frequent videotaping, individual coaching, and peer evaluation. [2] Kimberly Pace.

MGT 355. Strategic Management. This course introduces tools and concepts for identifying, formulating, and implementing corporate strategy. This includes frameworks that tie together internal capabilities, external conditions, and acquisition and deployment of assets for the purpose of improving the performance of the organization. Skills will be developed in conceptualizing strategy and thinking through the impact of changes in the internal and external environments of companies. Students will apply critical thinking, problem solving, financial analysis, and communication strategies to realistic management situations. Topics included are self-assessment, team building, case analysis, data gathering and synthesis, management writing and presentations, and management simulations. [2] Jon Lehman, Gary Scudder.

MGT 357a/b. Capstone Project. The Capstone course runs over Mod II and Mod III. There are 4 hours awarded for this project course—2 awarded at the end of Mod II and 2 awarded at the end of Mod III; all work is finished prior to spring break. The work in Mod II provides great content for interviews, etc. Four types of projects are available: (1) strategy and product development/expansion oriented" projects; (2) business planning and entrepreneurial oriented projects for a few VC firms (new business lines); (3) marketing oriented projects (branding, distribution chain, market segmentation, new media); (4) health care oriented projects (new concepts, expansion strategies, etc.). We should have 12-14 corporations for you to pick from for your project work. The class meets once each week (Monday morning) to work on common issues—project charters, milestone reports for clients, etc. The other corresponding class time is for team meetings. [4] Michael Burcham, Yvonne Martin-Kidd.

MGT 358a/b. Marketing Capstone: The Brand Group. Pairs MBA consulting teams with organizations that have real-time marketing challenges/opportunities requiring attention. The organization provides marketing projects; Vanderbilt provides talent, structure, and faculty guidance. Examples of projects include: new product development; advertising and promotion; social media strategies; sales and distribution strategy and CRM, and sponsoring companies include Brown-Forman, GE, and Humana. This course runs Mods II and III and is open to second-year MBA students. The class meets one time per week; the second class period during the week is reserved for team meetings. [4] Yvonne Martin-Kidd.

MGT 361. Marketing Management. Designed to introduce students to basic marketing principles and concepts. Marketing is the business function that manages customer value. Successful organizations integrate the objectives and resources of the organization with the needs and opportunities in the marketplace to create customer value and (thereby) create value for the firm. Effective implementation of marketing concepts requires knowledge of key relationships between internal (company) and external (competitors and customers) environments and how they are influenced by the marketing mix (product management, pricing, distribution channels and promotion strategy). Students are challenged to apply the principles they learn in class to current, "real world" marketing situations. [2] Steve Hoeffler.

MGT 371. Operations Management. An overview of operations management in both service and manufacturing organizations with an emphasis on international operations. Topics include operations strategy, process analysis, quality control, queuing, enterprise planning systems, lean manufacturing, and supply chain management. [2] Mumin Kurtulus, Michael Lapré.

MGT 381. Managerial Statistics. Studies principles of statistical analysis and inference, including descriptive statistics, probability theory, statistical estimation, tests of hypotheses, analysis of variance, and regression and correlation analysis. [2] Bruce Cooil.

MGT 401. Financial Economics I (MSF). This is an intensive one-week MSF course offered prior to Mod 1 to provide students with an introduction to the central themes of finance. We study the basic problems in corporate financial management and investments. The course is organized around the theme of asset valuation. Topics covered include the time value of money, stock and bond valuation, derivative pricing, and market efficiency. [2] Nicolas Bollen.

MGT 402. Financial Economics II (MSF). This Mod 1 MSF course continues the study of corporate financial management and investments initiated in MGT 401. In this course, we focus on the yield curve, the price behavior of risky securities, the Capital Asset Pricing Model, capital budgeting, and the investor's portfolio optimization problem. We also examine several advanced topics including the Black-Scholes option pricing model and hedge funds. [2] Nicolas Bollen.

MGT 403a/b. Econometrics (MSF). Measurement, specification, and estimation of micro-economic models for the purposes of testing hypotheses and forecasting. Analysis of specification of errors in single equation estimation of economic relations and an introduction to the estimation and application of simultaneous equation models. [2] each. Clifford Ball.

MGT 411a/b. Financial Accounting. This course provides students with refined tools to prepare, understand, and analyze financial statements. The fundamentals of assets, liabilities, and equities covered in MGT 311 will be reviewed, and the more complex issues surrounding these elements will be unpacked, analyzed, and interpreted. In addition, students will be exposed to the link between the economics of corporate transactions and how those transactions are accumulated, summarized, and reported in the financials of firms. The course considers the financial reporting framework that has been established by International Financial Reporting Standards but will primarily focus on the financial reporting standards established by the Financial Accounting Standards Board (US GAAP). By the completion of this course, students will be comfortable with the preparation of financial statements and the accompanying notes, as well as the economic implications of transactions that are included therein. Students will improve their familiarity with how accounting information is used to evaluate economic conditions and make organizational decisions. Prerequisite: MGT 311. [2] each. Debra Jeter, Nicole Jenkins.

MGT 412. Taxation of Business and Investment Transactions. Focuses on the fundamental concepts of federal income taxation that apply to business and financial transactions typical of most taxpayers, such as choice of business entity, measurement of taxable income (loss) from operations, acquisitions and dispositions of property, nontaxable exchanges, cost

recovery, compensation and retirement planning, and investment and personal financial planning. The objectives of the course are not to make students “tax experts,” but to educate them on the role taxes play in financial and managerial decision making, provide them with a working knowledge of those principles of tax law that are of wide application and importance, develop their intuition about the likely tax consequences of business and investment transactions, and begin developing in them an appreciation of tax planning as a process for maximizing wealth. Prerequisite: MGT 311. [2] William Henderson.

MGT 413. Advanced Management Accounting. Develops a student’s ability to design financial systems focused on management needs for cost and revenue data. Students work with financial data to learn ways of creatively using the data to support a variety of management decisions. The course uses real world data and examples to illustrate the analysis of cost and revenue data for profit-maximizing decisions. Prerequisite: MGT 311. [2] Germain Bøer.

MGT 414a. Research in Financial Reporting (MAcc). This accounting course is designed to provide students with the ability to research and provide analytical accounting recommendations for difficult and complex financial reporting issues. This course covers all accounting standards issued regardless of whether the client is public or private, or for-profit or non-profit, or national or international. Because of the multiple numbers of standard setters that exist globally, students need to understand how to find answers to critical issues. [2] Paul Chaney.

MGT 415a. Audit Institutions and Processes (MAcc). The course is designed to help MAcc students develop an in-depth understanding of the audit services market. Topical coverage includes (1) the nature and value of external audits of historical cost financial statements, (2) the structure, conduct, and performance of the public accounting profession, (3) approaches to auditing financial statement assertions and assessing the effectiveness of internal control over financial reporting, and (4) the conceptual and practical problems external auditors face. [2] Karl Hackenbrack.

MGT 415b. Seminar in Advanced Audit Topics (MAcc). This seminar is designed to help MAcc students develop an in-depth understanding of selected audit-related topics. Potential topics include professional ethics, legal liability, working with boards of directors, and fraudulent financial reporting. Prerequisite: MGT 415a. [2] Karl Hackenbrack.

MGT 415c. Audit Internship (MAcc). The supervised ten-week internship is an opportunity to apply concepts learned in the classroom to real-world settings through an apprenticeship in the audit service line of a public accounting firm. The experience hones technical skills, fosters professional development, and enhances communication, critical-thinking, and teamwork skills. Prerequisite: MGT 415b and approval of instructor. [6] Karl Hackenbrack.

MGT 417. Accounting Information Systems. The development and implementation of integrated organizational computer-based information systems has had a significant impact on the field of accounting. Accounting information systems must meet the multiple accounting needs of transaction processing, internal controls and audit, and financial statement preparation and simultaneously support the needs of decision makers in finance, operations, marketing, human resources, and strategic management. The Sarbanes-Oxley Act makes corporate executives explicitly responsible for establishing, evaluating, and monitoring the effectiveness of internal control over financial reporting. For most organizations, the role of IT will be crucial to achieving these objectives. This course presents system and control concepts necessary for the design, implementation, control, and audit of accounting information systems with an emphasis on the accounting cycle, database design requirements, information system controls, financial reporting, and management responsibilities for compliance. [2] Sal March.

MGT 418. Marketing, Operations and Strategy (MAcc). This course will cover the fundamental issues in business strategy with additional focus on how company strategies reveal

themselves in financial statements. In addition, this course will look at strategies for particular industries to help auditors better recognize issues unique to particular settings. For MAcc students only. Dawn Iacobucci, Gary Scudder.

MGT 419. Directed Study (MAcc). Selected topics in accounting; varies by year.

MGT 422. Business and Society. Provides an introduction to the evolving role and responsibilities of business in the twenty-first century and the developing opportunities for business to address society's most pressing concerns. This course will overview the content and curriculum of two new courses at Owen—Corporate Responsibility and Sustainability (offered in Mods 2 and 4) and Social Entrepreneurship and Innovation (offered in Mod 3)—that have been developed by Professor Jim Schorr to build out Owen's curriculum offering in areas relating to the social and environmental areas of business. These areas are of growing importance in business today: nearly all leading companies have implemented substantive corporate responsibility and sustainability initiatives, while a growing movement of "social entrepreneurs" is successfully applying business solutions to society's most pressing social and environmental problems. The Business and Society short course will deliver a succinct but thorough overview of the ways in which the power of business is increasingly being leveraged to create a more socially and environmentally sustainable world. [1] Jim Schorr.

MGT 423. Corporate Responsibility and Sustainability. Explores this growing trend and its implications for business in today's world and beyond. "Environmental management" and "corporate social responsibility" have traditionally been viewed as necessary evils that add to the cost structure of business. In this old model, government regulations, threats of consumer boycotts, and other forms of coercive activities were the driving force behind compliance and socially responsible behavior. Many firms have begun to shed this old view of environmental and social issues and are embracing socially responsible behavior as a competitive strategy. We will explore what leading companies are doing in areas such as fair wages, privacy concerns, affirmative action, sexual harassment, employee rights, worker safety, consumer safety, animal testing, human rights, and environmental considerations. Particular attention is paid to understanding whether or not these activities provide firms with a competitive advantage in the marketplace. [2] Jim Schorr.

MGT 425. Game Theory and Business Strategy. Game theory is a discipline that offers a systematic way of analyzing problems of strategic behavior in interactive situations. This course develops basic concepts from game theory and applies them to business strategy. Some of the concepts to be considered include (1) decision tree analysis; (2) looking forward and reasoning backward; (3) anticipating the moves of the rival; (4) inducing cooperation; (5) strategic use of commitments, threats, promises, and credibility; (6) pre-emptive moves and deterrence; and (7) creating and using one's reputation strategically. The strategic significance of these concepts will be demonstrated through business case studies. Prerequisite: MGT 321. [2] Mikhael Shor.

MGT 428. Social Enterprise and Entrepreneurship. [2] Jim Schorr.

MGT 431. Investments. Studies solutions to fundamental problems faced by individual and institutional investors. First, we cover a number of topics in fixed income markets including the different ways of computing bond yields, forecasts of interest rates using the yield curve, and duration and convexity as measures of bond risk. Second, we solve the asset allocation problem to determine an optimal portfolio mix. We review the relevant theory, use an advanced spreadsheet to find an answer, and discuss issues faced by portfolio managers. Third, we use two methods to value options, the Black-Scholes formula and the binomial tree, and show how investors can use options to customize their risk-reward profile. Prerequisite: MGT 331. [2] Nicolas Bollen.

MGT 432a. Corporate Valuation. This course focuses on providing students with a strong theoretical and applied understanding of the key tools used in equity valuation and stock selection. Approaches to valuation include dividend discount models, cash flow models, and valuation by multiples. Financial statement data are used in developing cash flow forecasts, and market data are used in estimating the cost of capital. The effects of firm financing policy, corporate taxes, and potential investment options are given special consideration. Applications include capital budgeting, the evaluation of potential mergers and acquisitions, and corporate restructuring. The objective of the course is to show how to manage companies to add value. Prerequisite: MGT 331. [2] Craig Lewis, Alexei Ovtchinnikov.

MGT 432b. Corporate Financial Policy. Examines major policies and financial decisions of a corporation. The topics considered are corporate governance and management compensation plans, optimal capital structure, uses of various financial instruments, bankruptcy and reorganization, security issuance and going private, dividend policy, and repurchase decisions. Prerequisite: MGT 432a. [2] Craig Lewis, Miguel Palacios.

MGT 433a. International Financial Markets and Instruments. Studies the international monetary system, the foreign exchange market, and the determinants of exchange rates. Financial instruments for managing exchange risk are studied. Issues in hedging foreign exchange exposure and in financing the global firm are considered. Prerequisite: MGT 431. [2] Miguel Palacios.

MGT 435a. Equities Markets. Examines several issues related to investing in U.S. equities markets. Topics include market operations, regulatory issues, trading styles, and market efficiency. Prerequisite: MGT 431. [2] Bob Whaley.

MGT 435b. Bond Markets. Explores the government, municipal, and corporate debt markets. Topics reviewed include the term structure of interest rates, interest rate risk, duration and convexity, and mortgage backed securities. Prerequisite: MGT 431. [2] Kate Barraclough.

MGT 435c. Derivatives Markets. Includes the relation of futures and cash prices, hedging with futures, risk and return in futures, option trading strategies, put-call parity, and option valuation. Derivatives on commodities, stock indexes, and debt instruments will be analyzed. Prerequisite: MGT 431. [2] Kate Barraclough, Bob Whaley.

MGT 436. Financial Institutions. This course focuses on the managerial issues in banking and other financial services firms. It examines the specialized contracts used in the financial services industry and the interplay between information, technology, taxation, and regulation in shaping the structure and markets for these contracts. Prerequisite: MGT 431. [2] Lixiong Guo.

MGT 437. Real Estate Financial Analysis. The purpose of this course is to introduce students to pro forma real estate investment analysis and associated basic concepts and terminology. The course will also incorporate an intensive introduction to ARGUS, the real estate industry standard software for projecting cash flows, transaction analysis, and valuation. [2] Prerequisite: MGT 432a. Marty Heflin.

MGT 438. Real Estate Investment and Development. This course will provide an introduction to the practices of real estate investment and development. The course will start by presenting the characteristics of the various types of real estate and will make an effort to introduce students to real-world examples of each property type. The course will then focus on real estate development, from both an academic and a practical perspective. From an academic perspective, we will examine the development of real estate as a component of the greater spectrum of available real estate investments. We will then put this academic understanding to work by examining the practicalities of developing real estate through a series of cases and real-world situational examples. Finally, the course will explore careers

in real estate, from the perspective of MBA students looking to enter this fun and exciting field. Prerequisite: MGT 432a and MGT 437. [2] Thomas McDaniel.

MGT 439. Real Estate Finance and Capital Markets. The course covers the pricing and analysis of mortgages, leases, and mortgage-backed securities, as well as the U.S. securities markets for these instruments. Moreover, important elements in the management of real estate portfolios will be introduced and discussed. Prerequisite: MGT 431 and MGT 432a or permission of instructor. [2] Jacob Sagi.

MGT 439b. Property Law for Business Students. This course provides insights into some of the main issues or problems in American property law that can have the largest impact on real estate development and leasing. Some foundational concepts and vocabulary are reviewed, and then the course focuses on potential legal pitfalls in the formation and interpretation of real estate contracts, achieving compliance with zoning and environmental remediation requirements, the role of easements and covenants (especially in the contexts of condominiums and homeowners associations), and potential risks from and responses to condemnation of property by the government and changes in regulations that reduce market value, such as down-zoning or building moratoria. One goal of the course is to provide students with the resources to be intelligent consumers of legal advice, and in particular to know when potentially difficult legal issues are implicated and an expert legal analysis is required. Prerequisite: MGT 331. [1 - short course] David Dana.

MGT 439c. Commercial Real Estate Transactions. This course will provide a brief overview and introduction to selected topics in the law governing the purchase and financing of real estate, with a particular focus upon commercial transactions. Topics will likely include the following: negotiation and drafting of the purchase/sale contract, the buyer's "due diligence" investigation (including coverage of title investigation and the role of title insurance), remedies for breach of contract, negotiation and drafting of the commercial lease, the mortgage/deed of trust, negotiation and drafting of mortgage documentation (e.g., mortgagee's rights to rents, prepayment rights), foreclosure, and the impact of bankruptcy upon the mortgagee's rights. Prerequisite: MGT 439b or consent of instructor. [1 - short course] R. Wilson Freyermuth.

MGT 439d. Real Estate Capstone Project. This is a project-oriented, one-semester course offered in conjunction with the University of Tennessee–Knoxville's School of Architecture. Students will be involved in proposing a comprehensive plan for a large-scale real estate development project. There are no formal lectures for this course. Instead, Owen student teams will be expected to work to meet various deadlines, together with their counterparts at UT Knoxville. The deadlines will consist of presentations of various aspects of the project as it progresses in stages. The presentations will be made to a mixed audience of real estate professionals. [4] Thomas McDaniel.

MGT 440. Strategic Alignment of Human Capital. The course is designed to help managers and entrepreneurs improve business results by making better decisions about the management of human capital. Focus will be on mapping business models, identifying "pivot points" where human capital investments have the highest marginal value, and designing programs that align employees' skills and efforts with the achievement of organizational strategies. While students anticipating a career in human resource management and organizational development will benefit from this class, it is explicitly designed to give general managers the knowledge and skills they need to develop frameworks to diagnose problems, propose solutions, and make effective resource allocation decisions. Prerequisite: MGT 342. [2] Tim Gardner.

MGT 441. Organization Design. Examines the effects of organization design on organizational learning and performance. Traditional as well as innovative designs for organizational

structures and processes will be explored. Topics include the impact of environment, technology, culture, and power and politics on organizational design, and the emergence of new organizational designs. Prerequisite: MGT 342 [2] Rangaraj Ramanujam.

MGT 442. Talent Management. The study of the process by which firms project their human resource needs and the policies and practices they use to meet these needs. Firms must identify, acquire, develop, and allocate scarce and difficult-to-retain talent to ensure the achievement of business objectives. Topics include employment branding, lateral hiring, talent shortages, career paths, internal development, and managing non-traditional sources of labor. This class will allow current and future entrepreneurs, general managers, and human resource professionals to design and implement effective, cutting-edge talent management systems. [2] Tim Gardner. (Offered every other year – not offered 2010/2011)

MGT 444. Leadership: Theory and Practice. Focuses on leadership theory and its application to students' careers. Leadership concepts include traits, situations, communication, power, vision, integrity, emotional intelligence, and courage. Students develop a fundamental understanding of theory and research, and acquire skills and self insight to become effective leaders. Prerequisite: MGT 342. [2] Richard Daft.

MGT 445. Staffing. Staffing is the process by which organizations recruit, assess, place, and evaluate individuals at work. Students will develop a theoretical and practical understanding of labor law, job and competency analysis, internal and external recruitment, assessment methods (biodata, personality testing, performance testing, structured interviews, and assessment centers), and utility analysis. Emphasis will be placed in developing systems and procedures that are reliable, valid, legal, and useful. Prerequisite: MGT 342. [2] Tim Gardner. (Offered every other year; not offered 2009/2010)

MGT 446. Compensation Decision-Making. Analysis of approaches to the motivation of human performance through reward systems, particularly compensation systems. Theoretical models from economics, psychology, and sociology are integrated in analyses of issues of wage structuring, the design of incentives, and wage level. Practical exercises in the design of compensation systems are employed. Prerequisite: MGT 342. [2] Tim Gardner.

MGT 447. Labor and Employee Relations. This course has two parts. The first half covers the basics of labor relations, including organizing, collective bargaining, and the grievance process. It also covers the decline of unions and some of the issues that have developed as a result of that decline. The second half covers the broader area of "employee relations" including arbitration, mediation, employee layoffs, performance appraisal, managing diversity, implied contracts, and statutory rights. The course uses cases, but also is highly experiential, including simulations for grievance handling, arbitration, and performance appraisal. Labor and Employee Relations (LER) is useful for HR students, but also for operations students (since many factories deal with the issues we cover in this class) and those who expect to be managing large groups of employees (including those who may become corporate managers, or expect to manage their own companies). For all students who are enrolled in the Human Capital Career Specialization, LER is a required course. Prerequisite: MGT 342. [2] Ray Friedman.

MGT 448. Negotiation. Designed to provide students from all functional backgrounds with skills needed to approach negotiations with confidence. This includes a framework for analysis, knowledge about one's own tendencies in negotiation, and a chance to experiment with negotiating techniques in various contexts. Topics include integrative and distributive negotiations, individual differences in bargaining styles, coalitions, team negotiations, negotiating through agents, and ethical issues in negotiation. The course uses readings and cases, with considerable emphasis placed on negotiation simulations. Prerequisite: MGT 342. [2] Bruce Barry, Ray Friedman, Timothy Vogus.

MGT 449. Innovation Strategy. Focuses on understanding and managing creativity and innovation in organizations by examining the relationships among organizational structure, group dynamics, and individual psychology in problem-solving organizations. While this course primarily draws examples from the contexts of new product development, marketing, and knowledge management, the insights generated apply to all disciplines and organizations facing the problem of routine innovation and change. [2] David Owens.

MGT 450. Advanced Professional Presentations. Focuses on advanced professional speaking, including advocacy, debate, speech writing, speech coaching and critique, and leadership. The objective of the course is to help you gain confidence and insight into your presentation skills. Specifically, you will analyze an outstanding modern or historical speech, Demosthenes, a debate, an on-camera briefing, a multimedia presentation, and a humorous speech. Students will also acquire new presentation skills from the other side of the camera becoming familiar with VHS camera duties. Prerequisite: MGT 351. [2] Fred Talbott.

MGT 452. Public Relations. An immersion experience in which six teams of four students each (you may sign up as a team) develop a public relations plan for a live client. The plan includes developing three separate word-of-mouth campaigns with press releases for print and online. Weekly team meetings outside of class are required, as well as regular meetings with your client. Additionally, each student will develop a crisis communications plan for a company of his/her choice. The classroom experience will combine guest lectures and interactive learning/exercises on topics including public relations planning, crisis management, and media relations. Prerequisite: MGT 351. [2] Fred Talbott.

MGT 453. Small Business Management. Studies the legal and business issues encountered by small businesses including company formation, purchasing your own business, capitalization, structure, intellectual property and patents, office/retail space lease, sales and marketing, customer service, competitive analysis, cash management, and liability. Small business examples will include family businesses, franchises, service-based businesses (law firms, consulting firms, dry cleaners, restaurants, etc.), manufacturing, and technology-oriented businesses. Prerequisite: MGT 355 or consent of instructor. [2] Byron Smith.

MGT 456. Ethics in Business. Designed to familiarize students with ethical dilemmas and opportunities for moral leadership in business. Students will develop a deeper understanding of the kind of ethical dilemmas they may face in business. They will also develop their skills and confidence in taking moral leadership in their professional careers. Case studies, invited speakers, and readings are used to deepen understanding of the issues and provide practical examples. [2] Bruce Barry, Bart Victor.

MGT 457. Fast Growing Businesses. Examines the many challenges unique to fast-growing businesses such as franchise networks, high technology firms, and biotechnology firms. Topics will include company expansion strategies, acquisitions, outsourcing, corporate culture, preventing bureaucracy, the art of delegation, the critical role of leadership, managing the numbers, cash management, raising capital, competition strategy, and initial public offerings. Co-taught with the Law School. Prerequisite: MGT 355 or consent of instructor. [2] Byron Smith. (Not offered 2009/2010)

MGT 459d. Health Care Entrepreneurship. Begins with an overview of the health care landscape and then explores the opportunities for creating new ventures in different areas including, but not limited to information technology, pharma/biotech, health care services, and medical devices. MGT 459a, 459b, or 459c recommended. [2] Harry Jacobson.

MGT 459e. Health Care Marketing. Health Care Marketing is designed to teach students how to apply marketing concepts and tools to health care service and product management. It is an advanced marketing seminar that builds on the material covered in the core

marketing course (MGT 361) and the Health Care Landscape course (MGT 503). There are two primary course goals: (1) To help students recognize and solve health care marketing problems. Health care marketing problem-solving skills will improve decision-making for marketing managers as well as for managers in other functional areas; (2) To develop the skills needed to structure, create, gain support for, and execute strategic health care marketing plans. A marketing plan that is clearly written, supported by data, and insightful can lead to profitable results for services, products, and organizations. One of the key objectives of the Health Care Marketing course is to understand how value is defined and delivered in health care markets. Another objective is to explore how the marketing mix (product, price, place, and promotion) is effectively managed in different types of health care organizations. Health care marketing theory and models will be reviewed, but our priority will be on case studies, best practices, and applications. A hallmark of the course is active student engagement and participation. The course is most valuable for students who will work for a health care organization, will consult with health care organizations, or are with a company that offers health care-related products or services. Others interested in understanding the dynamics of the market-driven forces in health care will also benefit. Prerequisite: MGT 361 or permission of instructor. [2] Robert Stevens.

Mgt 460. Marketing Communications: Advertising. This course covers the overall communications strategy with prime emphasis on the role of advertising and theories of how advertising works. Typical topics covered include targeting, creative strategy, media strategy, budgeting, setting communications objectives, and advertising agency management. Complements Mgt. 464, Sales Promotion. Readings, cases, written case reports, and advertising lab assignments. Prerequisite: MGT 361. [2] Jennifer Escalas.

MGT 461a. Qualitative Marketing Research. This course is designed to provide an overview of qualitative marketing research and its use in making effective marketing decisions. Because MBA students are not typically training for careers in market research, the course emphasizes two things that are very relevant for a marketing manager: (1) how to evaluate the design of research studies to assess whether the results are valid and meaningful, and (2) how to analyze and interpret market research data for marketing decision making. Towards this end, we will examine a variety of qualitative research techniques including focus groups, observation, in-depth interviews, ZMET, and projective techniques. This course will provide students with a "hands-on" experience with qualitative marketing research techniques through case discussions and assignments that include conducting research for an actual marketing problem faced by a real world client. Corequisite: MGT 361. [2] Jennifer Escalas.

MGT 461b. Survey Design and Analysis. This course is designed to provide an overview of survey research and its use in making effective marketing decisions. Because MBA students are not typically training for careers in market research, the course emphasizes the analysis and interpretation of market research data for marketing decision making, and the design of research studies so that the results are both meaningful and valid. The course focuses on descriptive research, primarily survey research, as well as touching briefly on causal research (e.g., experimentation and test marketing). The best way to learn the material in this course (even for a marketing manager who may not actually engage in data analysis in the future) is through a "hands on" experience. Towards this end, students will design and implement a questionnaire, collect data, and analyze the data using statistical software. The course will apply many of the statistical techniques learned thus far in the Owen MBA program, such as t-tests, ANOVA, regression, and correlation. Additionally, we will discuss data reduction (e.g., factor analysis), scale reliability (e.g., Cronbach alpha) and more advanced marketing data analysis techniques, such as conjoint analysis, perceptual mapping, and cluster analysis. The emphasis in this course will be on the interpretation and

proper use of marketing research techniques, with the goal of training knowledgeable marketing managers who can evaluate the quality of marketing research conducted by others and use the information effectively in making strategic marketing decisions. [2] Jeff Dotson.

MGT 461c. Marketing Models. Marketing decisions are primarily the purview of CEOs, CMOs, consultants, and marketing managers, but, increasingly, marketing has permeated throughout companies such that all managers must consider their customers. Marketing decisions are optimal when they are fact based, and marketing models are informed by both data and judgment. Models will be studied, created, and tested for all elements of marketing: clustering customers into segments, forecasting market sizes, customer relationship management database systems, diffusion rates for new products, advertising budgeting, pricing models, etc. Prerequisite: MGT 461b. [2] Dawn Iacobucci.

MGT 462. Consumer Analysis. Consumer Analysis is the first of two sequentially-linked Owen courses studying consumption behavior. The present course covers the decision-making phase of purchasing and the cultural and social factors that impinge on this decision. In MGT 562, Consumer Satisfaction/Dissatisfaction and Loyalty, the post-decision phase of consumption and its management (e.g., satisfaction, retention, and loyalty programs) will be studied with a greater focus on the critical value of retaining customers. At its basic premise, marketing is an attempt to influence consumers toward a purchasing act (and oftentimes a non-act). This course seeks to provide insights into consumer pedagogies (e.g., psychology, sociology, social psychology) used in developing effective marketing strategies. In addition to learning how a deeper appreciation of consumer behavior analysis can inform the design of effective marketing, you will also gain a better understanding of yourself as a participant in marketing influence. Prerequisite: MGT 361. [2] Marketing faculty.

MGT 464. Sales Promotion and Personal Selling. This course equips students with the tools necessary to craft an effective integrated strategy for the promotion of goods and services. Students will learn about the variety of consumer- and trade-oriented sales promotions available to marketers and how to design such promotions for maximum sales as well as branding impact. The course will also consider how business success can be facilitated by a strong sales effort. To this end, the course will cover the role of selling in the broader marketing plan, as well as principles of successful selling. Sales promotion and selling are the two main foci of the course, but other integrated marketing communications tools will be covered including public relations, direct marketing, sponsorships, and merchandizing. Although the principles of effective advertising are exclusively covered in Mgt 460, this course will cover optimal strategies for the integration of sales promotion and advertising, with particular focus on the life cycle of the brand. The course serves as a complement to Mgt 460—neither course serves as prerequisite for the other. Prerequisite: MGT 361. [2] Steve Posavac.

MGT 467. Developing and Marketing New Products. The new product development process is examined from idea to launch, covering elements such as idea screening and market scoping, to product development and market testing. Multiple techniques will be applied, including concept testing, conjoint analysis, forecasting, new product diffusion structures and rates, etc. Prerequisite: MGT 361. [2] Mark Ratchford.

MGT 468. Brand Management. A business thrives or withers as a function of the health and success of its brands. This course will give students the tools to develop and execute effective brand strategies in the aim of building and maintaining strong brands that endure over time, and that can withstand competitive threats. Emphasis will be given to category management, and students will learn how to develop and position product lines, when (and when not) to pursue brand extensions, and the principles of creating, preserving, and leveraging brand equity. Prerequisite: MGT 361. [2] Steve Posavac.

MGT 471. Operations Planning and Control. Provides familiarity with state-of-the-art, computer-based production planning techniques. Topics include demand forecasting, aggregate planning and scheduling, material requirements planning, theory of constraints concepts, just-in-time systems, and scheduling. Prerequisite: MGT 371. [2] Joseph Blackburn. (Not offered 2009/2010)

MGT 472. Supply Chain Management and Information. An introductory course on managing material and information flows throughout the supply chain, including aspects of product design and configuration, inventory planning, network configuration, and channel management. Topics include managing products with short life cycles, strategic alliances and information sharing, supplier development, and electronic supply hubs. Prerequisite: MGT 371. [2] Mumin Kurtulus.

MGT 473. Health Care Operations. The health care industry is large and growing. Faced with rising costs and quality issues, health care organizations are under unprecedented pressure to improve efficiency and quality. Consequently, there is a big opportunity for health care organizations to better manage their operations. In this course, we will analyze health care organizations using both qualitative and quantitative principles of operations management. The course focuses on three areas of health care operations management: (1) designing health care delivery systems, (2) capacity planning and decision making under uncertainty, and (3) process failure, learning, and improvement. The course is largely case based. Case settings include hospitals as well as other organizations such as pharmaceutical companies. Grades are based on class participation, three case write-ups (done in groups), and a group project. The course builds on the core course in operations management, and will benefit students interested in consulting, operations management, and/or health care. Prerequisite: MGT 371. [2] Michael Lapré.

MGT 475. Operations Strategy. Includes the importance of manufacturing strategy to overall business strategy, as well as its relationship to other functional strategies in the firm. Additional topics include management of process technology, location and capacity management, and manufacturing performance measurement and how these issues affect competitive advantage. Lectures, outside readings, guest speakers, and cases are used to illustrate these concepts. [2] Gary Scudder.

MGT 478. Essentials of Project Management. Using a mix of lectures, cases, and hands-on exercises, this intensive, multi-day short course covers key concepts and issues in project management. The course emphasizes practical tools and techniques for leading a team through the initiation, planning, execution, and close-out phases of a project. As part of the course, students will collaborate in applying selected team-based project management tools to a multi-segment case scenario. Specific course topics include the role of projects in supporting organizational strategy, understanding and measuring project success, elements of effective project initiation, stakeholder management, the work breakdown structure, project uncertainty assessment, project scheduling techniques, tools for project monitoring, project closure and learning, and the skills and capabilities of the effective project manager. [1 - short course]. Nancy Lea Hyer.

MGT 479. Management of Service Operations. The service sector has become the dominant sector in the global economy, yet productivity growth in the service sector has consistently lagged that of the manufacturing sector. Consequently, there is a big opportunity for service firms to better manage their operations. This introductory course on service operations covers design of service delivery systems, management of service capacity and demand, management of quality in services, and management of global service operations. The course will further your case analysis skills. Prerequisite: MGT 371. [2] Michael Lapré.

MGT 480. Business Forecasting. Includes smoothing methods, multiple regression, and ARIMA models. Statistics elective. Prerequisite: MGT 381. [2] Bruce Cooil.

MGT 490. Enterprise Resource Planning. Enterprise resource planning is the integration of information sources and flows across the various components of an enterprise. The purpose of ERP is to facilitate the seamless coordination of the organization's key activities, especially logistical and financial activities. The course will examine the components of ERP systems, how the integration is accomplished, and the functions of ERP software. There will be a number of case studies, many of them led by members of the class. [2] Bob Blanning.

MGT 491. Decision Support Systems. Provides experience in the construction of DSS that support individual and organizational decision processes. The focus is on two types of DSS. The first is intelligent DSS, and especially rule-based systems. The second is group DSS for conducting collaborative work and executive information systems. [2] Bob Blanning.

MGT 492. Database Management Systems. Introduces the principles of database management system development and use including an overview of different data models, and methods for conceptual, logical, and physical design of databases. Issues in database administration and advances in database technology (distributed databases, knowledge base systems, heterogeneous databases) are also addressed. [2] Sal March.

MGT 497. Internet Technology and Applications. Describes the structure and function of the Internet and its applications. Topics include the TCP/IP Protocol Suite, Internet strategies and business models, Internet security (public key infrastructure and firewalls), and recent developments (XML and the semantic Web). Students will learn to script Web pages using HTML, to program in JavaScript, and to script Web pages using Dreamweaver. [2] Bob Blanning.

MGT 500. Health Care Technology. The discovery, development, and commercialization of new technologies drives innovation in the health care industry. Life sciences, defined as biotechnology, pharmaceuticals, devices, and diagnostics, are a critical component of the health care system. The real world orientation of the class will allow students to bring to bear their core learning to date in the context of a dynamic interactive and problem solving environment. Multiple strategies exist for a budding company or promising product in its growth cycle, but many viable options and resources are overlooked. Few strategies can be executed successfully without a thorough understanding of the unique market dynamics and a focused tactical plan to address the market demands. The class will explore and analyze: What drives this market? What are the unique challenges? What creates a real barrier to entry? How are opportunities identified, their value assessed and protected, and successful products/companies developed? [2] Keith Gregg.

MGT 501a. Health Care Clinical Immersion. This is an intensive immersion in the U.S. health care industry. A series of exercises will be conducted to allow students to experience a variety of aspects of the health care system first hand. Taken from the perspectives of a physician, a nurse, a patient, a scientist and an administrator, we will explore by doing and observing several key activities related to the delivery of health care. These activities may include a late night shift in the intensive care unit or emergency room, observation of a surgery, a visit to a disease management call center, caring for a SimPatient, coding and processing insurance claims, visiting a research laboratory and conducting several panel discussions, and individual conversations with health care providers and other key system participants. The purpose of the course is to provide a rich context for students wishing to pursue a Health Care MBA and/or a career path in the health care industry. [2] Jon Lehman.

MGT 501b. Health Care Immersion—U.S. Health Care Policy Washington, D.C. The government of the United States plays three key roles in oversight of the health care system. It directly manages care for 27 percent of the population, establishes rates of payment directly and indirectly for all providers, and regulates the industry through administrative and legislative procedures. This course explores the impact of government policies, regulations, and reform efforts at the state and federal levels on the business of health care. Content and reading assignments focus on major problems of system-cost, access, and quality, as well as secondary issues that relate directly to reforms targeting these issues. Prerequisite: MGT 501a, MGT 503. [2] Larry Van Horn.

Mgt 502. Health Care Innovation. Health care is evolving with wave after wave of new technologies, insurance models, information systems, governmental regulations, genetic discoveries, and institutional arrangements continuously impacting the system. Entire organizations in health care are devoted either to promoting innovations (selling the latest drug, imaging system, medical device, software package, or Internet site) or preventing innovations from disrupting the status quo (by counter-detailing, keeping drug reps away from doctors, requiring certificates of need, or disallowing reimbursement). Successful innovation hinges on numerous factors, including serendipity of discovery, wise paths taken in the past, investment decisions in the present, a vision of the future, and access to new technologies via mergers and acquisitions and strategic alliances. These factors manifest themselves in terms of favorable market structures, the possession of key resources and capabilities, and successful ties with other organizations upstream and downstream in the value chain. This course focuses on the current state of innovation within the health care industry worldwide with very specific emphasis on the state of health care innovation in the U.S. [2] Michael Burcham.

MGT 503. The Health Care Landscape. Introduces students to the institutional detail of the health care industry which affects the fundamental business challenges in delivery, financing, and technology companies. The objective of the course is to establish a base comfort level and understanding of the complex interrelationships among the players in the industry and how this structure has evolved over time. Students will understand the shortcomings of current systems and the important issues which must be addressed to create value in health care systems. Students will leave the course with an improved ability to frame the important questions in health care which will drive business strategy. Prerequisite: MGT 501. [2] Larry Van Horn.

MGT 504. Financial and Strategic Analysis: Applications to Health Care Services. Wall Street analysts develop fundamental views of industries and the companies participating in those industries. While all analysts utilize publicly-available industry and company information, they also develop proprietary information sources. Further, they bring different perspectives to their analysis. Therefore, analysts often reach different conclusions as to industry and company fundamentals and valuations. Yet the analytical process and data inputs used to reach the conclusions are often as important to investor constituencies as the analyst's investment recommendation. This course is designed to apply finance, accounting, and health care industry knowledge to hone the student's analytic skills. Students will be required to examine different perspectives on the managed care and hospital industries, critique those perspectives, and perform their own analysis. They will also be required to examine different perspectives on company-specific events or situations, again critiquing the perspectives and reaching their own conclusions. Prerequisite: MGT 311, 331, 503 recommended. [2] Roberta Goodman.

MGT 505. Health Care Law and Regulation. Provides a brief overview of the U.S. health care system and a focused look at health care policy processes and implications. It includes an analysis of what policy is, how it is implemented, the effects of various policy decisions, and real life examples of policy in action. The course recognizes that health care

services consume an ever-increasing percentage of the gross domestic product and thus have far-ranging impact on the economy of the United States and the lives of all of us as individuals. The course, therefore, is designed for graduate students from a variety of disciplines who are interested in how policy affects the delivery of health services, the economic landscape, and society in general. [2] Jim Cooper, Larry Van Horn.

MGT 506. Health Care Information Technology. The course is an introduction to the role of information technology in the health care industry. Although designed around technology applications for health care, the course focuses on critical issues around IT management applicable across any industry. Whether you are directly responsible for managing an IT group or will interact significantly with an IT department, the concepts developed in this course should prove valuable. Designed around a strategic level, health care IT implementation project, the course explores several IT related topics including the role of IT in organizational strategy, technology procurement, needs assessment, project management, economic justification, user support and technology, and business risk management. [2] Noel Williams.

MGT 507. Health Care Finance and Accounting. This course was developed to focus on the unique aspects of financial management of health care organizations. The unique financial issues of the health care service organizations are due to the not-for-profit nature of many service providers. Another aspect of health care organization finance is that there are many unique industries within the industry that require specialized financial knowledge. These include biotech, pharma, payors, real estate, and academic med centers to list a few. Nashville is unique among American cities for being home to a variety of health care companies. This course is designed to explore many of the financial nuances of several of these companies through the eyes of the business and financial executives who manage these companies. The broad objective of this course is to permit you to explore the financial structure and financial performance of area companies within the health care industry by something more than text reading and class lecture, but also interaction with health care industry leadership. [2] Gregg Tarquinio.

MGT 508. Health Care Ethics. Distinguishes among the philosophical theories that represent principles of ethical decision making and identify principles that guide ethical decision making in health related situations. Students will also explore the situations that carry high potential for dilemmas, and compare and contrast codes of ethics of various professional groups, e.g., allied health, dentistry, medicine, nursing, and pharmacy professions. The course will challenge students to evaluate individual value systems in relationship to ethical decision making. A premise of the course is to respect varied beliefs as they relate to healing. [1] Bart Victor.

MGT 509. Health Care Delivery and Insurance. The course addresses the fundamental business economics facing the delivery, financing, and technology sectors of the health care economy. Particular attention is paid to understanding current conduct of firms and individuals within the health care industry through the lens of economics. Upon completion of the course, students will have a heightened ability to understand the current industry structure as well as be better able to predict future action by firms and individuals. Prerequisite: MGT 501a, 503. [2] Larry Van Horn.

MGT 510. Medicine and Business. The objective of this seminar is to prepare the student to develop practical, operational solutions to the current challenges of financing, organizing, and delivering health care in a micro and macro environment of limited resources. Cross cultural approaches and understanding will emerge in the study of case presentations that include specific institutional health systems (value-based), state reform case study, federal legislation (Medicare Modernization Act of 2003), evolution of a health service business start up through going public, and global health in the developing world (a particular country). This class will require active student participation and preparation for each seminar. [2] Bill Frist.

MGT 511. Advanced Financial Reporting and Analysis. Examination of the nature and financial reporting aspects of various business transactions including corporate acquisitions, mergers, the formation of other strategic alliances, and accounting for governmental entities. Topics include accounting for business combinations and consolidations, joint ventures, and foreign currency translation, variable interest entities, derivatives and hedge accounting, and financial reporting under Governmental Accounting Standards. Prerequisite: MGT 411. [2] Nicole Jenkins.

MGT 512. Taxation of Corporations and Shareholders. Focuses on the fundamental concepts of federal income taxation that apply to corporations and shareholders. A “cradle to grave” organizational approach is used, emphasizing organization and capital structure of the corporation, dividends and other distributions, stock redemptions, corporate divisions, taxable and tax-free mergers and acquisitions, and liquidation of the corporation. The objectives of the course are not to make students “tax experts,” but to sensitize them to the tax implications of transactions involving corporations and shareholders so that, as business managers, entrepreneurs, or advisers, they can spot the tax concerns or opportunities, identify the major tax issues, ask good questions of the “tax experts,” and understand the answers received as a critical step in making business and financial decisions that maximize wealth. Prerequisite: MGT 311, 331. Mgt 412 is highly recommended. [2] William Henderson.

MGT 513. Financial Statement Analysis. Accounting addresses the measurement, aggregation, and evaluation of economic information useful for decision making. In Financial Statement Analysis, we will focus on a subset of this construct, which is labeled general purpose external financial accounting and reporting. General purpose statements are those provided to individuals who do not have the authority to compel management to provide information they desire. These individuals differ from taxing authorities or others who have not only specialized needs, but also the authority to compel enterprises to furnish the information they desire. General purpose statements are those viewed as suitable for investors, creditors, and other resource providers. External statements are those available to individuals outside of the firm. Managers, directors, and others may have access to additional internal (and often proprietary) information. This course provides a broad framework for using financial statements and other SEC-required regulatory disclosures in business analyses. Emphasis is placed on developing a critical, general manager's perspective for interpreting required financial disclosures, understanding the types of financial information available in the public domain and their purposes, developing an appreciation of (some of) the inherent ethical conflicts that may color managers' and sell-side analysts' disclosures, and formulating an approach to evaluating an enterprise's overall financial reporting and the implications of that analysis from the perspective of a potential shareholder or creditor. The course objectives are reinforced through the course reading materials, assigned problems, in-class problem solving, and class discussions. This course is useful for individuals planning careers in investment banking, portfolio management, corporate finance, management consulting, and security analysis. Pre- or corequisite: MGT 411 (can be taken concurrently). [2] Charles Kile.

MGT 514. Taxation of Joint Ventures, Partnerships, and Other “Flow-Through” Entities; Gift and Estate Taxes; and Family Tax Planning. Focuses on the fundamental concepts of (1) federal income taxation of “flow-through” entities, such as the joint venture, partnership, LLC, and S corporations; (2) the federal gift and estate taxes; and (3) family tax planning. A “cradle to grave” approach is used for “flow-through” entities, emphasizing their formation, operation, sale or exchange, and liquidation. Gift and estate tax topics include transfers subject to tax, valuation, exclusions, credits, procedural matters, and computation of tax. Family tax planning topics include minimizing gift, estate, and income taxes; valuation of specific assets; and estate liquidity. The objectives of the course are not to make students “tax experts,” but to educate them on the role taxes play in making good

decisions; provide them with a working knowledge of those principles of tax law that are of wide application and importance; and develop their appreciation of tax planning as a process for maximizing wealth. Prerequisite: MGT 311. [2] William Henderson.

MGT 518. Accounting and Finance for Entrepreneurs. Covers the accounting and financial issues faced by rapidly growing start-up firms. It deals with accounting systems, cash planning systems, and financial issues managers must handle for the firm as it grows its annual sales from zero to 20 million. Prerequisite: MGT 311. [2] Germain Bôer.

MGT 519. Accounting and Financial Communication. This course provides students with the tools to understand, to analyze, and to create the financial information used to evaluate a firm. Complex transactions, financial reporting crises, and firm communication choices will be broken down into approachable components, building on accounting knowledge learned in the core Introduction to Accounting course. Students will develop an understanding of the external users of financial information, such as investors, customers, analysts, and the financial media. By the completion of this course, students will have increased their knowledge of technical accounting to an intermediate/advanced level. This will allow students to effectively analyze accounting and financial information from a user's perspective and to employ financial information as part of a broad communication strategy to enhance the effectiveness of a firm. Prerequisite: MGT 311. [2] Nicole Jenkins.

MGT 524. Seminar In Monetary and Fiscal Policy. Focuses on current fiscal and monetary problems and policies related to the functioning of and the outlook for the economy in which business operates. The approach is pragmatic and institutional but also involves the basics of how our monetary system operates and the theoretical concepts as they apply to current problems and policies. Distinguished speakers, including top-level Federal Reserve and Treasury officials and leading representatives of private research and financial organizations participate in seminar presentations and discussions. [2] Dewey Daane.

MGT 526. Corporate Strategy. Focuses on the challenges of formulating corporate-level strategies and their implementation. In contrast to business-level strategy, which addresses competitive advantage in a single market or industry, we analyze how competitive advantage can be created through the configuration and coordination of activities across multiple markets and industries. As part of the course, distinctive challenges that face multinational corporations are also discussed. Students will gain experience in discovering, diagnosing, and solving corporate-level problems including corporate diversification, strategic alliances, multi-market interaction, and global strategies. Prerequisite: MGT 355. [2] Brian McCann.

MGT 530. Mergers and Acquisitions. Covers some of the major corporate finance activities of investment banks including: mergers and acquisitions, and takeovers and takeover defenses, as well as private financing, asset restructuring, capital restructuring, leveraged buyouts, management buyouts, and leveraged recapitalizations. This course is meant to familiarize students with institutional details and to present a variety of case situations in which corporate valuation, industry and financial analysis, strategic decision making, and financial contracting and design are practiced. Casework represents an integral part of this course and is used to challenge students to structure their own analysis of how corporate finance can be used to create value for shareholders. Prerequisite: MGT 432a. [2] Ron Masulis.

MGT 531. Venture Capital. This course examines the financial, economic, and legal strategies that underlie private equity transactions in the United States and other countries. The course begins by examining how private equity firms raise money from institutional and individual investors and structure private equity funds. We will discuss the legal, financial, and economic motivation for the different types of private equity fund structures. The course then turns to how private equity funds select, invest, and manage their portfolio companies. We will

discuss how venture capital firms, a particular (and very important) type of private equity investor, provide capital to start-up firms, and how other private equity firms provide capital to help more established companies, both public and private, grow and restructure. One common theme that runs through this course is how financial instruments and legal contracts between the parties involved in private equity transactions address predictable conflicts of interest. The course will center on the study of cases that highlight important concepts and issues in private equity transactions using actual historical situations. Students are expected to do fundamental analysis of the companies and transactions presented in the cases as well as to discuss how the legal environment at the time of the case affects their recommendations. Prerequisite: MGT 432a. [1 - short course] Ron Masulis.

MGT 532. Risk Management. Considers techniques for risk management of financial institutions. Topics include value at risk systems for managing risk, the application of portfolio theory to risk management, forecasting risk and correlations, regulatory approaches to risk control, and regulatory capital requirements. Prerequisite: MGT 435b, 435c. [2] Clifford Ball.

MGT 534. Financial Data Analysis. Introduces students to the many databases used in empirical research in finance, including CRSP, Compustat, TAQ (NYSE, Amex, and Nasdaq-NMS transaction data) and NASTRAQ (Nasdaq trades, inside quotes, and individual dealer and ECN quotes). The course will use the SAS programming language to access these databases and to analyze the data. Basic Fortran programming will also be presented to familiarize students with CRSP/Compustat access programs. The course is intended for Ph.D. students and MBAs who are interested in more analytically oriented finance positions. Prerequisite: MGT 431. [2] Christoph Schenzler.

MGT 535a. Derivative Securities Valuation. Examines the pricing of derivative securities. Focuses on futures, options, and exotic securities. A number of valuation techniques are examined which include numerical approaches. Prerequisite: MGT 435c. [2] Christian Schlag.

MGT 536. Active Portfolio Analysis. Takes the perspective of a quantitatively oriented equities portfolio manager. It examines portfolio theory, portfolio selection models, equilibrium asset pricing models such as the CAPM and the APT, earnings estimation, and the evaluation of portfolio performance. The course is designed for very quantitatively oriented students. [2] Rick Cooper.

MGT 539f. Special Topics in Accounting: Federal Income Taxation of Mergers and Acquisitions. Designed primarily for the student who wants a general understanding of the basic principles and concepts of federal income taxation that apply to corporate mergers, acquisitions, and LBOs. Topics include taxable and tax-free stock and asset acquisitions, incorporation transactions, non-acquisitive reorganizations, current and liquidating distributions to shareholders, stock redemptions, and survival of net operating losses and other tax attributes. Prerequisite: MGT 311, 331. [2] William Henderson.

MGT 539g. Corporate Restructuring. This course is designed to provide students with a general understanding of a variety of financial restructuring and reorganization techniques. Each topic that we discuss describes a transaction that restructures or reorganizes the firm in some particular way. The specific objectives of the course include (1) to help build a framework for analyzing various corporate restructuring transactions primarily through techniques of financial analysis, (2) to provide a broad overview of corporate restructuring approaches which can then be critically applied to solve business problems, and (3) to establish an economic perspective from which to assess the corporate and social consequences of alternative corporate restructuring and reorganization techniques. While corporate restructuring and reorganizations have become common, mainstream transactions, the course material is also designed to help students solidify their understanding of how modern corporations should be managed under conditions of financial distress. In order to fully understand financial and economic aspects of the bankruptcy process, we will also examine the legal framework created by the Bankruptcy

Code. This link is important because the Code exerts an important influence on the behavior of corporate managers in financially distressed corporations. [1 - short course] Jim Seward.

MGT 540. Leading Change. Examines all aspects of organizational change from the perspective of a change leader or consultant. Topics covered include personal change, how to lead change in organizations, models and frameworks for change, new methods for changing corporate culture and mindset, and approaches for implementing new organization design via strategy, reengineering, or structure. Prerequisite: MGT 342. [2] Richard Daft.

MGT 541. New Product Development: Design for Sustainability. If an organization's products and services are its most important output, then one can assume that the design and development of those outputs is one of its most important functions. Yet, while the modern product design function has grown up in a world of cheap energy, offshore labor, economies of scale, and industrial chemistry, we see a number of issues that our current approach does not seem able to address. For example, we see growing concerns about environmental problems (e.g., pollution, climate change, biodiversity loss), social problems (e.g., poverty, health, safety, regulation, social values), and economic problems (e.g., trade inequity, access to capital, and inefficient technologies); these problems can all be linked to the ways in which we design, produce, and consume products. With this in mind, this course aims to provide students with a basic framework for understanding (and challenging) traditional product development thinking by participating in a process aimed at designing products and services that meet the goal of sustainable production and consumption. [2] David Owens.

MGT 544. Controversies/Debates in Business, Management, and Society. This course is a vehicle for analysis and debate on current, controversial issues related to business, management, economics, and society. Course objectives blend skills and substance. With respect to skills, there will be material on the nature of argument and analysis, with a goal of creating meaningful improvement in students' ability to develop and deploy goal-directed persuasive arguments. With respect to substance, an objective of the course is to expand students' in-depth knowledge of key issues of the day related to business, economics, and management practice. Prerequisite: MGT 342. [2] Bruce Barry.

MGT 546. Executive Coaching. Coaching is the application of a set of concepts, skills, and activities to develop employee knowledge, skill, or ability and to move employees from current performance to a higher level. The use of coaching to develop employees has grown dramatically in recent years. As McKinsey & Company's "War for Talent" survey reveals, executives believe that coaching is important for their development and is far more beneficial than traditional training. However, most executives believe their companies do not do a good job of providing coaching, and most employees report wanting more coaching and better quality coaching than they are currently getting. This course focuses on the concepts, skills, and activities that constitute effective coaching and how to use coaching both to work on areas that need improvement and to build on employee strengths. In particular, we will explore the following topics: theories of coaching, types of coaching, characteristics of helping relationships, listening, questioning, assessment, feedback giving, goal setting, action planning, and ongoing support. [1 - short course] Mark Cannon.

MGT 547. Training Systems Management. Corporations invest over \$50 billion per year for training and development programs with estimates for increased funding needed for new employees as baby boomers begin to retire. As companies world-wide struggle with an ever-mobile work force, the continuous search for skilled labor, and rapid technological advancements, employee training has become a key strategic focus in order to compete in the global marketplace. This course will address all elements of a systematic process for managing corporate training programs that meet targeted business needs including organizational assessments, training budgets, training evaluation, ethical considerations, generational and cultural issues, and strategic planning, to name a few. All supervisors and

managers need to have a solid understanding of the training process within corporations in order to stay competitive and to recruit and retain a highly skilled workforce. Students will be assessed on class participation, group activities, and a final paper. [1 - short course] Jim Vosburg. (Every other year; not offered 2009/2010)

MGT 549a. Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC. A nationwide program designed to help the inner cities by enhancing the competitiveness of inner city businesses. Owen students joined this program in 1994, providing advice to selected companies as part of a for-credit team consulting project. These projects are run every spring for one semester. The course organizers locate prospective companies, and all students registered for this course meet the first week of Mod III to form teams and select client companies. Teams then locate one faculty member to serve as an adviser, work with the company to choose a project, and complete the project by the end of Mod IV. Most groups spend about 5-6 hours a week on ICIC. [2] Ray Friedman.

MGT 549f. Doing Business in China. Provides an overview of Chinese history, culture, and economic structure, and examines issues faced by foreign companies in China as well as strategic choices facing Chinese companies. Topics include entry into Chinese markets, choice and assessment of potential partnerships, management of partner relationships and employees, sourcing products from China, and the effects of cultural and economic developments on business practices. The course is designed both for students who know little about China and those with longstanding interest in China. [2] Ray Friedman.

MGT 552. Leadership for Nonprofits. The nonprofit management class is designed for general managers who want to understand the unique management issues of nonprofit organizations, anyone wishing to serve on a nonprofit board, or anyone considering a career in nonprofit management. The goals of the course are (1) to develop an understanding of the challenges of nonprofit management, (2) to understand the roles and responsibilities of a nonprofit board member, and (3) to provide the knowledge and tools to be an effective member of a nonprofit board. The course will include directed readings, case studies, and guest speakers from the nonprofit community. For interested students, we will attempt to facilitate board internships in local nonprofits. [2] Jim Bradford and Jon Lehman.

MGT 554a. Introduction to Entrepreneurship. Will study different approaches to entrepreneurship and will learn to identify potential opportunities, to evaluate those opportunities, and to develop a plan for implementation of a business concept. Practicing entrepreneurs will serve as speakers in the program, and students work with cases to learn about the practice of entrepreneurship. [2] Germain Böer.

MGT 554b. Writing a Business Plan. Develops detailed business plans for students' new ventures. The process of business plan development is intense and emphasizes concept development, followed by research, assumption verification, and practical implementation. Plans include an executive summary, business description, market analysis, competitive analysis, marketing plan, financial plan, and operational plan. Plans are presented before a panel of student peers and business community judges, where they are rated individually. Prerequisite: MGT 361, MGT 554a. [2] Germain Böer.

MGT 554c. Entrepreneurial Adventures: Exploring the World of Startups. Requires students to work with early-stage startup ventures, or with a business idea a student has, to develop a business and financial plan for the venture. Students will be able to work with startup ventures identified by Owen faculty who have relationships with local incubators and technology centers. Such projects may lead to jobs with startups upon graduation or to summer internships between the first and second years of the Owen MBA. The course requires students to initially develop a plan of work for the project and then to deliver a final

product at the end of the course. Professors directing this course meet weekly with students to discuss progress and to provide guidance on completing the projects. [2] Germain Böer.

MGT 554d. Launching the Venture. Studies the critical post-business plan and funding, pre-revenue stage of a start-up venture, an extremely busy time in the company's life. This segment of the company's life is often referred as the B-to-C round funding phase. This course assumes that you, the entrepreneur, have your initial business plan and your initial funding and that your venture is getting underway. It focuses on the 'execution' of the venture including product or service development, developing your 'go to market' strategy, company and product/service positioning, identifying the market influencers and developing effective strategies to win them over, company introduction to the market, product and service introduction, later-stage business plan strategies, and later-stage funding strategies. The course will run as a live simulation. Prerequisite: MGT 321. [2] Byron Smith.

MGT 554f. Business Models in Music Publishing. (MGT 554f and MGT 554g is a two-course sequence.) The entertainment industry is in the midst of a digital revolution. The ways that we create, discover, distribute, and consume entertainment are changing rapidly and forever. This two-course sequence will examine the effects of this revolution on current and historical business models. Using the music industry as our example, we will look at the problems that the conventional models are facing and study some of the industry's attempts to solve them. Mgt 554f (Module III, 2 hours) will look specifically at the record company, music publishing, and songwriting segments. Mgt 554g (Module IV, 2 hours) will examine the artist management, touring, and concert promotion segments. Students must take Mgt 554f to be eligible to take Mgt 554g. Exceptions will be made only with permission of the instructor. Our emphasis will not be on the technology itself but on changes it forces in the current models. We will also examine the entrepreneurial opportunities that exist in this rapidly changing environment. The courses will consist of lectures, guest speakers, and case studies. [2] Tim Dubois.

MGT 554g. Artist Management. (MGT 554f and MGT 554g is a two-course sequence.) The entertainment industry is in the midst of a digital revolution. The ways that we create, discover, distribute, and consume entertainment are changing rapidly and forever. This two-course sequence will examine the effects of this revolution on current and historical business models. Using the music industry as our example, we will look at the problems that the conventional models are facing and study some of the industry's attempts to solve them. Mgt 554f (Module III, 2 hours) will look specifically at the record company, music publishing, and songwriting segments. Mgt 554g (Module IV, 2 hours) will examine the artist management, touring, and concert promotion segments. Students must take Mgt 554f to be eligible to take Mgt 554g. Exceptions will be made only with permission of the instructor. Our emphasis will not be on the technology itself but on changes it forces in the current models. We will also examine the entrepreneurial opportunities that exist in this rapidly changing environment. The courses will consist of lectures, guest speakers, and case studies. [2] Tim Dubois.

MGT 554L. Advanced Artist Management. Students will be assigned to an artist's management team. They will act as consultants using their MBA skills to analyze and recommend improvements in strategy, finance, and marketing. Prerequisite: 554f and 554g or instructor's approval. [2] Tim Dubois.

MGT 555. Seminar/Practicum in China. Focuses on issues of business, management, culture, and political economy related to the Republic of China. Students work in groups to (a) identify a management issue or research question to be addressed, (b) propose a methodology, (c) follow through with the proposed analysis, and, (d) present findings. Students participate in a field research trip to the region studied. Application required. Mgt 549f highly recommended. [2] Ray Friedman.

MGT 556. Introduction to Law and Business. Provides an overview of how lawyers, courts, administrative agencies, and legislatures in the United States work to enable and restrict economic activity. Its focus will be in the areas of contract, tax, and corporate law. [2] John H. Bailey.

MGT 557. Global Business Club Immersion Trip: Doing Business in Brazil Fall 2009. An immersion trip to Rio de Janeiro and São Paulo. Students must attend pre-trip preparation sessions during September and complete the week-in-residence in Brazil. Topics will include Brazil business culture, language, and cultural information, and other relevant topics. Prerequisite: Acceptance to the GBA Brazil Immersion Trip. [1] Gary Scudder.

MGT 559a. Project Pyramid. Introduction to the problem of poverty alleviation through business development. Topics include understanding the problem of poverty and developing a framework for business applications for alleviating poverty. An overview of the business models to be developed during the course including micro-finance, marketing, supply chain, and information technology. Students will also explore the range of context factors which contribute to creating the conditions of poverty and may pose obstacles to its alleviation. [1] Bart Victor.

MGT 560. Marketing Strategy. Builds on the strategic groundwork laid in core marketing and offers students an opportunity to apply their marketing strategy skills. Students will compete in an elaborate, multi-period marketing simulation (Markstrat). As in the real market, there will be winners and losers, and students' grades will be based partially on how well they perform against competitors in this simulation. In addition, the course will introduce research on special topics such as scenario planning and competitive conjectures. Prerequisite: MGT 361. [2] Mark Ratchford.

MGT 562. Customer Satisfaction. Provides an introduction to the study of customer satisfaction and customer relationship management. Topics addressed included satisfaction measurement, linking satisfaction to firm performance, customer profitability and lifetime value, and predictive analytics for database marketing. This course is taught from a quantitative perspective, with particular emphasis placed upon measuring (and ultimately optimizing) the behavioral and financial impact of customer satisfaction and loyalty programs. To this end, a variety of data analysis techniques will be utilized throughout the term, including logistic regression, simulation, and optimization. Measurement (survey) methods and issues are also an integral focus of the course. Prerequisite: MGT 460 or 462 or consent of instructor. [2] Jeff Dotson.

MGT 568. Pricing Strategies. Considers the theory and practice of setting prices. We will bring together economic frameworks and models of consumer behavior to analyze different pricing frameworks (e.g., value pricing, cost-plus) and tactics (segmentation, bundling). Pricing examples from various industries and legal aspects of pricing will also be discussed. Prerequisite: MGT 355, 361. [2] Mikhael Shor.

MGT 571. Service Operations Models. Focuses on applying quantitative techniques to analyze service operations. Methods such as simulation, waiting-line analysis, yield management, data envelopment analysis, and regression will be applied to analyze service settings such as airlines, banking, call centers, hotels, and retail stores. Specific service operations topics include service delivery design, managing service capacity and waiting lines, demand management, multiple site performance evaluation, and facility location. Prerequisite: MGT 574. [2] Michael Lapré. (Not offered 2009/2010)

MGT 572. Strategic Management of Technology. Focuses on the strategic management of technology and innovation in established firms. The conceptual framework of the course is an evolutionary process perspective on technology strategy and innovation. The fundamental ideas underlying this evolutionary perspective are (1) that a firm's technology strategy emerges from its technological competencies and capabilities, (2) that technology

strategy is shaped by external (environmental) and internal (organizational) forces, and (3) that the enactment of technology strategy, through the experience it generates, serves to further develop the firm's technological competencies and capabilities. Cases, readings, and lectures are utilized. [2] Gary Scudder.

MGT 574. Management Science in Spreadsheets. Uses Microsoft Excel 2007 to demonstrate optimization modeling (linear, 0-1, and nonlinear programming) and simulation of financial and operations problems. Financial applications include portfolio optimization, short-term cash flow planning, capital budgeting, branch-bank site location, and arbitrage models. Operations applications include aggregate production planning, supply chain optimization, facility location, personnel scheduling, and production scheduling with setup costs. We will do virtually all work in Excel, learning how to use Excel's features to gain insights into common business problems. Advanced features of Excel, including pivot tables, data tables, form controls, filters, charts, text worksheet functions, subtotals, and efficient downloading of data from the Internet are covered. Prerequisite: A knowledge of Excel fundamentals, such as the SUM, MIN, MAX, and AVERAGE functions, copying and pasting formulas with relative and absolute cell references (such as \$A\$1), and formatting the number of decimal places in data cells. A test is available from the instructor to determine whether students will be able to keep up with the class. A tutorial is available for those wanting to improve their skills. [2] Larry LeBlanc.

MGT 575. Advanced Spreadsheets for IT Applications. Covers the use of Microsoft Excel and the programming language VBA (Visual Basic for Applications) within Excel for obtaining, managing, and processing information. Example areas covered include (1) automatically producing customized mass e-mails and summary reports, (2) updating Excel databases with 100 or more sheets, (3) copying from a user's workbook to a separate master workbook for analysis and returning solutions, and (4) solving a series of optimization models for various exchange rates. Most of the managerial problems used for illustration involve financial and operations applications. No prior exposure to VBA or any other programming language is required. Prerequisite: MGT 574. [2] Larry LeBlanc.

MGT 577. Managing and Improving Processes. This course is all about processes—the fundamental ways in which work gets done in organizations. The course equips students with concrete skills for analyzing, improving, and controlling office, administrative, service, and manufacturing processes. Specific topics include defining and understanding processes, eliminating waste from processes, the improvement cycle and tools, six sigma, statistical process control, and implementation issues (i.e., change and project management). Prerequisite: MGT 371. [2] Nancy Lea Hyer.

MGT 599c. Special Topics in Information Technology: Online Exploration for Business Information. This course will enhance students' skills in acquiring and managing online information. The new knowledge economy of the twenty-first century is becoming increasingly dependent on a set of online information sources describing products, people, organizations, and countries. To be successful in such an environment, managers must master a dynamic and evolving network of information sources and information discovery software. [2] Robert Blanning.

MGT 599d. Special Topics in Information Technology: Outsourcing Business Processes. Examines positive and negative aspects of outsourcing and offshoring (O/O). We will address five O/O application areas: information technology (e.g., system maintenance and application development), customer care (e.g., contact center management), finance and accounting (e.g., account management and regulatory reporting), human resources (e.g., benefits administration and employee relations), and transaction processing (e.g., claims processing and professional, such as medical, transcription). We will also discuss possible O/O locations, and there will be three in-class case discussions. [2] Robert Blanning.

MGT 599f. Data Mining. Data mining technologies enable managers to effectively utilize the huge volumes of data maintained in corporate data warehouses. These include both statistical and artificial intelligence techniques such as principle components analysis, multiple and logistic regression, Bayesian analysis, clustering techniques and neural networks. Such techniques are included in commercially available data mining software systems. This course focuses on the effective utilization of such technologies in managerial applications such as customer relationship management, database marketing, credit rating, fraud detection, and product recommendation systems. [2] Sal March.

MGT 612. Research Seminar in Accounting. Prerequisite: Consent of instructor. [Variable credit] Staff.

MGT 615. Independent Study in Accounting. Prerequisite: Consent of instructor. [Variable credit] Staff.

MGT 622. Research Seminar in Economics. Prerequisite: Consent of instructor. [Variable credit] Staff.

MGT 625. Independent Study in Economics. Prerequisite: Consent of instructor. [Variable credit] Staff.

MGT 630a. Asset Pricing Theory. Develops the theoretical basis for major asset pricing models. Single period versions of the Capital Asset Pricing Model, the Arbitrage Pricing Model, and the Option Pricing Model are formally developed from basic economic principles. Consent of instructor required to enroll. This is a doctoral level class. [2] Jacob Sagi.

MGT 630b. Corporate Finance Theory. This course uses state preference theory to develop single period theories of optimal investment and optimal capital structure. We explore models of adverse selection and moral hazard and use them to evaluate management compensation, financing decisions, and corporate ownership structure. Recent empirical evidence is reviewed and the techniques and evidence are critiqued. Prerequisite: Consent of instructor. [2] Staff.

MGT 631a. Empirical Methods in Finance A. This is the first of two courses that examine the recent empirical developments in financial economics. It focuses on topics in financial markets such as market efficiency, market models, arbitrage pricing models, inter-temporal equilibrium models, and market microstructure. Theoretical foundations are developed; empirical research evidence is considered; applications of models are stressed. Prerequisite: 630a, 630b. [2] Alexei Ovtchinnikov.

MGT 631b. Empirical Methods in Finance B. This is the second of two courses that examine the recent empirical developments in financial economics. It focuses on topics in corporate finance such as the securities issuance process, capital structure, corporate governance, and market response to corporate disclosures. Prerequisite: 630a, 630b; 631a. [2] Staff.

MGT 632. Advanced Finance Theory. Covers an advanced treatment of finance theory. Topics include utility theory, arbitrage and pricing, equilibrium models and complete markets, inter-temporal models, continuous time finance, contingent claim pricing, and the term structure of interest rates. Prerequisite: 630a, 630b. [4] Staff.

MGT 635. Seminar in Behavioral Finance. This course searches for evidence of behavioral explanations for financial irregularities (anomalies) that are inconsistent with the efficient market hypothesis. Prerequisite: 331, 431, and permission of instructor. [2] Staff.

MGT 636. Research Seminar in Finance. Corporate Governance. Prerequisite: Consent of instructor. [Variable] Ronald Masulis.

MGT 643c. Doctoral Seminar in Organization Studies. Prerequisite: Consent of instructor. [Variable] Staff. (Doctoral Level HOP)

MGT 645. Independent Study in Organization Studies. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 652. Research Seminar in Management and Policy. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 655. Independent Study in Management and Policy. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 662. Research Seminar in Marketing. Examines current research topics and areas of research interest in marketing. The fall seminar emphasizes methodological topics, and the spring seminar emphasizes substantive topics. Journal articles, working papers, and book chapters are studied in depth. The format is a combination of lecture and seminar. Prerequisite: Consent of instructor. [Variable]

MGT 665. Independent Study in Marketing. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 672. Research Seminar in Operations. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 675. Independent Study in Operations Management. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 681. Stochastic Processes. Emphasizes the role of stochastic modeling in finance and economics. Topics include random walks, Brownian motion, Wiener processes, Poisson processes, Markov chains, diffusion processes, martingales, and Ito stochastic calculus. Applications to security pricing. Consent of instructor required to enroll. [2] Clifford Ball.

MGT 682. Research Seminar in Quantitative Analysis. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 685. Independent Study in Quantitative Analysis. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 692. Research Seminar in Information Technology. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 695. Independent Study in Information Technology. Prerequisite: Consent of instructor. [Variable] Staff.

MGT 902. Practical Issues in Business Internships. This course will examine common types of problems encountered by managers in various business settings. To gain practical, hands-on experience, students will observe or act as business managers while interning in an industrial, marketing, consulting, or financial firm for a two- to four-month period. Students will utilize the analysis and problem-solving skills gained in their first-year curriculum to solve real-world business challenges in an unfamiliar environment. The second part of the course will be discussions focusing on the internship experience. Critical to the discussion is the focus on the interdisciplinary aspects of business problems and applicability of the integrative approach to problem solving required in most firms over a wide range of industries. Students will be expected to write a full report concerning their internship experience. This course is designed for international students interested in Curricular Practical Training. [1]

MGT 905. Practicum in Business. This summer term course includes a practical business experience or an independent study project on a business related topic. Adviser approval and submission of MGT 905 application form required. [2] Staff.



The Executive MBA

The Vanderbilt Executive MBA Program is designed to help managers and executives gain the strategic business tools and cross-functional integration perspectives of senior management without sacrificing the rigor and depth of a top-quality, thorough MBA degree. To provide this perspective, the program focuses on:

- Enhancing leadership skills and vision
- Applying critical and analytical insight
- Competing on a global scale
- Leveraging technology
- Creating value throughout the organization
- Combining work and study without interrupting your career momentum

Students should consult the EMBA handbook for policies in that program.

The Vanderbilt Executive MBA is designed for those well within the second phase, or those who want to excel in the third. Not only does this degree equip you with the expertise to accelerate your progress toward or within senior leadership, it does so with a rigorous but accessible weekend program that allows you to remain a key asset to your organization and stay connected within your industry.

- Here, you will gain not only a powerful credential but new expertise in economic, technical, and managerial concepts that will help your organization flourish in today's dynamic business environment.
- You'll improve your analytical and problem-solving skills and gain tools to make reasoned decisions in the face of uncertainty.
- You'll make lifelong friendships and business connections with people who will extend the value of your educational investment for years to come.

Unlike the course work for typical MBA students who average five years of work experience, the curriculum for the Vanderbilt Executive MBA program was created specifically for established professionals already in or approaching senior leadership positions in their organizations.

In addition to helping you master the fundamental disciplines of business—strategy, marketing, operations, human and organizational performance, finance, and accounting—the EMBA curriculum will focus on how these fundamentals relate specifically to the challenges you face and the decisions you will make on the job.

- Making decisions with imperfect information
- Competing on a local, regional, national, or global scale
- Deconstructing barriers to innovation
- Creating value throughout the organization
- Leveraging technology
- Identifying process improvements
- Focusing on growth and profit improvement
- Leading an organization through times of turbulence and change

Vanderbilt Executive MBA Curriculum

All Vanderbilt Executive MBA students will complete 60 hours of curriculum in order to graduate. Only EMBA students are eligible to take the classes. Fifty-six of those hours (twenty classes) are “lockstep”—courses that are taken simultaneously by all class participants. The remaining four hours (two classes) are electives—subjects that are determined each year to best meet the needs of the current business environment and class composition.

Executive MBA Courses

EMGT 711. Financial Accounting. Focuses on management's use of accounting and financial reporting concepts. The first part of the course deals with accounting tools and techniques that contribute to organizational efficiency including standard costs, budgeting, product profitability analysis, and responsibility accounting. The second part of the course covers income measurement and asset valuation focusing on the impact of alternative accounting practices on financial statements. [4] Paul Chaney.

EMGT 712. Managerial Accounting. Examines the preparation and utilization of financial information for internal managerial decision making as well as the design of performance measurement systems managers can use to assess and guide the development of the organization's internal processes. Analytical tools for the analysis of costs and revenue data for profit-maximizing decisions. [2] Richard Willis.

EMGT 721. Macroeconomics. Studies the interrelationship of elements that influence global economies including business cycles, interest rates, exchange rates, inflation, employment, and monetary and fiscal policies. Theory is related closely to current developments in the economy. [2] Prakash Loungani.

EMGT 722. Managerial Economics. Introduces the economics of the firm including price theory, consumer behavior, theories of cost and supply, equilibrium under different market conditions, demand and supply factors of production, introduction to welfare economics and its effects on modern organizations, game theory for decision-making, and applied agency theory in organizations. [4] Luke Froeb.

EMGT 728a. Managing the Global Enterprise. Studies the management of the global organization including the international economic environment and international operations. Related topics include international finance and economic strategies, the foreign exchange market and factors affecting exchange rates, management of foreign exchange exposure, capital budgeting and financing of foreign projects, and management of intra-corporate

fund flows. Examines motives and problems with entering and competing in foreign markets including strategies for entry, operating in foreign markets, and international marketing concepts. An international study trip is an integral part of this course. [4] David Parsley.

EMGT 728b. Managing the Global Enterprise II. Studies the management of the global organization including the international economic environment and international operations. Related topics include international finance and economic strategies, the foreign exchange market and factors affecting exchange rates, management of foreign exchange exposure, capital budgeting and financing of foreign projects, and management of intra-corporate fund flows. Examines motives and problems with entering and competing in foreign markets including strategies for entry, operating in foreign markets, and international marketing concepts. An international study trip is an integral part of this course. [2] David Parsley

EMGT 728c. International Residency. Aside from an intense cultural immersion, the week-long international residency is composed of about ten organized corporate visits as a class, as well as time for each study group to set up individual meetings. These meetings provide students with real-world input for the global market entry plan they are working on for their specific course deliverables. Through this immersion program, students have met with business leaders and alumni in Vienna, Budapest, Santiago, São Paulo, Paris, Brussels, Amsterdam, Shanghai, and Hong Kong to discuss business issues in an international context. The location of the residency is determined in spring of the student's first year by the Executive MBA program office. Criteria for this selection include timely global business trends that will lead to the best learning experience and access to the expansive global Owen alumni network. Staff.

EMGT 731. Managerial Finance. Examines the theories and practices of financial decision making in terms of the underlying economic principles. Topics include capital budgeting decisions, financial structure and dividend policies, and other topics within the context of financial markets and risk/return trade-off. [2] William Christie.

EMGT 732. Corporate Valuation. (Second course in a three-course sequence.) The sequence focuses on theories of portfolio analysis and capital markets, including diversification in portfolio selection, random walk hypothesis, theories of efficient markets, and determinants of security return. [2] Alexi Ovtchinnikov.

EMGT 733. Corporate Financial Policy. (Third course in a three-course sequence.) The sequence focuses on theories of portfolio analysis and capital markets, including diversification in portfolio selection, random walk hypothesis, theories of efficient markets, and determinants of security returns. [2] Craig Lewis.

EMGT 742. Strategic Alignment of Human Capital. Draws on the approaches learned in Organizational Behavior to provide a critical view of HR practices in organizations. Topics include organizational and environmental factors affecting personnel, manpower planning, career development, personnel selection, job design, performance appraisal, and reward systems. [2] Neta Moye.

EMGT 744. Leadership. Focuses on leading change in organizations. Taught as an intensive three-day module, the course examines leadership qualities such as vision, courage, mindfulness, communication, integrity, and relationship building. It covers strategies for change including using crises, creating readiness, promoting the vision, empowerment, building consensus, and short-term wins. The course will include personal assessment and involvement, readings, cases, and a change project. [2] Richard Daft.

EMGT 748. Transforming the Organization. [2] Nancy Hyer.

EMGT 749. Organizational Behavior. Examines major behavioral issues in the management of organizations. Topics include motive and incentive systems, decision making, management of power and conflict in small groups, attitudes and change, performance, leadership, values, and communication. [2] Ray Friedman.

EMGT 754. Creating and Launching the Venture. Studies the critical post-business plan and funding, pre-revenue stage of a start-up venture, an extremely busy time in the company's life. This segment of the company's life is often referred to as the B-to-C round funding phase. This course assumes that you, the entrepreneur, have your initial business plan and your initial funding and that your venture is getting underway. It focuses on the "execution" of the venture including product or service development, developing your "go to market" strategy, company and product/service positioning, identifying the market influencers and developing effective strategies to win them over, company introduction to the market, product and service introduction, later-stage business plan strategies, and later-stage funding strategies. The course will run as a live simulation. [2] Bruce Lynskey.

EMGT 755. Strategic Business Management. The first half of a two-course sequence that culminates in the production of a strategic plan for an organization. The sequence focuses on the role of the general manager to ensure the long-range viability and legitimacy of the firm through goal setting and the formulation and implementation of competitive business strategies. It emphasizes strategy formulation and current techniques of industry and competitor analysis. [4] Brian McCann.

EMGT 757. Business Strategy Project. The second half of a two-course sequence on business strategy. Students work closely with a firm they have selected to produce a formal strategic plan. The plan includes close analysis of business objectives, industry, competitors, finances, operations, and marketing to formulate both short- and long-range goals. The final report is formally presented to senior managers of the business and to select faculty or industry analysts. [4] David Furse.

EMGT 758. Negotiation. Designed to provide students from all functional backgrounds with skills needed to approach negotiations with confidence. This includes a framework for analysis, knowledge about one's own tendencies in negotiation, and a chance to experiment with negotiating techniques in various contexts. Topics include integrative and distributive negotiations, individual differences in bargaining styles, coalitions, team negotiations, negotiating through agents, and ethical issues in negotiation. The course uses readings and cases, with considerable emphasis placed on negotiation simulations. [2] Tim Vogus.

EMGT 761. Marketing Management. Examines the role of marketing in the firm. Topics include marketing planning and decision making, product life cycles, brand management and service decisions, pricing, channels of distribution, and marketing communication. [4] Dawn Iacobucci.

EMGT 762. Marketing Strategy. Examines the role of marketing in the firm. Topics include marketing planning and decision making, product life cycles, brand management and service decisions, pricing, channels of distribution, and marketing communication. Staff.

EMGT 777. Operations Management I. An overview for executive students of operations management in both service and manufacturing organizations. Topics include process analysis, quality control, queuing, enterprise planning systems, managing capacity and inventory, supply chain management, lean manufacturing, and time-based competition. [2] Joseph Blackburn.

EMGT 782. Statistics for Management Decisions. Introduces statistical methods for improving decision making under uncertainty. Topics include probability, random variables, probability distributions, statistical inference, correlation, regression, time series analysis, and forecasting techniques. [4] Bruce Cooil.

EMGT 799a/b. Special Topics in Executive Management. [Variable credit] Staff.

Master of Management in Health Care

Today's health care organizations demand managers who have the confidence, expertise and skills to build and manage people, programs and organizational initiatives. The Vanderbilt Master of Management in Health Care is a one-year degree program designed to help health care practitioners and professionals succeed in business.

Over a one-year period, students participate in core business courses one night a week, attend intensive health care industry-specific courses one weekend per month and work in teams on a health care strategy project throughout the program.

The program enables participants to: evaluate health care market opportunities, organization finances, operating policy, procedures, and outcomes; formulate appropriate strategy, structure, and performance improvement processes; and provide leadership to execute these effectively.

Master of Management in Health Care Curriculum

The Master of Management in Health Care curriculum includes 12 graduate-level credit hours dedicated to classes in management fundamentals, 12 credit hours focused on application of management fundamentals to health care delivery and a 6-credit-hour strategy project that runs for the entire duration of the program.

30 credit hours / Six eight-week modules

	Management Core (one night per week)	Health Care Industry Courses (one weekend per month)
Mod 1	Economics	Health Care Landscape and Innovation
Mod 2	Marketing	Strategic Marketing of Health Care Services
Mod 3	Accounting	Organizational Economics of Health Care Delivery
Mod 4	Finance	Accounting and Finance for Health Care Managers
Mod 5	Operations	Configuring and Optimizing Health Care Organizations
Mod 6	Leading Teams and Organizations	Strategies for High-Performance Organizations

Capstone Project (throughout program)

Curriculum subject to change

The Management Core

The management core includes six graduate-level management courses that provide the solid business foundation upon which the health care industry-specific courses build. These modules are taught by the same professors who teach in the world-class Vanderbilt MBA programs. Owen's faculty offer both theoretical and practical knowledge across comprehensive business disciplines.

12 credit hours / One night per week

Course	Title	Credit Hour(s)
MMHC 811	Accounting	2
MMHC 822	Microeconomics	2
MMHC 831	Finance	2
MMHC 842	Leading Teams and Organizations	2
MMHC 861	Marketing	2
MMHC 871	Managerial Operations	2

Health Care Industry Courses

In tandem with the general management modules, these six intensive health care weekend courses ensure a solid health care platform for application so that students are challenged to apply the core management disciplines and are equipped to manage profitable, innovative health care programs and services. Senior leaders and managers from provider organizations partner with Owen faculty to provide the pragmatic insight required for these courses.

12 credit hours / One weekend per month

Course	Title	Credit Hour(s)
MMHC 803	Health Care Landscapes and Innovation	2
MMHC 809	Organizational Economics of Health Care Delivery	2
MMHC 818	Accounting and Finance for Health Care Managers	2
MMHC 857	Strategies for High-Performance Health Care Organizations	2
MMHC 862	Strategic Marketing of Health Care Services	2
MMHC 878	Configuring and Optimizing Health Care Operations	2

Capstone Project

The capstone project engages students on a project of significant importance to their sponsoring organizations. With faculty oversight, students must demonstrate rigorous application of business concepts and disciplines. The student team is responsible for diagnosing the critical problem, defining an appropriate scope of work, managing institutional expectations, and producing a suitable recommendation in both written and presentation form.

6 credit hours / Concurrent with one-year program

Examples of Capstone Projects include:

- Enhancing current programs and services or extending them to new territories
- Redesigning a process or physical plant for optimal efficiency
- Developing a business plan for a new product or service
- Designing more effective sales and marketing programs for existing services

Master of Management in Health Care Courses

EMGT 803. Health Care Landscapes and Innovation. This course introduces students to the institutional and regulatory detail that impacts the fundamental business challenges within the health care industry. The course will establish a base comfort level and understanding of the complex interrelationships among the players in the industry, how this structure has evolved over time, and how these systemwide challenges are likely to affect business policy in the future. Students will develop an improved ability to frame the important questions and utilize innovative practices that will drive successful business strategy. [2] Larry Van Horn.

EMGT 809. Organizational Economics of Health Care Delivery. The impact of business issues facing the health care industry on service sector organization will be addressed. Students will apply organizational frameworks to assess the effectiveness of alternative organizational models including departmental organization, service line organization, and coordination of service delivery across functionally organized delivery to maximize delivery system performance. [2] Andrew Leone.

EMGT 811. Accounting. Objectives are to gain knowledge of the functions, limitations, and challenges of financial accounting and to develop the capability to evaluate critically and understand financial accounting theory and practice. It will also introduce concepts in cost accounting that will develop students' ability to generate cost data from computerized systems and to creatively use data for management decisions. The course uses real-world data and examples to illustrate the analysis of cost and revenue data for profit-maximizing decisions. [2] Paul Chaney.

EMGT 818. Accounting and Finance for Health Care Managers. The course focuses on the unique attributes of financial management for health care organizations including the not-for-profit nature of many service providers as well as the unique characteristics of delivery channels and payor systems. This course utilizes real industry data to explore financial and accounting practices and controls through the eyes of the senior executives who use this information to assess company performance and plan for the future. [2] Warren Beck.

EMGT 822. Microeconomics. Analysis of resource allocation, relative prices, and the behavior of individuals, firms, and markets. Topics include consumer choice: preferences and constraints; expected utility theory and risk aversion; models of the firm: production technology, investment, costs, and profit; industrial organization; partial equilibrium under competition and monopoly; information economics: incomplete information; adverse selection, principal-agent, signaling and screening models; non-cooperative game theory: Nash equilibrium, sequential rationality, and bargaining. [2] Luke Froeb.

EMGT 831. Finance. An analysis of the basic problems in corporate financial management. The course is organized around the theme of asset valuation. Topics covered include stock and bond valuation, derivative pricing, capital budgeting, cost of capital, market efficiency, and company valuation. The price behavior of risky securities, bond valuation, the investor's portfolio optimization problem, and optimum portfolio selection are also explored. [2] Nicolas Bollen.

EMGT 842. Leading Teams and Organizations. Exposes students to the principles of leadership and their application in business contexts. Through experiential exercises and cases, students are given the tools to analyze and develop their ability to lead others in groups and organizations. A major emphasis is placed on the dynamics of small group processes, with students provided the opportunity to become aware of how they personally work in teams. [2] Ray Friedman.

EMGT 857. Strategies for High-Performance Health Care Organizations. This course integrates operational process based concerns around service delivery with the means for value creation, inter-organizational linkages, and the structure of work among providers. Particular focus will be on the structure of work, delegation and definition of roles, reward and promotion, and studies of high performing health care organizations. [2] Jon Lehman.

EMGT 861. Marketing. Introduces basic marketing principles and concepts. Successful organizations integrate the objectives and resources of the organization with the needs and opportunities in the marketplace to create customer value. Effective implementation of marketing concepts requires knowledge of key relationships between internal (company) and external (competitors and customers) environments, and how they are influenced by the marketing mix (product management, pricing, distribution channels, and promotion strategy). [2] Steve Hoeffler.

EMGT 862. Strategic Marketing of Health Care Services. Students will gain the knowledge and skills needed to effectively market health care services and products in both the nonprofit and commercial environments. Students will learn how to use publicly available data and information to assess markets, identify opportunities for growth, and develop integrated marketing strategies for both new and current products and services. Students will be given tools to hone both the strategic and tactical decision-making skills that will propel the business forward. [2] Staff.

EMGT 871. Managerial Operations. An overview of operations management in both service and manufacturing organizations. Topics include operations strategy, process analysis, quality control, queuing, enterprise planning systems, lean manufacturing, and supply chain management. Particular emphasis will be placed on service operations including the design of service delivery systems, management of service capacity and demand, and management of quality in services. [2] Michael Lapré.

EMGT 878. Configuring and Optimizing Health Care Operations. This course will help students understand and assess the operational efficiency, effectiveness, and efficacy of health service delivery. Conceptual frameworks from the operations course including lean production will be extended and applied within the context of hospitals and other medical service providers, group practices and insurance companies. [2] David Posch.

Academic Awards



Faculty Awards

Research Productivity Award and Research Impact Award

These two awards, selected by the Faculty Research Committee, were established in 2000 to recognize Owen faculty members for excellence in research. Each award is presented at Commencement to a tenured or tenure-track Owen faculty member who has made an outstanding contribution to his or her academic discipline.

James A. Webb Award for Excellence in Teaching

This award was endowed by the Nashville City Bank, now First Union National Bank of Tennessee, to honor the late James A. Webb, Jr., for his contributions as CEO and chairman from 1973 to 1988. Mr. Webb was a Vanderbilt Trustee and a valued friend of the Owen School for many years. This cash prize is awarded at Commencement to an Owen faculty member selected each spring by the students in the graduating class.

E.M.B.A. Class of 1987 Award for Teaching Excellence

This cash award was established by members of the Executive MBA class of 1987 to honor the Owen faculty member considered most outstanding by each year's graduating Executive MBA class.

Honors

Beta Gamma Sigma

Beta Gamma Sigma is the national honor society for students of business and administration. Its purpose is to encourage and reward scholarship and accomplishment among students in these fields and to foster integrity in the conduct of business operations. To be eligible for Beta Gamma Sigma membership, students must rank in the top 20 percent of their class. They are elected on the basis of their academic records for the first three semesters at Owen, as well as on personal character.

Student Awards

Founder's Medal

Cornelius Vanderbilt's gifts to the university included endowment of the Founder's Medal, which has been given since 1877 for first honors in each school. This honor goes to the graduating MBA student who has achieved the strongest record in personal, professional, and academic performance.

H. Igor Ansoff Dean's Award

This award is endowed by several members of the Owen class of 1972 in honor of the first dean of the Graduate School of Management. It is presented to a graduating student for original and creative contributions to the Owen School. The award is not given every year; it is reserved for recognition of extraordinary service to the school.

Flournoy A Coles Jr. Award

This award is presented annually to a graduating student in recognition of outstanding performance in international management studies and contributions to the Owen School. The prize is endowed and honors the memory of Flournoy A. Coles, Jr., professor of management, emeritus, and a founding member of the Owen School faculty.

Matt Wigginton Leadership Award

This award is presented annually to a graduating MBA student in recognition of outstanding performance in finance. The award was established in 1992 in memory of Madison S. Wigginton, a founder of the Owen Graduate School of Management and a member of the Vanderbilt University Board of Trust from 1960 until 1991.

Owen Service Award

This award is presented to a graduating student or students who have demonstrated outstanding effort and energy in leadership and community involvement. The recognition is reserved for those who unselfishly focus on making the Owen Graduate School of Management a better place for everyone.

Financial Executives Institute Award

This award is presented to the graduating MBA student who has outstanding performance in both accounting and finance. The recipient is chosen by the Owen accounting and finance faculty.

Bruce D. Henderson Merit Award

Established by the Boston Consulting Group in honor of its founder, who was a member of the Owen faculty, the prize is awarded to a rising second-year Owen student who, during the first year of the MBA program, showed “brilliance, originality of thought, and thoroughness of investigation.”

Dean’s Award for Academic Excellence in the Master of Science in Finance

This award is presented annually to a graduating MSF student who has achieved the highest grade point average in the class.

Dean’s Award for Academic Excellence in the Master of Accountancy

This award is presented annually to a graduating MAcc student who has achieved the highest grade point average in the class.

Martin S. Geisel Award for Leadership in Executive Education

Established in 1999 and endowed by Owen faculty member William G. Christie and his wife, Assistant Dean Kelly M. Christie, in memory of Dean Martin S. Geisel, this award honors over a decade of Marty’s leadership at Owen. The award is presented annually to a graduating student in the Owen Executive MBA program who has demonstrated exceptional leadership in the EMBA program.

Distinguished Alumnus Award

Established in 1991, this award recognizes graduates from Owen who exhibit outstanding achievement in their professional and public lives.

Vanderbilt University Board of Trust



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Vanderbilt University Administration



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RICHARD C. MCCARTY, Ph.D., Provost and Vice Chancellor for Academic Affairs
JEFFREY R. BALSER, M.D., Ph.D., Vice Chancellor for Health Affairs
and Dean of the School of Medicine
JERRY G. FIFE, B.S., Interim Vice Chancellor for Administration
BETH A. FORTUNE, M.A., Vice Chancellor for Public Affairs
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BRETT SWEET, M.B.A., Vice Chancellor for Finance and Chief Financial Officer
DAVID WILLIAMS II, J.D., LL.M., M.B.A., Vice Chancellor for University Affairs and
Athletics; General Counsel; Secretary of the University
MATTHEW WRIGHT, M.B.A., Vice Chancellor for Investments

Academic Deans

JEFFREY R. BALSER, M.D., Ph.D., Vice Chancellor for Health Affairs
and Dean of the School of Medicine
MARK D. BANDAS, Ph.D., Associate Provost and Dean of Students
CAMILLA PERSSON BENBOW, Ed.D., Dean of Peabody College
JAMES W. BRADFORD, JR., J.D., Dean of Owen Graduate School of Management
DOUGLAS L. CHRISTIANSEN, Ph.D., Vice Provost for Enrollment Management
and Dean of Admissions
COLLEEN CONWAY-WELCH, Ph.D., Dean of the School of Nursing
CAROLYN DEVER, Ph.D., Dean of the College of Arts and Science
CONNIE VINITA DOWELL, M.L.S., Dean of Libraries
KENNETH F. GALLOWAY, Ph.D., Dean of the School of Engineering
CHRIS GUTHRIE, J.D., Dean of the Law School
DENNIS G. HALL, Ph.D., Vice Provost for Research and Dean of the Graduate School
JAMES HUDNUT-BEUMLER, Ph.D., Dean of the Divinity School
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Owen Graduate School of Management



Administration

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JON LEHMAN, Associate Dean of Students and Health Care Management

TAMARA T. FASSINGER, Associate Dean, Executive Education

TRICIA CARSWELL, Associate Dean, Alumni and Development

PATRICIA M. SIEGFRIED, Chief Financial Officer

KELLY M. CHRISTIE, Director of Academic Programs and Student Life

BETSY KAROUNOS, Senior Associate Director and Registrar

JANET L. JORDAN, Executive Assistant to the Dean

Endowed Chairs

THE BROWNLEE O. CURREY PROFESSORSHIP OF MANAGEMENT

Currently held by Raymond A. Friedman

Mrs. Frances Hampton Currey established this chair in memory of her late husband, who founded Equitable Securities Corporation in 1933 and served as its president until his death in 1952. Mr. Currey was active in the Vanderbilt Alumni Association and was a member of the Vanderbilt Board of Trust.

THE BROWNLEE O. CURREY JR. PROFESSORSHIP OF MANAGEMENT

Currently held by Richard L. Daft and Bruce Barry

Mrs. Frances Hampton Currey established this chair in 2001 in honor of her son and Nashville businessman, Brownlee O. Currey, Jr.

THE CAL TURNER PROFESSORSHIP IN MORAL LEADERSHIP

Currently held by Bart Victor

Cal Turner, Jr., established this chair in 1999 in affiliation with the Cal Turner Center for Moral Leadership. This Center of Excellence seeks to foster an environment conducive to faculty research and teaching in areas associated with moral leadership, to develop students' ability to provide moral leadership within their chosen professions as well as within the broader community, and to provide a resource to professionals in the community.

THE FRANCES HAMPTON CURREY PROFESSORSHIP OF FINANCE

Currently held by William G. Christie

This chair was named in 1982 to honor the memory of Mrs. Currey and to express the Owen School's gratitude for her support and generosity. The fund that supports this chair comes from a bequest in Mrs. Currey's will.

THE FRANK K. HOUSTON PROFESSORSHIP OF FINANCE

Currently held by Ronald W. Masulis

Frank K. Houston, the late honorary chairman of the board of the Chemical Bank New York Trust Company, left funds to bring to the faculty an exceptional individual in the fields of banking and finance. Mr. Houston served on the Vanderbilt Board of Trust from 1937 until his death in 1973 and was one of the first to support the idea of a graduate school of management at Vanderbilt.

THE E. BRONSON INGRAM PROFESSORSHIP IN ACCOUNTING

Currently held by Paul Chaney

THE E. BRONSON INGRAM PROFESSORSHIP IN ECONOMICS AND FINANCE

Currently held by David Parsley

THE E. BRONSON INGRAM PROFESSORSHIP IN FINANCE

Currently held by Nick Bollen

THE E. BRONSON INGRAM PROFESSORSHIP IN MARKETING

Currently held by Dawn Iacobucci and Steve Posavac

THE E. BRONSON INGRAM PROFESSORSHIP IN OPERATIONAL MANAGEMENT

Currently held by Michael Lapré

These five chairs are newly endowed and a generous gift given to the school to honor the memory of E. Bronson Ingram, former CEO of Ingram Industries and former head of the Vanderbilt Board of Trust.

THE WILLIAM C. OEHMIG CHAIR IN FREE ENTERPRISE AND ENTREPRENEURSHIP

Currently held by Luke M. Froeb

This chair was established in 2000 with a gift from William C. (Billy) and Margaret W. Oehmig. Billy (MBA '73) is a principal with the Sterling Group in Houston, Texas, and has been an active leader at Owen since his graduation. In addition to this chair, the Oehmigs also established the William C. Oehmig Scholarship at Owen in 1992. Billy and Peggy (an alumna of the University of Texas) are lifetime members of the Chancellor's Council and the Owen Associates.

THE RALPH OWEN PROFESSORSHIP OF MANAGEMENT

Currently held by James W. Bradford

This chair is named in honor of the late distinguished American businessman Ralph Owen, who served for twenty years as president of Equitable Securities and eight years as chairman of American Express Company. A life member of the Vanderbilt Board of Trust, Mr. Owen was a member of Beta Gamma Sigma and the Chancellor's Council. The Owen School was named for Mr. Owen and his wife, Lulu Hampton Owen.

THE JUSTIN POTTER PROFESSORSHIP OF AMERICAN COMPETITIVE ENTERPRISE

Currently held by Gary Scudder

The late Mrs. Valere Blair Potter established this chair in memory of her husband, who died in 1961. A Tennessee businessman and Vanderbilt alumnus, Mr. Potter founded the Nashville Coal Company. Mr. Potter left half of his estate to the Justin Potter Foundation for charitable purposes.

THE VALERE BLAIR POTTER PROFESSORSHIP OF MANAGEMENT

Currently held by Robert Whaley

This chair, like the Justin Potter chair, was established through the generosity of Mrs. Potter.

JAMES A. SPEYER PROFESSORSHIP OF PRODUCTION MANAGEMENT

Currently held by Joseph A. Blackburn

Jim Speyer's family established this chair to honor his memory. Striving for excellence in all aspects of his life, Jim was an honors student at Carnegie-Mellon University, where he received a B.S. and an M.S. in electrical engineering and an M.S. in industrial administration. He was president of several manufacturing and distribution companies, as well as a commercial instructor pilot. It is his family's wish that his chair will help others strive for excellence in manufacturing.

THE VANDERBILT FINANCIAL MARKETS RESEARCH CENTER ASSOCIATE PROFESSOR OF FINANCE

Currently held by Jacob Sagi

THE ANNE MARIE AND THOMAS B. WALKER, JR. PROFESSORSHIP OF ACCOUNTING

Currently held by Richard Willis

THE ANNE MARIE AND THOMAS B. WALKER, JR. PROFESSORSHIP OF FINANCE

Currently held by Hans Stoll

Mr. Thomas B. Walker, Jr., managing partner of Goldman Sachs and Company, and Mrs. Anne Marie Walker established this endowed chair at the Owen School in 1980 as a living and continuing manifestation of their loyalty and affection for Vanderbilt University and their deep faith in and high esteem for business education in America.

THE MADISON S. WIGGINTON ASSISTANT PROFESSORSHIP OF MANAGEMENT

This chair was created in 1995 through the generosity of Mrs. Valere Blair Potter and the Justin Potter Foundation at the direction of David K. Wilson. It honors "Matt" Wigginton (B.A. '22, M.A. '23), a life member of the Vanderbilt Board of Trust, one of the founders of the Owen Graduate School of Management, and the first chairman of the Owen Associates.

THE DAVID K. WILSON PROFESSORSHIP OF MANAGEMENT

Currently held by Salvatore T. March

Established in 2000 through the generosity of Mrs. Valere Blair Potter and the Justin Potter Foundation, this Chair honors the many years of outstanding contributions of the late David K. (Pat) Wilson (B.A. '41) to the Owen Graduate School of Management. Mr. Wilson was Chairman of Cherokee Equity Corporation, a life member of the Vanderbilt University Board of Trust, and one of the founders of the Owen School in 1969.

Faculty

- JOHN H. BAILEY, Adjunct Professor of Management
A.B. (Davidson 1967) [2009]
- CLIFFORD A. BALL, Professor of Management (Finance and Statistics); Faculty Director, Ph.D. Program
B.Sc., M.Sc. (Nottingham 1974, 1975); Ph.D. (New Mexico 1980) [1990]
- KATHRYN BARRACLOUGH, Lecturer in Finance
B.C., B.E., Ph.D. (Australian National 1999, 2000, 2007) [2007]
- BRUCE BARRY, Brownlee O. Currey Professor of Management; Professor of Sociology
B.A., M.A. (Virginia 1980, 1981); Ph.D. (North Carolina 1991) [1991]
- JOSEPH D. BLACKBURN, JR., James A. Speyer Professor of Production Management (Operations); Professor of Management (Operations Management)
B.E. (Vanderbilt 1963); M.S. (Wisconsin 1964); Ph.D. (Stanford 1971) [1979]
- ROBERT W. BLANNING, Professor of Management (IT)
B.S. (Pennsylvania State 1958); M.S. (Case Western Reserve 1964); Ph.D. (Pennsylvania 1971) [1980]
- GERMAIN B. BÖER, Professor of Management (Accounting)
B.S. (Saint Edwards 1960); M.B.A. (Texas Tech 1961); Ph.D. (Louisiana State 1964); C.P.A. [1977]
- NICOLAS P. B. BOLLEN, E. Bronson Ingram Research Professor of Finance; Associate Professor of Management (Finance); Faculty Director for MS Finance Program
B.A. (Cornell 1988); M.B.A., Ph.D. (Duke 1993, 1997) [2001]
- JAMES W. BRADFORD, JR., Dean, Owen Graduate School of Management; Ralph Owen Professor for the Practice of Management
B.A. (Florida 1969); J.D. (Vanderbilt 1973) [2002]
- MICHAEL R. BURCHAM, Professor of the Practice of Management (Health Care); Faculty Director, Accelerator Program
B.S. (Mississippi 1983); M.B.A. (Belmont 1989); Ph.D. (Medical University of South Carolina 2003) [2008]
- PAUL K. CHANEY, E. Bronson Ingram Professor of Accounting
B.S. (Indiana, Fort Wayne 1975); M.B.A., Ph.D. (Indiana 1977, 1983); C.P.A., C.M.A. [1983]
- WILLIAM G. CHRISTIE, Frances Hampton Currey Professor of Management; Faculty Director, EMBA; Professor of Law
B.Com. hons. (Queen's [Ontario] 1978); M.B.A., Ph.D. (Chicago 1980, 1989) [1989]
- BRUCE COOIL, Dean Samuel B. and Evelyn R. Richmond Professor of Management (Statistics)
B.S., M.S. (Stanford 1975, 1976); Ph.D. (Pennsylvania 1982) [1982]
- JIM COOPER, Adjunct Professor of Management
B.A. (North Carolina 1975); B.A., M.A. (Oxford [England] 1977, 1977); J.D. (Harvard 1980) [2009]
- RICK A. COOPER, Adjunct Assistant Professor of Management (Finance)
B.A. (Chicago 1985); M.B.A., Ph.D. (Vanderbilt 1988, 1990) [2003]
- J. DEWEY DAANE, Frank K. Houston Professor of Finance, Emeritus; Adjunct Professor of Management; Senior Adviser, Financial Markets Research Center
A.B. (Duke 1939); M.P.A., D.P.A. (Harvard 1946, 1949) [1974]
- RICHARD L. DAFT, Brownlee O. Currey Jr. Professor of Management (Organization Studies)
B.S.B.A. (Nebraska 1967); M.B.A., Ph.D. (Chicago 1971, 1974) [1989]
- WILLIAM W. DAMON, Professor of Economics and Business Administration; Professor of Management; Director, Managerial Studies
B.S. (Purdue 1965); M.B.A., Ph.D. (Cornell 1967, 1970) [1976]

- DAVID A. DANA, Adjunct Professor of Management
B.A., J.D. (Harvard 1985, 1988) [2009]
- WILLIAM J. DICKSON, Associate Professor of Management, Emeritus; Associate Dean for Career Counseling and Placement, Emeritus, Owen Graduate School of Management
B.S.B.A., M.B.A. (Arkansas 1951, 1952) [1969]
- JEFFREY P. DOTSON, Assistant Professor of Marketing
B.S. (Southern Utah 2002); M.B.A., M.Stat. (Utah 2003, 2005); Ph.D. (Ohio State 2009) [2009]
- TIM DUBOIS, Clinical Professor of Management
B.S., M.S. (Oklahoma State 1971, 1972) [2008]
- JENNIFER E. ESCALAS, Associate Professor of Management
B.A., M.B.A. (California, Los Angeles 1985, 1991); Ph.D. (Duke 1996) [2004]
- WILSON FREYERMUTH, Adjunct Professor of Management
B.S. (North Carolina 1984); J.D. (Duke 1987) [2009]
- RAYMOND A. FRIEDMAN, Brownlee O. Currey Professor of Management (Organization Studies)
B.A. (Yale 1980); A.M., Ph.D. (Chicago 1983, 1987) [1994]
- WILLIAM H. FRIST, Assistant Professor of Cardiac Surgery; University Distinguished Professor
A.B. (Princeton 1974); M.D. (Harvard 1978) [1986]
- LUKE M. FROEB, William and Margaret Oehmig Associate Professor of Free Enterprise and Entrepreneurship (Managerial Economics)
A.B. (Stanford 1978); Ph.D. (Wisconsin 1983) [1993]
- DAVID H. FURSE, Adjunct Assistant Professor of Managerial Studies; Adjunct Professor of Management
A.B. (Georgia 1965); M.S. (Illinois 1967); Ph.D. (Georgia State 1974) [2002]
- TIMOTHY M. GARDNER, Associate Professor of Management (Organization Studies)
B.L.S. (Bowling Green 1990); M.L.H.R. (Ohio State 1996); Ph.D. (Cornell 2002) [2007]
- ROBERTA GOODMAN, Adjunct Professor of Management
B.A. (Cornell 1980); M.B.A. (Chicago 1983) [2005]
- KEITH GREGG, Adjunct Professor of Management
B.S. (Vanderbilt 1982); M.B.A. (Maryland 1993) [2008]
- KARL E. HACKENBRACK, Associate Professor of Management; Co-Director, Law and Business Program; Faculty Director, MAcc Program
B.S. (Davis and Elkins 1979); M.B.A. (Shippensburg 1983); Ph.D. (Ohio State 1988) [2004]
- JEFFERY HAYNES, Adjunct Assistant Professor of Management (Real Estate Finance)
B.A. (Vanderbilt 1982); M.B.A. (Michigan 1986) [2005]
- MARTIN HEFLIN, Adjunct Assistant Professor of Management
B.S. (Vanderbilt 1980); M.B.A. (Wake Forest 1986) [2009]
- WILLIAM J. HENDERSON, Professor of the Practice of Tax Accounting
B.S., J.D. (Tennessee 1954, 1958); C.P.A. [1989]
- STEVE HOFFFLER, Associate Professor of Management (Marketing)
B.A. (San Diego State 1985); M.B.A. (California, Davis 1994); Ph.D. (Duke 2000) [2006]
- CHAD O. HOLLIDAY, Executive in Residence
B.S. (Tennessee 1970) [2009]
- NANCY LEA HYER, Associate Professor of Management (Operations)
B.A. (Richmond 1977); M.B.A., Ph.D. (Indiana 1981, 1982) [1992]
- DAWN IACOBUCCI, E. Bronson Ingram Professor of Marketing; Associate Dean for Faculty Development
B.S., M.A., M.S., Ph.D. (Illinois, Urbana-Champaign 1982, 1985, 1985, 1987); M.T.S. (Garrett Evangelical Theological Seminary 1999) [2007]

- HARRY R. JACOBSON, Vice Chancellor for Health Affairs, Emeritus; Adjunct Professor of Management (Health Care)
B.S. (Illinois, Chicago Circle 1969); M.D. (Illinois, Medical Center 1972) [1985]
- NICOLE THORNE JENKINS, Associate Professor of Management (Accounting)
B.S. (Drexel 1992); 2002 (Iowa Ph.D.); C.P.A. [2007]
- DEBRA C. JETER, Associate Professor of Management (Accounting)
B.S., M.B.A. (Murray State 1975, 1981); Ph.D. (Vanderbilt 1990); C.P.A. [1994]
- MUMIN KURTULUS, Assistant Professor of Management (Operations)
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Archived 2009/2010
Owen Graduate School of
Management Catalog