



# Owen Graduate School of Management

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University  
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of Management Catalog

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and courses of study  
for the 2016/2017 session  
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Policies concerning noncurricular matters and concerning withdrawal for medical or emotional reasons can be found in the *Student Handbook*, which is on the Vanderbilt website at [vanderbilt.edu/student\\_handbook](http://vanderbilt.edu/student_handbook).

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# Owen Graduate School of Management (OGSM)

## Academic Policies

*The expectations and responsibilities in this chapter apply to all OGSM students.*

### Professional Standards

OGSM students are expected to meet standards of personal and professional integrity. This bulletin is designed to acquaint OGSM students with the expectations of them and their responsibilities as members of the university community. This bulletin is available online on Blackboard, *Owen Catalog 2016-2017*, and all students receive a copy during orientation. It is the student's responsibility to become aware of this bulletin's contents. Ignorance of a policy or regulation is not an excuse for failure to observe it.

### 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 university Honor System. OGSM students are expected to become familiar with the university Honor System described in the *Student Handbook* available at [vanderbilt.edu/student\\_handbook](http://vanderbilt.edu/student_handbook).

Graduate and professional students are subject to the jurisdiction of the student body that implements the Honor System in the graduate and professional schools. OGSM students are bound by regulations beyond those cited in the *Student Handbook*. These regulations affect their studies and require observance of the Owen Honor Code, available at [owen.vanderbilt.edu/about-us/honor-code.cfm](http://owen.vanderbilt.edu/about-us/honor-code.cfm). The student, by registration, acknowledges the authority of the Owen Graduate School of Management Honor Council. OGSM students must be familiar with the Owen Honor Code, have read it before Orientation, and sign a pledge of compliance.

### Student Conduct

Although the university values personal freedom, celebration, and recreation, the policies and regulations that apply to student conduct at Vanderbilt are also informed by principles that value the health, safety, and well-being of students and other members of the university community, as well as their academic and personal success. Standards for student conduct are derived from tradition and evolve with contemporary practice. Accordingly, grounds for action related to conduct are usually not made the subject of precise statement; when commonly held standards of conduct are broken, however, action must be taken for the good of the community. When students fail to meet university standards, they ultimately risk dismissal from the university.

The policies concerning student conduct matters can be found in the *Student Handbook* available at [vanderbilt.edu/student\\_handbook/student-conduct](http://vanderbilt.edu/student_handbook/student-conduct).

Should a concern arise about whether an OGSM student has failed to meet the standards of personal and professional integrity, the matter will be brought to the attention of the Office of Academic Programs. In cases where the conduct of a student appears questionable, the Office of Academic

Programs will advise the student at the earliest reasonable date and will counsel the student concerning applicable standards of conduct. The student will have the opportunity to be heard. Should the seriousness of the conduct warrant, the Office of Academic Programs will bring the concern(s) to the Office of Student Accountability.

### Student Records

Vanderbilt University is subject to the provisions of federal law known as the Family Educational Rights and Privacy Act (also referred to as FERPA). This act affords matriculated students certain rights with respect to their educational records. The student's rights are listed in the *Student Handbook* available at [vanderbilt.edu/student\\_handbook](http://vanderbilt.edu/student_handbook). 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.

If a student believes the university has failed to comply with FERPA, 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 Compliance Office, U.S. Department of Education, 400 Maryland Avenue SW, Washington, D.C. 20202-5920.

### Transcripts

Academic transcripts are supplied by the University Registrar on written authorization from the student. Details are available at [registrar.vanderbilt.edu/transcripts.htm](http://registrar.vanderbilt.edu/transcripts.htm). All students are assessed a one-time lifetime transcript fee of \$30.00 during their first semester. There is no additional fee for a transcript.

### Student Responsibility for Meeting Graduation Requirements

Students are encouraged to plan their course selection carefully, consult the Office of Academic Programs and the faculty when appropriate, and study the course offerings and advisory documents made available each module. Each student bears the responsibility for fulfilling the graduation requirements. The Office of Academic Programs and faculty are available for consultation, but no official approval of course schedules is required. The Office of Academic Programs audits student records to confirm all graduation requirements have been satisfied before graduation.

### Registration

Registration for incoming students takes place in June and July. Continuing students register on dates specified each semester by the office of Academic Programs and as assigned in "YES" (Your Enrollment Services, [yes.vanderbilt.edu](http://yes.vanderbilt.edu)). Detailed information on registration is available on the University Registrar website, [registrar.vanderbilt.edu/registration/registration-information](http://registrar.vanderbilt.edu/registration/registration-information). A student whose registration choices are denied or altered (cancelled class, lack of prerequisite courses, etc.) may select alternate courses during the open enrollment registration period. It is the student's responsibility to ensure that their registration accurately reflects their intended enrollment. If a

student's name does not appear on the instructor's roster, it is assumed that the student is not enrolled. Students will not be permitted to attend classes for which they are not enrolled or to visit classes on an ad hoc basis.

### Credit Hours

Credit hours are semester hours, e.g., a three-hour course carries credit of three semester hours. One semester credit hour represents at least three hours of academic work per week, on average, for one semester. Academic work includes, but is not necessarily limited to, lectures, laboratory work, homework, research, class readings, independent study, internships, practica, studio work, recitals, practicing, rehearsing, and recitations. Some Vanderbilt courses may have requirements which exceed this definition. Certain courses (e.g., dissertation research, independent study, directed study, practica, internships, and special seminars) are designated as repeatable, as they contain evolving or iteratively new content. These courses may be taken multiple times for credit. If a course can be repeated, the number of credit hours allowable per semester will be included in the course description. For example, Independent Study and Directed Study courses may be repeated for a total of 6 credits; 1-2 credits per module; maximum of 6 credits total for all modules.

### Course Change Period—Drop/Add

Changes may be made during the open enrollment period (between registration and the first day of class) or the official change period (drop/add: Monday–Thursday of the first week of each mod). These dates are published in YES and are confirmed by the Office of Academic Programs. A new course may be added to the student's schedule during the change period or the drop/add period provided that the student does not already have a full course load (four classes) and that other registration requirements have been met (instructor permission if necessary, no class conflicts, prerequisites have been met, etc.). A course dropped during the change period or during drop/add does not show on a transcript. A course dropped after the change period is considered a course withdrawal.

### Academic Advising

The Office of Academic Programs assists students with registration, course selection and course load, specializations and concentrations, and any academic questions or problems that may arise. Admissions questions and policies can be found at [owen.vanderbilt.edu/admissions/](http://owen.vanderbilt.edu/admissions/).

### Class Attendance

Students are expected to attend all sessions of each class in which they are enrolled. Attendance is usually a factor in determining the final grade in a course. A student who fails to abide by the attendance policy set by the course instructor is subject to removal from the course. Moreover, students who miss the first day of an elective class are at risk of being withdrawn from the roster. If a class has a waiting list, and another eligible student is ready to enroll in the class, the student who missed class is subject to being dropped from the class. The last day before and the first day after an official holiday are considered to be the same as any other day on which classes are scheduled. Assignments are made for classes scheduled on these days, and tests may be given in them. Students must take this fact into account in making travel plans.

### Auditing Courses

Auditing a course is subject to the following conditions:

1. Consent of the instructor before the end of open enrollment.
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.
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 open enrollment ends (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.

### Course Withdrawal

A student may withdraw from an elective course after the official change period and prior to the deadline for withdrawal published by the Office of Academic Programs—the first Thursday of the mod—with no mark on the record. Students may not voluntarily withdraw from core courses. The mark of "W" is assigned to a student who seeks to withdraw from a course after the deadline. Permission to withdraw from a course may be denied for good reason, e.g., if a student is part of a team and has accepted responsibility for group work or a presentation. No withdrawals are permitted after the exam period opens. "W" marks are not calculated in a student's grade point average.

### Examinations

Each module is followed by three reading days and an official exam period. The exam is considered part of the course, and students will not be excused from exams in order to accommodate premature travel plans. All students must take the exam at the scheduled time, as the Owen School does not publish an alternate exam schedule. Students who miss their final exams will be assumed to have defaulted, and the grade of F will be assigned if the student could not pass the course even with the final exam. All examinations are conducted under the honor system. The exam schedule is distributed during the second week of the module.

### Incomplete Grades

An incomplete ("I") is given only under extenuating circumstances beyond the control of the student that prevent the student from meeting all course requirements and only when a significant body of satisfactory work has been completed. The "I" is not intended as a replacement for a failing grade, nor will it be given to a student who defaults on a final examination. The request for an incomplete is generally initiated by the student and must be approved by the instructor. The instructor may initiate the assignment of an incomplete if warranted by the student's extenuating circumstances. These circumstances do not include leaving campus to go home before the exam period ends or embarking on a school-related trip. In assigning the grade of "I," the instructor specifies (a) a default grade that counts the missing work as zero and (b) a deadline by which the missing work must be submitted. That deadline must be no later than the tenth class day of the next regular module in residence, assuming the student is able to return to school for the next module. The incomplete can be extended beyond the deadline only if the instructor and the assistant dean of academic programs determine that an extension is

warranted. If the required work is submitted by the deadline for removing the incomplete, the "I" will be replaced by the grade earned. If the work is not completed by the deadline, the default grade will become the permanent grade for the course.

### Course Evaluations

Ten minutes of class time is provided at the beginning of each course in the seventh (last) week of the module for completing course evaluations. The online course evaluation system has automatic reminders customized to each student. Student feedback is essential both to instructors and to the Owen administration. Course evaluations are managed by the Dean's Office in conjunction with Owen ITS. If students have questions about evaluations or have system/access difficulties, they should contact those departments.

### Online Course Materials (Blackboard)

Online course materials are maintained only for the duration of the course. Prior to the end of the final examination period each term, please copy or print material you want to retain for future reference.

### Walker Management Library

Students enrolled in degree programs at Owen have use of the world-class Walker Management Library. Students have access to extensive library materials and study spaces, but the library staff are the best kept secret. Vanderbilt librarians select databases, books, journals, and other resources to help students with course work and research assignments. Students can stop by one of the service desks or use our online "Ask Us" service for assistance and support. Librarians are subject specialists in many areas. The library is the perfect spot if you need a quiet study area, study room, or study carrel or need to reserve a meeting or study space. [www.library.vanderbilt.edu/management/](http://www.library.vanderbilt.edu/management/)

### Courses Taken Outside the Owen Graduate School of Management

Courses taken outside of Owen must be pre-approved by the Office of Academic Programs and are recorded on the Owen transcript as Pass/Fail. The minimum grade to qualify as passing is a C or its equivalent. Courses taken on exchange or at Vanderbilt should be at graduate level and must be pre-approved by the Office of Academic Programs. Language courses taken in Vanderbilt's College of Arts and Science must be intermediate level or above in order to qualify for Owen credit.

### Non-Owen Students in OGSM Courses

Enrollment in Owen courses is restricted to students who are registered in postbaccalaureate degree programs, on a space-available basis. Students in undergraduate degree programs at Vanderbilt are not eligible to take courses at Owen unless they are concurrently enrolled as a first-year Owen student in the B.A./MBA dual degree program.

### 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.

### Honors

Beta Gamma Sigma (BGS) is the international honor society for students of business and administration. Its purpose is to reward outstanding scholarship and accomplishment and to foster integrity in the conduct of business operations. To be eligible for BGS, students must rank in the top 20 percent of their graduating class. Students in good standing are selected on the basis of their cumulative academic record.

### Performance Reviews

Students are expected to maintain at least a 3.0 cumulative GPA during the program and must have a 3.0 GPA to graduate. Students who are consistently at the lower grade levels will be reminded of Owen's expectations and encouraged to seek extra help to improve their performance.

For courses that earn 2 credit hours, each F earned counts 1 strike, and each LP (Low Pass) or its equivalent earned counts ½ strike. For courses that earn 1 credit hour, each F earned counts ½ of a strike and each LP or its equivalent earned counts ¼ of a strike. A student will be dismissed if he/she has accumulated:

- 2 strikes at the end of Mod I or
- 2.5 strikes at the end of Mod II or
- 3 or more strikes at any time.\*

In the event that a student reaches the strike limit, the student will be withdrawn from any remaining (incomplete) courses.

\*See EMBA/AMBA chapters for the application of the strike system in these two executive MBA programs which are on a semester system.

### Good Standing

Students are considered to be in good standing if they have completed at least one module of course work, met all financial obligations, have no honor code or conduct code violations on their records, and have at least a 3.0 cumulative Grade Point Average (GPA).

### Failure of a Course

A required course that is failed must be re-taken the next time it is offered at Owen. The original failing grade will remain on the transcript, but, upon successful completion of the course, the grade F will not be calculated in the cumulative GPA and the strike associated with the initial course failure will be eliminated from the student's cumulative strike total. If the failed required course is not offered again during the student's traditional residency period, the student may petition the Student Achievement Committee for a suitable alternative for completion of the graduation requirement. Students may be required to remain at Owen beyond their original graduation date in order to meet their graduation requirements.

An elective course that is failed may be re-taken at Owen; the original failing grade will remain on the transcript, but, upon successful completion of the course, the grade F will not be calculated in the cumulative GPA. Alternately, an elective course that is failed may be replaced by another course; the original failing grade will remain on the transcript and will be calculated in the cumulative GPA and the strike associated with the initial course failure will remain in the student's cumulative strike total.

Instructors may, at their discretion, alter the course requirements for students who repeat a failed course.

## Leave of Absence

Students who are temporarily unable to continue their course of study or who, for personal reasons, need to leave school temporarily must request a leave of absence. The request must be made in writing and addressed to the Office of Academic Programs. Leaves are granted on a case by case basis after a student has been in attendance for one module. Leaves require approval and are permitted for one semester or one academic year if the student is in good standing, has no disciplinary actions or honor code violations pending, and has met his or her financial obligation. 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 Student Achievement Committee, the Office of Academic Programs may extend a leave of absence.

The mark W will be applied to courses that are not completed when a student has an approved leave of absence. Courses that are not completed due to an unapproved absence will result in the grade F.

The policies concerning withdrawal for medical or emotional reasons can be found in the *Student Handbook* available at [vanderbilt.edu/student\\_handbook/university-policies-and-regulations](http://vanderbilt.edu/student_handbook/university-policies-and-regulations).

## Student Complaint and Grievance Procedure

If a student has a grievance, the student should first discuss his or her concerns regarding an instructor or a course with the instructor involved. If further discussion is needed, the instructor may consult with the teaching assistants. If the problem still persists, the student should make an appointment with the assistant dean for academic programs. The assistant dean will discuss the issue with the associate dean and, if appropriate, make an appointment for the student to meet with the associate dean. Prior to the appointment with the associate dean, the student should send a written statement of the problem or grievance.

## Dismissal

Students who violate the conduct code, 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.

## 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 may be entitled to a partial refund in accordance with the established refund schedule, which may be viewed at <https://finance.vanderbilt.edu/stuaccts/withdrawal-schedule/>.

Requests for refunds must be made before the last day of classes of the semester in which the student was enrolled. Fees and charges for books and materials are not refundable. Insurance coverage is generally non-refundable.

## Commencement

All requirements for graduation must be met before a student may participate in the ceremony. Students who are unsure

whether they have fulfilled all requirements should contact the Office of Academic Programs before spring break. Official graduation dates at Vanderbilt are May, August, and December of each year. A student completing degree requirements in the summer or fall semester will be invited to participate in the following May Commencement. Academic regalia is required for all graduates, and rental information is provided in March of each year.

## Vanderbilt University

### Accreditation

Vanderbilt University is accredited by the Southern Association of Colleges and Schools Commission on Colleges to award bachelor's, master's, professional, and doctoral degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097, call (404) 679-4500, or visit [sacscoc.org](http://sacscoc.org) for questions about the accreditation of Vanderbilt University. Please contact the commission only in relation to Vanderbilt's noncompliance with accreditation requirements. Normal inquiries about admission requirements, educational programs, and financial aid should be directed to the university. The Owen School is accredited by the AACSB. Visit [owen.vanderbilt.edu/about-us/facts-and-stats.cfm](http://owen.vanderbilt.edu/about-us/facts-and-stats.cfm).

### Mission, Goals, and Values

Vanderbilt University is a center for scholarly research, informed and creative teaching, and service to the community and society at large. Vanderbilt will uphold the highest standards and be a leader in the

- quest for new knowledge through scholarship,
- dissemination of knowledge through teaching and outreach,
- creative experimentation of ideas and concepts.

In pursuit of these goals, Vanderbilt values most highly

- intellectual freedom that supports open inquiry,
- equality, compassion, and excellence in all endeavors.

### Degrees Offered by Vanderbilt University

The schools of the university offer the following degrees:

*College of Arts and Science.* Bachelor of Arts.

*Blair School of Music.* Bachelor of Music.

*Divinity School.* Master of Divinity, Master of Theological Studies.

*School of Engineering.* Bachelor of Engineering, Bachelor of Science, Master of Engineering.

*Graduate School.* Master of Arts, Master of Fine Arts, Master of Liberal Arts and Science, Master of Science, Doctor of Philosophy.

*Law School.* Master of Laws, Doctor of Jurisprudence.

*School of Medicine.* Master of Education of the Deaf, Master of Laboratory Investigation, Master of Public Health, Master of Science in Applied Clinical Informatics, Master of Science in Clinical Investigation, Master of Science in Medical Physics, Master of Science (Speech-Language Pathology), Doctor of Audiology, Doctor of Medical Physics, Doctor of Medicine.

*School of Nursing.* Master of Science in Nursing, Doctor of Nursing Practice.

*Owen Graduate School of Management.* Master of Accountancy, Master of Business Administration, Master of Management in Health Care, Master of Marketing, Master of Science in Finance.

*Peabody College.* Bachelor of Science, Master of Education, Master of Public Policy, Doctor of Education.

No honorary degrees are conferred.

# Campus Resources for Students

VANDERBILT provides a full complement of auxiliary services to meet the personal needs of students, to make life on the campus comfortable and enjoyable, and to provide the proper setting for academic endeavor.

## The Commodore Card

The Commodore Card is the Vanderbilt student ID card. It can be used to access debit spending accounts, VU meal plans, and campus buildings such as residence halls, libraries, academic buildings, and the Vanderbilt Recreation and Wellness Center.

ID cards are issued at the Commodore Card Office, 184 Sarratt Student Center, Monday through Friday from 8:30 a.m. to 4:00 p.m. For more information, visit [vanderbilt.edu/cardservices](http://vanderbilt.edu/cardservices).

## Barnes & Noble at Vanderbilt

Barnes & Noble at Vanderbilt, the campus bookstore located at 2525 West End Avenue, offers textbooks (new, used, digital, and rental), computers, supplies, Nook e-readers, dorm accessories, licensed Vanderbilt apparel, and best-selling books. Students can order online or in-store and receive course materials accurately, conveniently, and on time. The bookstore features extended hours of operation and hosts regular special events. Visitors to the bookstore café can enjoy Starbucks coffees, sandwiches, and desserts while studying. Free customer parking is available in the 2525 garage directly behind the bookstore. For more information, visit [vubookstore.com](http://vubookstore.com), follow [twitter.com/BN\\_Vanderbilt](https://twitter.com/BN_Vanderbilt), find the bookstore on Facebook at [facebook.com/VanderbiltBooks](https://facebook.com/VanderbiltBooks), or call (615) 343-2665.

## International Student and Scholar Services

International Student and Scholar Services (ISSS), located in the Student Life Center, fosters the education and development of nonimmigrant students and scholars to enable them to achieve their academic and professional goals and objectives. ISSS provides advice, counseling, and advocacy regarding immigration, cross-cultural, and personal matters. ISSS supports an environment conducive to international education and intercultural awareness via educational, social, and cross-cultural programs.

ISSS provides immigration advising and services, including the processing of immigration paperwork, to more than 1,500 international students and scholars. The office works with admission units, schools, and departments to generate documentation needed to bring nonimmigrant students and scholars to the U.S. Further, ISSS keeps abreast of the regulations pertaining to international students and scholars in accordance with the Department of Homeland Security (Bureau of Citizenship and Immigration Services) and the Department of State. ISSS coordinates semiannual orientation programs for students and ongoing orientations for scholars, who arrive throughout the year.

To help promote connection between international students and the greater Nashville community, ISSS coordinates the First Friends program, which matches international

students with Americans both on and off campus for friendship and cross-cultural exchange. The weekly World on Wednesday presentations inform, broaden perspectives, and facilitate cross-cultural understanding through discussions led by students, faculty, and staff. International Education Week in the fall provides the campus with additional opportunities to learn about world cultures and to celebrate diversity. The International Lens Film Series (iLens) brings more than forty international films to campus each year. ISSS provides a range of programs and activities throughout the year to address a variety of international student needs and interests. These programs include International Orientation Leaders and a selection of holiday parties. The Southern Culture Series is an opportunity for students to experience Southern culture in nearby cities such as Memphis, Chattanooga, and Atlanta.

## Obtaining Information about the University

*Notice to current and prospective students:* In compliance with applicable state and federal law, the following information about Vanderbilt University is available:

Institutional information about Vanderbilt University, including accreditation, academic programs, faculty, tuition, and other costs, is available in the catalogs of the colleges and schools on the Vanderbilt University website at [vanderbilt.edu/catalogs](http://vanderbilt.edu/catalogs).

Information about financial aid for students at Vanderbilt University, including federal and other forms of financial aid for students, is available from the Office of Student Financial Aid on the Vanderbilt University website at [vanderbilt.edu/financialaid](http://vanderbilt.edu/financialaid). The Office of Student Financial Aid is located at 2309 West End Avenue, Nashville, Tennessee 37203-1725, (615) 322-3591 or (800) 288-0204.

Information about graduation rates for students at Vanderbilt University is available on the Vanderbilt University website at [virg.vanderbilt.edu](http://virg.vanderbilt.edu). Select "Factbook," then "Student," then "Retention/Graduation Rates." Paper copies of information about graduation rates may be obtained by writing the Office of the University Registrar, Vanderbilt University, PMB 407701, 2301 Vanderbilt Place, Nashville, Tennessee 37240-7701 or by calling (615) 322-7701.

The Vanderbilt University *Annual Security Report* on university-wide security and safety, including related policies, procedures, and crime statistics, is available from the Vanderbilt University Police Department on the university website at [police.vanderbilt.edu/annual-security-report](http://police.vanderbilt.edu/annual-security-report). A paper copy of the report may be obtained by writing the Vanderbilt University Police Department, 2800 Vanderbilt Place, Nashville, Tennessee 37212 or by calling (615) 343-9750. For more information, see "Vanderbilt University Police Department" in the following section of this catalog.

A copy of the annual *Equity in Athletics Disclosure Act Report* on the Vanderbilt University athletic program participation rates and financial support data may be obtained by writing the Vanderbilt University Office of Athletic Compliance, 2601 Jess Neely Drive, P.O. Box 120158, Nashville, Tennessee 37212 or by calling (615) 322-7992.

Information about your rights with respect to the privacy of your educational records under the Family Educational Rights and Privacy Act is available from the Office of the University Registrar on the Vanderbilt University website at [registrar.vanderbilt.edu/academicrec/privacy.htm](http://registrar.vanderbilt.edu/academicrec/privacy.htm). Paper copies of this information about educational records may be obtained by writing the Office of the University Registrar, Vanderbilt University, PMB 407701, 2301 Vanderbilt Place, Nashville, Tennessee 37240-7701 or by calling (615) 322-7701. For more information, see "Confidentiality of Student Records" in the following section of this catalog.

### The Writing Studio

The Writing Studio offers graduate students personal writing consultations, fifty-minute interactive discussions about writing. Trained writing consultants can act as sounding boards and guides for the development of arguments and the clarification of ideas. The focus of a consultation varies according to the individual writer and project. In addition to the standard fifty-minute consultations, the Writing Studio also offers dissertation writers the possibility of having extended appointments with the same consultant on an ongoing basis. Fifty-minute appointments can be scheduled online at [vanderbilt.edu/writing](http://vanderbilt.edu/writing). Extended appointments must be arranged in advance through [writing.studio@vanderbilt.edu](mailto:writing.studio@vanderbilt.edu) and are available on a first-come, first-served basis. Information about other programs for graduate students, like the journal article writing workshop and the annual dissertation writer's retreat, can also be found at [vanderbilt.edu/writing](http://vanderbilt.edu/writing).

### Bishop Joseph Johnson Black Cultural Center

The Bishop Joseph Johnson Black Cultural Center (BJJBCC) represents one of Vanderbilt University's numerous efforts at acknowledging and promoting diversity. It does so by providing educational and cultural programming on the black experience for the entire Vanderbilt community. Dedicated in 1984, the center is named for the first African American student admitted to Vanderbilt University in 1953, Bishop Joseph Johnson (B.D. '54, Ph.D. '58).

One of the center's aims is to provide cultural programming. It sponsors lectures, musical performances, art exhibitions, films, and discussions on African and African American history and culture. The center also provides an office space for a scholarly journal, the *Afro-Hispanic Review*, edited by Vanderbilt faculty and graduate students.

Another of the center's aims is student support and development. The center provides meeting spaces for numerous Vanderbilt student groups, including the Black Student Alliance, Every Nation Campus Ministries, and Vanderbilt Spoken Word. The center works with students on a wide range of campus projects and community service opportunities. The center also serves as a haven for students, with opportunities for informal fellowship with other students of all levels as well as with faculty and staff.

One additional aim of the center is community outreach and service. To this end, the center reaches out to civic and cultural groups. The BJJBCC facilitates tutoring and mentoring activities for young people from the Metro Nashville Public Schools, the YMCA, and other community agencies. Vanderbilt University students serve as tutors and mentors to young people in the Edgehill community. The center also helps promote student recruitment by hosting various pre-college groups.

The center houses a computer lab, a small library, a seminar room, an auditorium, a student lounge area, and staff offices. The center is open to all Vanderbilt students, faculty, and staff for programs and gatherings.

### Margaret Cuninggim Women's Center

As part of the Office of the Dean of Students, the Margaret Cuninggim Women's Center leads co-curricular campus initiatives related to women's and gender issues. The center partners with many departments, programs, and individuals across campus to raise awareness about the ways in which gender shapes and is shaped by our lived experiences. Because its aim is to make the Vanderbilt community more inclusive and equitable, the center encourages all members of the Vanderbilt community to take part in its events and resources.

The Women's Center celebrates women and their accomplishments and fosters empowerment for people of all identities. The center offers individual support and advocacy around a variety of issues, including gender stereotyping, gender equity, leadership, parenting, body image, disordered eating, pregnancy and reproduction, sexual health, and more. The Women's Center is open Monday through Friday, 8:00 a.m. to 5:00 p.m. and is located at 316 West Side Row. For more information, please call (615) 322-4843 or visit [vanderbilt.edu/womenscenter](http://vanderbilt.edu/womenscenter).

### Office of LGBTQI Life

As a component of Vanderbilt's Office of the Dean of Students, the Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex (LGBTQI) Life office is a welcoming space for individuals of all identities and a resource for information and support about gender and sexuality. LGBTQI Life serves the entire Vanderbilt community through education, research, programming, support, and social events. The office also serves as a comfortable study and socializing space, as well as a connection point to the greater Nashville LGBTQI community. In addition, LGBTQI Life conducts tailored trainings and consultations for the campus and community and coordinates the Safe Zone Ally program. The Office of LGBTQI Life is located in the K. C. Potter Center, Euclid House, 312 West Side Row. For more information, please visit [vanderbilt.edu/lgbtqi](http://vanderbilt.edu/lgbtqi).

### Office of the University Chaplain and Religious Life

The Office of the University Chaplain and Religious Life provides opportunities to explore and practice religion, faith, and spirituality and to more deeply understand one's personal values and social responsibility via educational programming, encounters with various faith perspectives, and engagement with religious and spiritual communities. The office welcomes and serves all students, faculty, and staff and provides an intellectual home and ethical resource for anyone in the Vanderbilt community seeking to clarify, explore, and deepen understanding of their lives and/or faith.

Recognizing the importance of exploring one's faith in community, the office facilitates opportunities for individuals of a shared faith to worship/practice their particular religious tradition. Whether guided by one of our affiliated chaplains or a student-run religious organization, these groups foster a sense of community and common values. For a complete listing of campus religious groups, resources, services, and programming opportunities, visit [vanderbilt.edu/religiouslife](http://vanderbilt.edu/religiouslife).

### Schulman Center for Jewish Life

The 10,000-square-foot Ben Schulman Center for Jewish Life is the home of Vanderbilt Hillel. The goal of the center is to provide a welcoming community for Jewish students at Vanderbilt and to further religious learning, cultural awareness, and social engagement. Vanderbilt Hillel is committed to enriching lives and enhancing Jewish identity. It provides a home away from home, where Jews of all denominations come together, united by a shared purpose. The Schulman Center is also home to Grin's Cafe, Nashville's only kosher and vegetarian restaurant. For further information about the Schulman Center, please call (615) 322-8376 or email [hillel@vanderbilt.edu](mailto:hillel@vanderbilt.edu).

### Parking, Vehicle Registration, and Alternative Transportation

Parking space on campus is limited. Motor vehicles operated on campus at any time by students, faculty, or staff must be registered with VUPD Parking Services located in the Wesley Place garage. A fee is charged. Parking regulations are published annually and are strictly enforced. More information is available at [vanderbilt.edu/parking](http://vanderbilt.edu/parking).

Bicycles must be registered with the Vanderbilt University Police Department.

All graduate and professional students can ride to and from the Vanderbilt campus free of charge on Nashville's Metropolitan Transit Authority buses. To use this service, a valid student ID card is required for boarding the bus.

### Psychological and Counseling Center

As part of the Vanderbilt University Medical Center, the PCC supports the mental health needs of all students to help them reach their academic and personal goals. Highly skilled and multidisciplinary staff collaborates with students to provide evidence-based treatment plans tailored to each individual's unique background and needs. The PCC also emphasizes prevention through outreach and consultation focused on the development of the skills and self-awareness needed to excel in a challenging educational environment.

The PCC's psychologists, licensed counselors, and psychiatric medical providers are available to any Vanderbilt student and address a range of student needs including stress management, crisis intervention, substance abuse counseling, management of medications, individual counseling, group counseling, biofeedback, emergency assessments, and psychiatric assessment and treatment. The PCC provides a team approach to the care of students with eating disorders and students who have experienced trauma as well as students needing both counseling and medication management. There is an on-call provider after hours and on weekends for emergency calls.

The PCC provides screening and full assessment when indicated for ADHD and learning disorders as well as assessment and support for reading and study skills.

A prevention program regarding substance use called BASICS is provided by the PCC. Students who have questions about their level of use may request an assessment through BASICS to learn more about risk related to substance use.

The PCC also houses a Mind Body Lab. This room is designed with the objective of enhancing mindfulness by providing tools to manage stress, increase personal resilience, and promote compassion and academic success. Students may book a forty-five-minute session in the PCC Mind Body Lab by calling the PCC at (615) 322-2571 or by stopping by the front desk.

Students are encouraged to make contact with the PCC prior to the start of the school year if they have a history of mental health care needs. This will help facilitate the transition of care and ensure that students are fully aware of PCC resources. Contact the center at (615) 322-2571 for more information.

There is no charge for services with the exceptions of reduced fees for LD/ADHD screening and assessment. Over the course of a year, approximately 20 percent of the Vanderbilt student population will seek out the services of the PCC.

Throughout the year, the PCC outreach coordinator and other PCC staff also produce presentations, including educational programs, thematic presentations, and special events, focused on education of the Vanderbilt community about mental health issues and resources. The PCC is proud to provide a program focusing on suicide prevention and mental health awareness at Vanderbilt called MAPS: Mental Health Awareness and the Prevention of Suicide.

For more information, visit [medschool.vanderbilt.edu/pcc](http://medschool.vanderbilt.edu/pcc).

### Project Safe Center

The Project Safe Center partners with students, faculty, and staff to create a campus culture that rejects sexual violence and serves as a resource for all members of the Vanderbilt community. Operating under the auspices of the Office of the Dean of Students, the Project Safe Center provides support to survivors of sexual violence and engages the campus community in bystander intervention efforts and sexual assault prevention.

Green Dot, a bystander intervention program used by colleges and communities nationwide, an online education module addressing power-based violence, and a variety of programs and presentations on consent, healthy relationships, and violence prevention are available through the Project Safe Center. A 24-hour support hotline answered by Project Safe's victim resource specialists is available at (615) 322-SAFE (7233).

The Project Safe Center located at 304 West Side Row is open Monday through Friday, 8:00 a.m. to 5:00 p.m. For more information, please call (615) 875-0660 or visit [vanderbilt.edu/projectsafe](http://vanderbilt.edu/projectsafe).

### Student Health Center

The Student Health Center provides primary care services for students and is staffed by physicians, nurse practitioners, nurses, and a lab technician. The Student Health Center provides services similar to those provided in a private physician's office or HMO, including routine medical care, specialty care (e.g. nutrition and sports medicine), and some routine lab tests. Most of the services students receive at the Student Health Center are pre-paid, but those services that are not are the responsibility of students to coordinate with their health insurance.

When the university is in session, during fall and spring semesters, the Student Health Center is open Monday through Friday from 8:00 a.m. to 4:30 p.m., and Saturdays from 8:30 a.m. to noon. Students should call ahead to schedule an appointment at (615) 322-2427. Students with urgent problems will be seen on a same-day basis. They will be given an appointment that day, or "worked in" on a first-come, first-served basis if no appointments are available.

Emergency consultations services (at (615) 322-2427) are available 24 hours a day, 7 days a week from on-call professionals. For more detailed information on the services available at the Student Health Center and information on other

health-related topics, please visit the Student Health Center website at [medschool.vanderbilt.edu/student-health](http://medschool.vanderbilt.edu/student-health).

### Immunization Requirements

The State of Tennessee requires certain immunizations for all students on university campuses. As such, Vanderbilt University will block student registration for those who are not in compliance with the requirements.

The requirements include:

1. *Varicella vaccine (two injections)* is required for all students who have not had documented chickenpox. Any waivers for this vaccine are very strict, and include only certain religious or medical exemptions that must be approved by the medical director of the Student Health Center. For more information regarding this waiver, please call the director's assistant at (615) 322-2254 or email [studenthealth@vanderbilt.edu](mailto:studenthealth@vanderbilt.edu).
2. *Measles, mumps, and rubella (2 injections)* for all incoming students. Any waivers for this vaccine are very strict, and include only certain religious or medical exemptions that must be approved by the medical director of the Student Health Center. For more information regarding this waiver, please call the director's assistant at (615) 322-2254 or email [studenthealth@vanderbilt.edu](mailto:studenthealth@vanderbilt.edu).

The Student Health Center requires all incoming students to complete a Health Questionnaire that includes further information regarding the state-mandated vaccinations, as well as information on other strongly recommended vaccinations.

Information regarding this Health Questionnaire is communicated to students by email after admission to Vanderbilt University. This Health Questionnaire must be returned to the Student Health Center by May 15 with vaccination information.

Students should go to [medschool.vanderbilt.edu/student-health/immunization-requirements](http://medschool.vanderbilt.edu/student-health/immunization-requirements) in order to access more information regarding the immunization requirements. This site also contains links to the PDFs of the required forms.

All vaccines can be administered at either a private provider office or at the Student Health Center. VUSN students should review the immunization requirements in the Current Student Requirements section of this catalog.

### Student Injury and Sickness Insurance Plan

All students registered in degree programs for 4 or more credit hours, or who are actively enrolled in research courses (including but not limited to dissertation or thesis courses) that are designated by Vanderbilt University as full-time enrollment are required to have health insurance coverage. The university offers a sickness and injury insurance plan that is designed to provide hospital, surgical, and major medical benefits. A brochure explaining the limits, exclusions, and benefits of insurance coverage is available to students online at [gallagherstudent.com/vanderbilt](http://gallagherstudent.com/vanderbilt) or [medschool.vanderbilt.edu/student-health/student-health-insurance](http://medschool.vanderbilt.edu/student-health/student-health-insurance).

The annual premium is in addition to tuition and is automatically billed to the student's account. Coverage extends from August 12 until August 11 of the following year, whether a student remains in school or is away from the university.

A student who does not want to subscribe to the insurance plan offered through the university must complete an online waiver process at [gallagherstudent.com/vanderbilt](http://gallagherstudent.com/vanderbilt). This process must be completed by August 1 for students enrolling

in the fall for annual coverage. Newly enrolled students for the spring term must complete the online waiver process by January 4. The online waiver process indicating comparable coverage **must be completed every year by August 1** in order to waive participation in and the premium for the Student Injury and Sickness Insurance Plan.

*Family Coverage:* Students who want to obtain coverage for their families (spouse, children, or domestic partner) may do so at [gallagherstudent.com/vanderbilt](http://gallagherstudent.com/vanderbilt). Additional premiums are charged for family health insurance coverage and cannot be put on a student's VU account.

### International Student Coverage

International students and their dependents residing in the United States are required to purchase the university's international student injury and sickness insurance. If you have other comparable insurance and do not wish to participate in the Student Injury and Sickness Insurance Plan offered through the university, you must complete an online waiver process ([gallagherstudent.com/vanderbilt](http://gallagherstudent.com/vanderbilt)) indicating your other insurance information. This online waiver process must be completed no later than September 7 or you will remain enrolled in the plan offered by the university and will be responsible for paying the insurance premium. This insurance is required for part-time as well as full-time students.

### Services for Students with Disabilities

Vanderbilt is committed to the provisions of the Rehabilitation Act of 1973 and Americans with Disabilities Act as it strives to be an inclusive community for students with disabilities. Students seeking accommodations for any type of disability are encouraged to contact the Equal Opportunity, Affirmative Action, and Disability Services Department. Services include, but are not limited to, extended time for testing, assistance with locating sign language interpreters, audiotaped textbooks, physical adaptations, notetakers, and reading services. Accommodations are tailored to meet the needs of each student with a documented disability. Specific concerns pertaining to services for people with disabilities or any disability issue should be directed to the Disability Program Director, Equal Opportunity, Affirmative Action, and Disability Services Department (EAD), PMB 401809, 2301 Vanderbilt Place, Nashville, Tennessee 37240-1809; phone (615) 322-4705 (V/TDD); fax (615) 343-0671; [vanderbilt.edu/ead](http://vanderbilt.edu/ead).

### Nondiscrimination, Anti-Harassment, and Anti-Retaliation

The Equal Opportunity, Affirmative Action, and Disability Services Department investigates allegations of prohibited discrimination, harassment, and retaliation involving members of the Vanderbilt community. This includes allegations of sexual misconduct and other forms of power-based personal violence. Vanderbilt's Title IX coordinator is Anita Jenious, EAD director.

If you believe that a member of the Vanderbilt community has engaged in prohibited discrimination, harassment, or retaliation, please contact the EAD. If the offense is criminal in nature, you may file a report with Vanderbilt University Police Department (VUPD).

The EAD also facilitates interim accommodations for students impacted by sexual misconduct and power-based personal violence. Some examples of interim accommodations include stay-away orders, adjusted course schedules, and housing changes.

Specific concerns pertaining to prohibited discrimination, harassment, or retaliation, including allegations of sexual misconduct and other forms of power-based personal violence, should be directed to the Equal Opportunity, Affirmative Action, and Disability Services Department (EAD), PMB 401809, 2301 Vanderbilt Place, Nashville, Tennessee 37240-1809; phone (615) 322-4705 (V/TDD); fax (615) 343-0671; [vanderbilt.edu/ead](http://vanderbilt.edu/ead).

### Student Records (Family Educational Rights and Privacy Act)

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

1. 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.

2. 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.

3. 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 or 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.
- Disclosure to parents if the student is a dependent for tax purposes.
- Disclosure 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.
- Disclosure to a parent or legal guardian of a student, information 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 21 at the time of the disclosure to the parent/guardian.

FERPA 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, email address, student ID photos, 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 information that would not generally be considered harmful or an invasion of privacy if disclosed. Any 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 as required by statute.

The request for nondisclosure does not apply to class rosters in online class management applications, or to residential rosters—or rosters of groups a student may join voluntarily—in online, co-curricular engagement applications, or rosters of other information on the websites of student organizations that a student may join. Neither class rosters in online class management applications, nor residential rosters in online co-curricular engagement applications, are available to the public.

As of January 3, 2012, the U.S. Department of Education's FERPA regulations expand the circumstances under which students' education records and personally identifiable information (PII) contained in such records—including Social Security Numbers, grades, or other private information—may be accessed without consent. First, the U.S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or state and local education authorities ("Federal and State Authorities") may allow access to student records and PII without consent to any third party designated by a Federal or State Authority to evaluate a federal- or state-supported education program. The evaluation may relate to any program that is "principally engaged in the provision of education," such as early childhood education and job training, as well as any program that is administered by an education agency or institution.

Second, Federal and State Authorities may allow access to education records and PII without consent, to researchers performing certain types of studies, in certain cases even when the University objects to or does not request such research. Federal and State Authorities must obtain certain use-restriction and data security promises from the third parties that they authorize to receive PII, but the Authorities need not maintain direct control over the third parties.

In addition, in connection with Statewide Longitudinal Data Systems, State Authorities may collect, compile, permanently retain, and share without student consent, PII from education records, and may track student participation in education and other programs by linking such PII to other personal information that they obtain from other Federal or State data sources, including workforce development, unemployment insurance, child welfare, juvenile justice, military service, and migrant student records systems.

If a student believes the University has failed to comply with FERPA, he or she may file a complaint using the Student Complaint and Grievance Procedures as outlined in the *Student Handbook*. If dissatisfied with the outcome of this procedure, students may file a written complaint with the Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue SW, Washington, DC 20202-5920.

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 General Counsel.

### *Vanderbilt Directory*

Individual listings in the online People Finder Directory consist of the student's full name, Vanderbilt email address, and campus mailing address, if available. Students may elect to add additional contact information to their listings, including school, academic classification, local phone number, local address, permanent address, cellphone, pager, and fax numbers. Student listings in the People Finder Directory are available to the Vanderbilt community via logon ID and e-password. Students may choose to make their online People Finder listings available to the general public (i.e., viewable by anyone with access to the Internet), or to block individual directory items. Students who have placed a directory hold with the University Registrar will not be listed in the online directory.

Directory information should be kept current. Students may report address changes, emergency contact information, and missing person contact information via the Web by logging in to YES (Your Enrollment Services) <https://yes.vanderbilt.edu> and clicking on the Address Change link.

### **Official University Communications**

Certain federal statutes require that information be delivered to each student. Vanderbilt delivers much of this information via email. Official electronic notifications, including those required by statutes, those required by University policy, and instructions from University officials, will be sent to students' Vanderbilt email addresses: *user.name@vanderbilt.edu*. Students are required to be familiar with the contents of official University notifications, and to respond to instructions and other official correspondence requiring a response. Some messages will include links to the YES Communications Tool, which is a secure channel for official communication of a confidential nature.

The university makes every effort to avoid inundating students with nonessential email (often called "spam"), and maintains separate lists from which students may unsubscribe for announcements of general interest.

### **Vanderbilt Child and Family Center**

The Vanderbilt Child and Family Center supports the health and productivity of the Vanderbilt community by providing resource and referral services and quality early childhood education and care to the children of faculty, staff, and students. The center's website at [childandfamilycenter.vanderbilt.edu](http://childandfamilycenter.vanderbilt.edu) provides information concerning child care, elder care, summer camps, tutoring services, and school-age child care. *Care.com* and the Vanderbilt Sitter Service provide back-up care options for dependents of all ages and evening, night, and weekend care.

The Child Care Center serves children ages six weeks through five years. Applications for the waiting list may be downloaded from the website. The Family Center offers a monthly lunchtime series, Boomers, Elders, and More, and a caregiver support group.

### **Vanderbilt University Police Department**

The Vanderbilt University Police Department, (615) 322-2745, is a professional law enforcement agency dedicated to

the protection and security of Vanderbilt University and its diverse community ([police.vanderbilt.edu](http://police.vanderbilt.edu)).

The Vanderbilt University Police Department comes under the charge of the Office of the Vice Chancellor for Administration. As one of Tennessee's larger law enforcement agencies, the Vanderbilt University Police Department provides comprehensive law enforcement and security services to all components of Vanderbilt University including the academic campus, Vanderbilt University Medical Center, Vanderbilt Health at One Hundred Oaks, and a variety of university-owned facilities throughout the Davidson County area.

The Police Department includes a staff of more than one hundred people, organized into three divisions under the Office of the Associate Vice Chancellor and Chief of Police: Operations Division (Main Campus, Medical Center, and 100 Oaks Precincts), Administrative Division, and Auxiliary Services Division. All of Vanderbilt's commissioned police officers have completed officer training at a state-certified police academy and are required to complete on-the-job training as well as attend annual in-service training. Vanderbilt police officers hold Special Police Commissions and have the same authority as that of a municipal law enforcement officer, while on property owned by Vanderbilt, on adjacent public streets and sidewalks, and in nearby neighborhoods. When a Vanderbilt student is involved in an off-campus offense, police officers may assist with the investigation in cooperation with local, state, or federal law enforcement. The department also employs non-academy-trained officers called community service officers (commonly referred to as CSOs) who lend assistance 24/7 to the Vanderbilt community through services that include providing walking escorts, providing jump starts, and unlocking cars. For non-emergency assistance from a community service officer, dial (615) 322-2745 (2-2745 from an on-campus extension).

The Vanderbilt University Police Department provides several services and programs to members of the Vanderbilt community:

**Vandy Vans**—The Vanderbilt University Police Department administers the Vandy Vans escort system at Vanderbilt University. The Vandy Vans escort system provides vehicular escorts to designated locations on campus. The service consists of vans that operate from 5:00 p.m. to 5:00 a.m. GPS technology allows students to track Vandy Vans on their route via computer or mobile phone, and to set up text message alerts to let them know when a van will be arriving at their stop.

Stop locations were chosen based on location, the accessibility of a secure waiting area, and student input. Signs, freestanding or located on existing structures, identify each stop. A walking escort can be requested to walk a student from his/her stop to the final destination. A van is also accessible to students with mobility impairments. For complete information about the Vandy Vans service, including routes, stops, and times, please visit [vandyvans.com](http://vandyvans.com) or call (615) 322-2554.

As a supplement to the Vandy Vans van service, walking escorts are available for students walking to and from any location on campus during nighttime hours. Walking escorts are provided by VUPD officers. The telephone number to call for a walking escort is (615) 421-8888, or 1-8888 from a campus phone, after which, a representative from VUPD will be dispatched to the caller's location, or to a designated meeting point to accompany the caller to his or her destination.

**Emergency Phones**—Emergency telephones (Blue Light Phones) are located throughout the university campus, Medical Center, and 100 Oaks.

Each phone has an emergency button that when pressed automatically dials the VUPD Communications Center. An open line on any emergency phone will activate a priority response from an officer. An officer will be sent to check on the user of the phone, even if nothing is communicated to the dispatcher. Cooperation is essential to help us maintain the integrity of the emergency phone system. These phones should be used only for actual or perceived emergency situations.

An emergency response can also be activated by dialing 911 from any campus phone. Cellphone users can dial (615) 421-1911 to summon an emergency response on campus. Cellphone users should dial 911 for off-campus emergencies. Callers should be prepared to state the location from which they are calling.

**Security Notices**—In compliance with the U.S. Department of Higher Education and the Jeanne Clery Act, Security Notices are issued to provide timely warning information concerning a potentially dangerous situation on or near Vanderbilt University. This information is provided to empower our students and employees with the information necessary to make decisions or take appropriate actions concerning their own personal safety. Security Notices are distributed throughout Vanderbilt to make community members aware of significant crimes that occur at the university. They are distributed through Vanderbilt email lists and through the department's webpage, [police.vanderbilt.edu/crime-info/crime-alerts](http://police.vanderbilt.edu/crime-info/crime-alerts).

**Educational and Assistance Programs**—The Crime Prevention Unit of Vanderbilt University Police Department offers programs addressing issues such as sexual assault, domestic violence, workplace violence, personal safety, RAD (Rape Aggression Defense) classes, and victim assistance. VUPD provides additional services including property registration (for bikes, laptops, etc.), lost and found, weapons safekeeping, and Submit a Crime Tip. For further information on available programs and services, call (615) 322-7846 or visit [police.vanderbilt.edu](http://police.vanderbilt.edu).

Additional information on security measures and crime statistics for Vanderbilt is available from the Vanderbilt University Police Department, 2800 Vanderbilt Place, Nashville, Tennessee 37212. Information is also available at [police.vanderbilt.edu](http://police.vanderbilt.edu).

**Annual Security Report**—The Vanderbilt University *Annual Security Report* is published each year to provide you with information on security-related services offered by the university and campus crime statistics in compliance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act and the Tennessee College and University Security Information Act.

This booklet is prepared with information provided by the Nashville Metropolitan Police Department, the Department of Student Athletics, Office of the Dean of Students, the Office of Housing and Residential Education, and the Vanderbilt University Police Department. It summarizes university programs, policies, and procedures designed to enhance personal safety for everyone at Vanderbilt.

A copy of this report may be obtained by writing or calling the Vanderbilt University Police Department, 2800 Vanderbilt Place, Nashville, Tennessee 37212 or by telephone at (615) 343-9750. This report may also be obtained on the website at [police.vanderbilt.edu/annual-security-report](http://police.vanderbilt.edu/annual-security-report).

## University Courses

By tackling pressing real-world problems and addressing big questions, University Courses educate the whole student and promote lifelong learning. The courses leverage the natural synergies across Vanderbilt's ten schools and colleges, giving students the opportunity to reach beyond their area of study and interact with faculty at the intersection of disciplines. Each course promotes trans-institutional learning while providing opportunities to embrace diverse perspectives. For more information, visit [vu.edu/university-courses](http://vu.edu/university-courses).

## Extracurricular Activities

### Student Centers

A variety of facilities, programs, and activities are provided in five separate student center locations—Alumni Hall, The Commons Center, Kissam Center, Sarratt Student Center|Rand Hall, and the Student Life Center.

Sarratt Student Center|Rand Hall is the main student center hub, housing a 300-seat cinema, art gallery, art studios, multicultural space, rehearsal rooms, large lounge spaces, large and small meeting spaces, and a courtyard. The facility is also home to Vanderbilt Student Communications, radio station, TV station, Last Drop Coffee Shop, and the Pub at Overcup Oak restaurant. Rand Hall houses the Rand Dining Center, campus store, student-operated businesses, the Anchor (student organization space), a multipurpose venue, meeting and seminar rooms, plus large, open lounge space. Some of the offices located in Sarratt Student Center|Rand Hall include the Dean of Students, Greek Life, Leadership, and the Office of Active Citizenship and Service. Also included in this facility is a Ticketmaster™ outlet and a United States Postal Service office.

The Vanderbilt Student Life Center is the university's community keystone. It is both the fulfillment of students' vision to have a large social space on campus and a wonderful complement to Sarratt Student Center|Rand Hall. The Student Life Center has more than 18,000 square feet of event and meeting space, including the 9,000-square-foot Commodore Ballroom, which is one of the most popular spaces to have events on campus. The center is also home to the Center for Student Professional Development, International Student and Scholar Services, Global Education Office, and Global Support Services.

The Commons Center is the community crossroads of The Ingram Commons living and learning community. It has it all: the Dining Hall and great food; a living room with a concert-grade grand piano, and the occasional live musical performance; a small rec room with cardio equipment, free weights, and weight machines; meeting and study rooms; and academic support services like the Writing Studio, the Center for Student Professional Development, and the CASPAR premajor advising center. The third floor of The Commons Center is the home of the Department of Political Science.

Alumni Hall is a recent addition to the Vanderbilt student centers family, although it was actually the original student center on campus when the building opened in 1925. Re-opened in fall 2013 after a yearlong renovation that transformed every space in the facility, Alumni Hall has returned to its role as a student center after serving other purposes over the years. In the newly renovated Alumni Hall, students now have access to an exercise room as well as several new meeting and event spaces and a new dining option known as Bamboo

Bistro. Offices in the building include the Tutoring Center, the Writing Studio, and the new Vanderbilt Institute of Digital Learning.

Opened in fall 2014, Kissam Center is the fifth student center, and is part of the new Warren College and Moore College residential living-learning communities. A completely new facility, Kissam Center is home to more meeting and event spaces as well as the Kissam Market and Kissam Kitchen.

## Recreation and Sports

Physical education is not required for graduate and professional students, but almost two-thirds of Vanderbilt University students participate in sport clubs, intramurals, activity classes, or other programs offered by Campus Recreation at the Vanderbilt Recreation and Wellness Center (VRWC). The large variety of programs available for meeting students' diverse interests include: forty-eight sports clubs with options from traditional such as baseball, volleyball, and ice hockey to nontraditional such as quidditch and capoeira; forty intramural sports (softball, flag football, basketball, table tennis, and soccer); an aquatics program offering swimming lessons for all ages and abilities as well as unique events like battleship. Red Cross lifeguarding and CPR are also available. If being outside is more your style, you can choose from one of more than twenty adventure trips offered each semester or create your own adventure and let Campus Recreation staff help with tips and gear. Need a good workout? Campus Recreation offers more than eighty group fitness classes a week and a variety of wellness offerings from "learn to box" to healthy eating through Vandy Cooks in the demonstration kitchen, Personalized Nutrition Coaching, and Nutrition Minute grab-and-go information on a variety of nutrition topics.

The VRWC is a 289,000-square-foot facility that houses a 25 yard, 16 lane swimming pool; four courts for basketball, volleyball, and badminton; five racquetball and two squash courts; a four-lane bowling alley; five group fitness class rooms, more than 14,000 square feet of weight/fitness room space; rock-climbing wall; mat room; seven multipurpose rooms; locker rooms; and a 120 yard turf field surrounded by a 300-meter track in the indoor field house. Surrounding the VRWC is a sand volleyball court and more than seven acres of field space including three natural grass fields and one turf field.

All students pay a mandatory recreation fee which supports the facilities, fields, and programs (see the chapter on Financial Information). Spouses must also pay a fee to use the facilities.

For additional information, please visit [vanderbilt.edu/recreationandwellnesscenter](http://vanderbilt.edu/recreationandwellnesscenter).

# Master of Business Administration (MBA) Program

The expectations and responsibilities in the chapter Owen Graduate School of Management (OGSM) Academic Policies apply to all OGSM students. This chapter applies to Master of Business Administration students.

The MBA program is a full-time, two-year program. Students matriculate in early August and depart two years later in May.

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt MBA degree must receive the favorable recommendation of the Owen School faculty, earn a minimum of 62 credit hours, successfully complete all required courses as well as an ethics course, earn a cumulative grade point average of 3.0, complete at least one concentration, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at all orientation-related events is required. All requirements must be completed within three calendar years of the matriculation date.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

### Residence Requirement

The MBA program requires eight modules—the equivalent of four semesters—of full-time study. Students may not enroll in more than 10 credit hours per module and must be enrolled in a minimum of 12 credit hours per semester to maintain full-time status in the MBA program. Students may not exceed 18 credit hours per semester. (Short courses are excluded from the 18-hour maximum.) Residence for two academic years is required. The residence requirement is one and one-half academic years for students in some dual degree and qualified exchange programs and for graduates of Owen’s Master of Science in Finance program.

### Exemptions

The standards for exemption are set by the appropriate area coordinator. Exemptions are granted either by credential or exam. For MGT 6311 Introduction to Financial Accounting, MGT 6381 Managerial Statistics, and MGT 6322 Managerial Economics, the Office of Academic Programs reviews all incoming student transcripts to determine whether the student is exempt by credential. Exemption of MGT 6312 Introduction to Managerial Accounting and MGT 6321 Business in the World Economy is predicated on passing the exemption exam. The Office of Academic Programs notifies all students regarding the schedule of exemption exams and exam results. Students receive no credit for exempted courses.

### Elective Courses

Students may not enroll in courses for which they do not have the prerequisite course(s), and will be dropped from the course roster if they have not completed the prerequisite course(s).

### Pass/Fail Courses

Certain courses are designated as Pass/Fail. Students may not take any other courses on a Pass/Fail basis.

### Project Work and Independent Study Courses

All project work not associated with an established course must be approved by the professor who will supervise such work and the Office of Academic Programs. The Office of Academic Programs provides guidelines for proposals to be submitted for such projects. The Office of Academic Programs 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 may apply up to six credit hours of project and independent study work combined toward fulfilling the MBA credit hour requirement. Independent study work may not exceed two credit hours per module of study.

### Transfer Credit

Up to 12 credit hours may be approved toward the MBA degree if earned in a pre-approved dual degree program, a qualified exchange program, or Owen’s Master of Science in Finance program. Otherwise, transfer credit is not permitted.

### Grades

Faculty use the following recommended grade distribution:

Letter grade	Numerical weight	Percentages	
		Core course	Elective course
SP-Superior pass	4.0	Maximum 25%	Maximum 30%
HP-High pass	3.5	40%	45%
PA-Pass	3.0	At least 35%	At least 25%
LP-Low pass	2.5		
F-Fail	0.0		

Grade changes for clerical errors are permitted within two weeks (14 calendar days from the date that grades are posted to student records). This deadline applies even if school is not in session. Extensions to this deadline are rare and are approved by the Office of the Dean for extenuating circumstances that confront the instructor or the student.

### Grade Point Average (GPA)

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

Grade Abbreviation	Grade Description	Quality Points
SP	Superior Pass	4.0
HP	High Pass	3.5
PA	Pass	3.0
LP	Low Pass	2.5
F	Fail	0.0

MBA degree candidates must successfully complete a minimum of 62 credit hours, including all required courses, with at least a 3.0 cumulative grade point average. Exempted courses, incompletes, and the grade Pass in Pass/Fail courses are not included in the computation of grade point averages. The grade Fail in Pass/Fail courses is entered into the GPA calculation. *Note:* On a student transcript, EHRS (earned hours) indicates the total earned credit hours, regardless of the grade type. QHRS (quality hours) represents the number of credit hours included in the calculation of a student’s GPA.

## REQUIRED

MBA students must complete the core and an ethics course:

Course Number	Course Title	Credit Hours
<b>Year 1</b>		
<b>MOD I</b>		
MGT 6311	Introduction to Financial Accounting	2
MGT 6331	Managerial Finance	2
MGT 6342	Leading Teams and Organizations	2
MGT 6351	Management Communication	1
MGT 6381	Managerial Statistics	2
<b>MOD II</b>		
MGT 6322	Managerial Economics	2
MGT 6361	Marketing Management	2
MGT 6371	Operations Management	2
<b>MOD III</b>		
MGT 6312	Introduction to Managerial Accounting	2
MGT 6355	Strategic Management	2
<b>MOD IV</b>		
MGT 6321	Business in the World Economy	2
<b>Year 2</b>		
<b>MOD I or MOD II</b>		
MGT 6456	Ethics in Business	2
<b>Total Required Course Credit Hours</b>		<b>23</b>

## Concentrations

Concentrations are based on the foundational business disciplines and require a minimum of 12 credit hours in a single discipline. Required electives are included in the 12 hours needed for the concentration. Concentrations are prescribed by area faculty. As stated in "Degree Requirements," students must complete at least one concentration. The course requirements for each concentration are provided in this section. In planning course work, the student should note that not every course is offered every year; check the Courses of Study section of this catalog and with the Office of Academic Programs. The following concentrations are offered:

Accounting  
 Finance  
 General Management  
 Health Care  
 Human and Organizational Performance  
 Marketing  
 Operations Management  
 Strategy

Students may double-count one elective across two concentrations. For example, Corporate Valuation can be counted as an elective in Finance *and* Strategy. No more than one elective may be double-counted across two concentrations. Additionally, one course cannot be counted toward more than two concentrations.

## Accounting

## REQUIRED

Course Number	Course Title	Credit Hours
MGT 6410	Financial Reporting I	2
MGT 6411	Financial Reporting II	2

## ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 6412	Taxation of Business and Investment Transactions	2
MGT 6416	Advanced Cost Accounting	2
MGT 6417	Accounting Information Systems	2
MGT 6510	Federal Income Taxation of Mergers and Acquisitions	2
MGT 6511	Advanced Financial Reporting and Analysis	2
MGT 6512	Federal Taxation of Business Entities	2
MGT 6513	Financial Statement Analysis	2
MGT 6514	Advanced Financial Reporting for the Multinational Corporation	2

## Finance

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 6430	Investments	2
MGT 6431	Corporate Valuation	2

### ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 6432	Corporate Financial Policy	2
MGT 6433	International Financial Markets and Instruments	2
MGT 6435	Applied Investment Management	2
MGT 6436	Bond Markets	2
MGT 6443	Advanced Corporate Valuation	2
MGT 6530	Mergers and Acquisitions	2
MGT 6531	Private Equity and Venture Capital (short course)	1
MGT 6532	Risk Management	2
MGT 6533	Derivatives Markets	2
MGT 6534	Financial Data Analysis	2
MGT 6535	Derivative Securities Valuation	2
MGT 6536	Active Portfolio Analysis and Trading	2
MGT 6537	Distressed Corporate Restructuring and Reorganization (short course)	1

## General Management

General management is a customized concentration. A student in consultation with a faculty member and the Office of Academic Programs devises a curriculum tailored to his/her needs. Guidelines for proposals are available in the Office of Academic Programs. The resulting proposal must be approved by the professor charged with overseeing the student's course of study and by the Office of Academic Programs.

## Health Care

### ELECTIVES

Choose 12 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6010/6011	Practice of Transplant Administration	4
MGT 6012/6013	Health Care Quality Improvement (1 credit hour per mod)	2
MGT 6014	Health Care Marketing	2
MGT 6015	Health Care Delivery Organizations	2
MGT 6016	Health Care Strategy	2
MGT 6017	Health Care Operational Decision-Making	2
MGT 6473	Health Care Operations	2
MGT 6501	Health Care Clinical Immersion	2
MGT 6503	Health Care Innovation and Evaluation	2
MGT 6504	Health Care Economics and Policy	2
MGT 6506	Health Care Law and Regulation	2
MGT 6508	Health Care Finance and Accounting	2
MGT 6509	Health Care Data Analysis	2

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

## Human and Organizational Performance

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 6440	Strategic Alignment of Human Capital	2
MGT 6441	Managerial and Organizational Effectiveness	2
<b>OR</b>		
MGT 6540	Leading Change	2

### ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 6441	Managerial and Organizational Effectiveness	2
MGT 6444	Leadership: Theory and Practice	2
MGT 6445	Talent Management (Not offered 2016/2017)	2
MGT 6446	Compensation Decision Making	2
MGT 6447	Employee Relations	2
MGT 6448	Negotiation	2
MGT 6449	Innovation Strategy	2
MGT 6456	Ethics in Business	2
MGT 6012/6013	Health Care Quality Improvement (1 credit hour per mod)	2
MGT 6015	Health Care Delivery Organizations	2
MGT 6544	Controversies and Debates in Business, Management, and Society (Not offered 2016/2017)	2
MGT 6546	Executive Coaching (short course) (Not offered 2016/2017)	1
MGT 6547	Training Systems Management (short course)	1
MGT 6548/6549	Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC (1 credit hour per mod)	2
MGT 6648	Negotiation II (Not offered 2016/2017)	2

## Marketing

### ELECTIVES

12 hours from the following:

Course Number	Course Title	Credit Hours
MGT 6014	Health Care Marketing	2
MGT 6462	Consumer Analysis	2
MGT 6463	Quantitative Analysis for Marketing Decision Making	2
MGT 6460	Marketing Communications: Advertising and Social Media	2
MGT 6461	Consumer Insights for Marketing Decision Making	2
MGT 6464	Selling Strategy: Promotions, Persuasion, and Public Relations	2
MGT 6465	Marketing Analytics	2
MGT 6467	New Product Development	2
MGT 6468	Brand Management	2
MGT 6560	Marketing Strategy	2
MGT 6568	Pricing Strategies	2
LOP 6270	Leading Globally Diverse Organizations (Peabody College)	3

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

## Operations Management

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 6472	Supply Chain Management	2
MGT 6479	Management of Service Operations	2

### ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 6012/6013	Health Care Quality Improvement (1 credit hour per mod)	2
MGT 6471	Sports Analytics	2
MGT 6473	Health Care Operations	2
MGT 6475	Operations Strategy	2
MGT 6478	Essentials of Project Management (short course)	1
MGT 6492	Data Management and Business Intelligence (Not offered 2016/2017)	2
MGT 6541	Product Design I	2
MGT 6542	Product Design II	2
MGT 6550/6551	Consulting for Strategy and Operations Project (2 credit hours per mod)	4
MGT 6572	Strategic Management of Technology	2
MGT 6574	Spreadsheets for Business Analytics	2
MGT 6575	Spreadsheet Macros (VBA) for IT Applications	2
MGT 6577	Managing and Improving Processes	2

## Strategy

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 6526	Corporate Strategy	2

### ELECTIVES

10 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 6012/6013	Health Care Quality Improvement (1 hour per semester)	2
MGT 6420	The Future of Energy Markets in a Low Carbon Economy	2
MGT 6421	Financial Analysis of ESG Data	2
MGT 6423	Corporate Strategies for Environmental, Social, and Governmental Issues	2
MGT 6425	Game Theory and Business Strategy	2
MGT 6426	Managing the Global Enterprise (Not offered 2016/2017)	2
MGT 6427	Life Cycle of an Enterprise	2
MGT 6428	Social Enterprise and Entrepreneurship	1
MGT 6429	Project Pyramid Project	1
MGT 6431	Corporate Valuation	2
MGT 6440	Strategic Alignment of Human Capital	2
MGT 6441	Managerial and Organizational Effectiveness	2
MGT 6449	Innovation Strategy	2
MGT 6475	Operations Strategy	2
MGT 6504	Health Care Economics and Policy	2
MGT 6508	Health Care Finance and Accounting	2
MGT 6530	Mergers and Acquisitions	2
MGT 6540	Leading Change	2
MGT 6544	Controversies and Debates in Business, Management, and Society (Not offered 2016/2017)	2
MGT 6545	Doing Business in China	2
MGT 6550/6551	Consulting for Strategy and Operations Project (2 credit hours per mod)	4
MGT 6559	Launching the Venture	2
MGT 6560	Marketing Strategy	2
MGT 6565	Internet Marketing (short course)	1
MGT 6568	Pricing Strategies	2
MGT 6572	Strategic Management of Technology	2

Strategy-related project courses do not count toward the 12-hour requirement in the strategy concentration unless approved by the area head.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

## Specializations

Specializations are focused course tracks for students desiring an in-depth study of the functional area for their chosen career. Specializations are prescribed by area faculty. Specializations typically require 20 credit hours of course work. The 20-credit-hour requirement represents the 12 credit hours earned in the related concentration plus an additional eight hours. The course requirements for each specialization are provided in this section. In planning course work, the student should note that not every course is offered every year; check the Courses of Study section of this bulletin and with the Office of Academic Programs. The following specializations are offered:

Brand Management  
Corporate Finance  
Human and Organizational Performance  
Investment Management

### Brand Management

#### REQUIRED

Course Number	Course Title	Credit Hours
MGT 6460**	Marketing Communications: Advertising and Social Media	2
MGT 6461*	Consumer Insights for Marketing Decision-Making	2
MGT 6462*	Consumer Analysis	2
MGT 6463*	Quantitative Analysis for Marketing Decision-Making	2
MGT 6464**	Selling Strategy: Promotions, Persuasion, and Public Relations	2
MGT 6465*	Marketing Analytics	2
MGT 6468*	Brand Management	2

\* Recommended in Year One

\*\* Recommended in Year Two

#### ELECTIVES

Choose 6 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6014	Health Care Marketing	2
MGT 6467	New Product Development	2
MGT 6560	Marketing Strategy	2
MGT 6562	Customer Relationship Management (Not offered 2015/2016)	2
MGT 6565	Internet Marketing (short course)	1
MGT 6568	Pricing Strategies	2

Highly recommended electives that do not count toward the specialization:

Supply Chain Management (MGT 6472)  
Game Theory (MGT 6425)  
Negotiation (MGT 6448)

One additional accounting course from the following list (recommended but does not count toward the specialization):

Financial Statement Analysis (MGT 6513)  
Financial Reporting I, II (MGT 6410 and 6411)

One additional HOP course from the following list (recommended but does not count toward the specialization):

Leading Change (MGT 6540)  
Managerial and Organizational Effectiveness (MGT 6441)

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

## Corporate Finance

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 6410*	Financial Reporting I	2
MGT 6411*	Financial Reporting II	2
MGT 6412**	Taxation of Business and Investment Transactions	2
MGT 6430*	Investments	2
MGT 6431*	Corporate Valuation	2
MGT 6432**	Corporate Financial Policy	2
MGT 6433	International Financial Markets and Instruments	2
MGT 6530**	Mergers and Acquisitions	2
MGT 6531**	Private Equity and Venture Capital (short course)	1
MGT 6533**	Derivatives Markets	2
MGT 6537**	Distressed Corporate Restructuring and Reorganization (short course)	1

\* Recommended in Year One

\*\* Recommended in Year Two

### ELECTIVES

Highly recommended electives that do not count toward the specialization:

Bond Markets (MGT 6436)  
 Applied Investment Management (MGT 6435)  
 Advanced Corporate Valuation (MGT 6443)  
 Taxation of Business Entities (MGT 6512)  
 Financial Statement Analysis (MGT 6513)  
 Federal Income Taxation of Mergers and Acquisitions (MGT 6545)

## Human and Organizational Performance

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 6440*	Strategic Alignment of Human Capital	2
MGT 6445**	Talent Management (Not offered 2016/2017)	2
MGT 6446*	Compensation Decision-Making	2
MGT 6447**	Labor and Employee Relations	2

Choose one course from the following:

Course Number	Course Title	Credit Hours
MGT 6441**	Managerial and Organizational Effectiveness	2
MGT 6540**	Leading Change	2

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

### ELECTIVES

Choose 6 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6441**	Managerial and Organizational Effectiveness	2
MGT 6448	Negotiation	2
MGT 6456	Ethics in Business	2
MGT 6012/6013	Health Care Quality Improvement (1 hour per semester)	2
MGT 6015	Health Care Delivery Organizations	2
MGT 6540	Leading Change	2
MGT 6546	Executive Coaching (short course) (Not offered 2016/2017)	1
MGT 6547	Training Systems Management (short course)	1
MGT 6548/6549	Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC (1 credit hour per mod)	2
MGT 6648	Negotiation II (Not offered 2016/2017)	2
LOP 6270	Leading Globally Diverse Organizations (Peabody College)	3

\* Recommended in Year One

\*\* Recommended in Year Two

## Investment Management

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 6410	Financial Reporting I	2
MGT 6411	Financial Reporting II	2
MGT 6430	Investments	2
MGT 6431	Corporate Valuation	2
MGT 6433	International Financial Markets and Instruments	2
MGT 6435	Applied Investment Management	2
MGT 6436	Bond Markets	2
MGT 6533	Derivatives Markets	2

### ELECTIVES

Choose 2 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6532	Risk Management	2
MGT 6535	Derivative Securities Valuation	2
MGT 6536	Active Portfolio Analysis and Trading	2

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

### SECONDARY ELECTIVES

Choose 2 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6432	Corporate Financial Policy	2
MGT 6443	Advanced Corporate Valuation	2
MGT 6513	Financial Statement Analysis	2
MGT 6530	Mergers and Acquisitions	2

Highly recommended electives that do not count toward the specialization:

- Taxation of Business Entities (MGT 6512)
- Private Equity and Venture Capital (MGT 6531) (short course—1 credit hour)
- Federal Income Taxation of Mergers and Acquisitions (MGT 6510)
- Distressed Corporate Restructuring and Reorganization (MGT 6537) (short course—1 credit hour)
- Taxation of Business and Investment Transactions (MGT 6412)

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

## Emphases

Emphases allow students to gain exposure to an additional area of interest and are prescribed by area faculty. Emphases require eight hours of course work and do not replace the requirement that at least one concentration and an ethics requirement be completed to earn the degree. Students may complete more than one emphasis, but the same course may be applied to only one emphasis. Students may also request a customized emphasis in a particular area. Students must work with a tenured or tenure-track faculty adviser who will approve the 8 hours of course work toward the emphasis. An emphasis may not be proposed in an area that already supports a concentration or specialization. The course requirements for each emphasis are provided in this section. In planning course work, the student should note that not every course is offered every year; check the *Schedule of Classes* published each semester. The following emphases are offered:

Entrepreneurship  
International Studies  
Real Estate

## Customized Emphases

A student may choose to customize an emphasis in an area of interest, for example, Environmental Management. This requires submission of an approval form and an area adviser's signature. For further information, contact the Office of Academic Programs.

## Entrepreneurship

8 hours of course work from the following:

Course Number	Course Title	Credit Hours
MGT 6426	Managing the Global Enterprise (Not offered 2016/2017)	2
MGT 6428	Social Enterprise and Entrepreneurship	2
MGT 6449	Innovation Strategy	2
MGT 6499	Innovation Realization	2*
MGT 6503	Health Care Innovation and Evaluation	2
MGT 6518	Accounting and Finance for Entrepreneurs	2
MGT 6541	Product Design I	2
MGT 6542	Product Design II	2
MGT 6556	Introduction to Entrepreneurship	2
MGT 6558	Building Out a Startup Venture	2
MGT 6559	Launching the Venture	2

Other recommended course which does not count as part of the 8 hours toward the emphasis:

Course Number	Course Title	Credit Hours
MGT 6479	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.

\*Only 2 of the 3 credit hours can be applied to the Entrepreneurship emphasis.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

## International Studies

8 hours of course work from the following:

Course Number	Course Title	Credit Hours
MGT 6423	Corporate Strategies for ESG Issues	2
MGT 6426	Managing the Global Enterprise	2
MGT 6433	International Financial Markets and Instruments	2
MGT 6475	Operations Strategy	2
MGT 6526	Corporate Strategy	2
MGT 6545	Doing Business in China	2
MGT 6552	Project Pyramid	2
MGT 6554	Project Pyramid Immersion	1
MGT 6555	International Business Seminar	2
MGT 6557	Global Business Association Immersion Trip	1
MGT 6903	International Exchange Programs and Maymester courses	Variable

Students are also encouraged to have competence in a foreign language and knowledge about non-U.S. culture, politics, history, and law. To facilitate development of this competence, students may take an upper-level course in history, law, or political science as an elective. If 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 earned for a language course in the native language of the student, nor may a student earn course credit for an English language course. Elective language courses must be at the intermediate level or above and approved by the Office of Academic Programs.

## Real Estate

REQUIRED

Course Number	Course Title	Credit Hours
MGT 6437	Real Estate Financial Analysis	2
MGT 6438	Real Estate Investment and Development	2

ELECTIVES

Choose 4 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6434	Commercial Real Estate Transactions	1
MGT 6439	Advanced Real Estate Valuation	2
MGT 6538	Property Law for Business	1
MGT 6739/6839	Real Estate Capstone (1 credit hour per mod)	2
MGT 6939	Contemporary Issues in Real Estate	1

Students may request to take courses in the Law School for credit toward the Real Estate Emphasis. Approval is required. Students are advised to check with the Office of Academic Programs.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

## Exchange Programs

Owen participates in exchange programs with the following universities. Exchange programs are permitted in the second year of the MBA program. Students must be in good standing with the university and have completed all first-year requirements with a minimum 3.0 GPA to participate in exchange programs. Students should request a degree audit and review the fact sheet on exchange opportunities available in the academic programs office. Students should also meet with the Career Management Center regarding the impact of an exchange experience on internships and recruiting.

### Latin America

INCAE BUSINESS SCHOOL  
Alajuela, Costa Rica  
<http://incae.aac.cr>

IPADE BUSINESS SCHOOL  
Mexico City, Mexico  
<http://mba.ipade.mx>

PONTIFICIA UNIVERSIDAD CATÓLICA DE CHILE (PUC) (Mod 3)  
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) (Summer)  
Cergy-Pontoise, France  
<http://www.essec.fr>

EUROPEAN BUSINESS SCHOOL (EBS) (Maymester)  
Oestrich-Winkel, Germany  
<http://www.ebs.edu>

BOCCONI UNIVERSITY  
Milan, Italy  
<http://www.unibocconi.it>

NORWEGIAN SCHOOL OF ECONOMICS AND BUSINESS  
ADMINISTRATION (Summer)  
Bergen, Norway  
<http://www.nhh.no>

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

WHU—OTTO BEISHEIM SCHOOL OF MANAGEMENT (Maymester)  
Vallendar, Germany  
<http://www.whu-koblenz.de>

VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS  
ADMINISTRATION (Maymester)  
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  
(Maymester)  
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 AND TECHNOLOGY  
Kowloon, Hong Kong  
<http://www.bm.ust.hk>

KOREA UNIVERSITY BUSINESS SCHOOL  
Seoul, Korea  
<http://biz.korea.ac.kr/en>

### Australia

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

Additionally, students can participate in two-to-three-week Maymester study abroad programs. Information on study abroad options is available from the Office of Academic Programs.

## MBA Dual-Degree Programs

The MBA requires 62 credit hours (4 semesters) of course work. When pursued as part of a dual degree, Owen will accept 12 credit hours from the partner school as electives, reducing the Owen residence requirement to 50 credit hours (3 semesters).

### Management/Divinity

A dual degree from Owen and Vanderbilt Divinity School 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 the M.Div. in a total of four years—eight semesters—instead of the five years normally required to complete the two degrees consecutively. 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 this acceptance is to the regular degree program, not the dual-degree program. It is recommended that students begin their program at the Divinity School, given the tuition arrangements in both schools. As with other dual professional and graduate degrees, the number of hours required to earn the MBA credential is reduced from 62 to 50 credit hours because Owen will give credit for 12 hours of course work from the Divinity School.

### Management/Engineering

In the five-year dual-degree program in engineering and management, the student spends three undergraduate years in an engineering science major at Vanderbilt University School of Engineering followed by two years at the Owen School. Dual-degree students must enroll in all first-year required courses used to meet the student's elective requirements for the B.S. in engineering science. Successful students receive the B.S. 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/Fisk University

Undergraduate 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. Applicants must complete course work in algebra and calculus as part of their curriculum at Fisk before 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/Latin American Studies

By combining study in management with study in the Center for Latin American Studies (LAS), a student can earn both the master of business administration and the master of arts in Latin American studies in six semesters. MBA/MALAS students must apply separately to, and be granted admission by, both schools. Rejection by either school does not negate acceptance by the other school, but this acceptance is to the regular degree program and not the dual degree. Students begin their dual degree program at the Center for Latin American Studies

and complete one year of course work. Students then matriculate at the Owen School and complete three semesters of MBA course work. In their final (sixth) semester of study, students complete their theses in LAS. Students graduate with the master of arts and the master of business administration together. As with other Owen dual professional and graduate degrees, Owen transfers 12 hours of course work from the partner program (LAS) to the MBA record, reducing the number of credit hours required to earn the MBA credential from 62 to 50.

### Management/Law

*MBA/JD.* By combining study in management with study in law, a student can earn both the JD and the MBA 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 dual-degree program on a full-time basis in either the Law School or the Owen School. Students should begin their dual-degree studies in the Law School and then attend the Owen School in their second year. All applicants to the dual-degree program should notify the Owen School of their status at the time of application.

The Owen School requires 62 hours for graduation and the Law School requires 88 hours. 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. 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 dual-degree 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 dual-degree program.

*MSF/JD.* See page 52 for information on the MSF/JD program.

### Management/Medicine

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

Dual-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 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 2 units toward the M.D.

Since 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/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 bachelor of arts and the MBA in five years (ten semesters). The bachelor of arts from the College of 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.

In accordance with regulations governing the senior-in-absentia program, all Arts and Science 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 Arts and Science equivalent(s) to that or those course(s).

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 50 hours). Up to 15 hours of Owen School courses approved by the College of Arts and Science may be counted toward completion of the undergraduate degree. Upon acceptance to the Owen School, students should contact the Office of Academic Programs at the Owen School for an advising appointment.

### *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 five-year program. Eighth semester financial aid is the student's responsibility.

### **Management/Blair School of Music**

The five-year dual-degree program with the Blair School of Music allows a small cohort of particularly motivated students to overlap their undergraduate coursework with work toward the MBA, facilitating the earning of both the undergraduate and graduate degrees in five years (ten semesters). By combining three and one-half years in Vanderbilt's Blair School of Music with one and one-half years of study in the Owen School, students may obtain both the bachelor of music and the master of business administration in five years. The baccalaureate from the Blair School is awarded at the end of the fourth year, and the MBA from the Owen School after the fifth year. Students interested in pursuing this program must be enrolled in the musical arts major.

Required course work includes the normal Blair course work for the musical arts major, plus Business of Music and a graded internship, for a minimum of 80 credit hours in music.

A curriculum plan, including recommended electives, is provided in the *Blair Student Handbook*. Students must apply to the Owen School for admission to the five-year program during their junior year. Early application is recommended. *Acceptance into the five-year program is extremely competitive and requires advanced standing earned in undergraduate courses and demonstrated excellence in quantitative courses and team-based projects. Additionally, the Owen administration will look for professional maturity and a clear understanding of the rigor of the two-year MBA curriculum. The Summer Business Institute (Accelerator) is strongly recommended for five-year applicants prior to matriculating at Owen.*

Students who are accepted to the five-year program will remain registered as B.Mus. students through spring of junior year and fall of senior year, and will register as Owen students in spring of senior year. However, academically, students will take a full semester load of required business courses both in fall and spring of senior year while completing the final B.Mus. degree requirements (normally, lessons and ensembles) in the musical arts major. The completion of the B.Mus. degree requirements prior to fall of the student's fifth year is required for continuation in the MBA program.

### *Tuition and Financial Aid*

The scholarship or other financial aid commitment of the Blair School will not be continued automatically beyond the seventh semester for students enrolled in the dual-degree program. Eighth-semester financial aid is the student's responsibility. Students should notify the Owen School with their application if they are interested in being a candidate for an Owen scholarship during their MBA studies. Early application is recommended. Need-based aid will still apply. Students pay tuition to the undergraduate school for the fall semester of their fourth year, after which all tuition is paid to Owen (and reflects graduate school tuition rates). The Blair School of Music will waive fees for the required MUSP instruction during spring of the fourth year to facilitate completion of the B.Mus. requirements.

### *Planning for the Program*

Students interested in this program must meet with Blair Associate Dean Melissa Rose early in their B.Mus curriculum for advice on planning undergraduate studies to meet the MBA program requirements.

## **Academic Awards and Academic Scholarships**

### **Academic Awards** *(awarded at graduation)*

FINANCIAL EXECUTIVES INTERNATIONAL AWARD is presented to the graduating MBA student for outstanding performance in accounting and finance courses and is chosen by the Owen accounting and finance faculty.

FLOURNOY A. COLES JR. PRIZE is awarded annually to a graduating student in recognition of outstanding performance in international management studies and contributions to the 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.

FOUNDER'S MEDAL, signifying high honors, is bestowed upon the graduating Owen student who, in the judgment of the Dean and the Honors and Awards Committee, has achieved the strongest record in personal, professional and academic performance in meeting the requirements of the MBA.

H. IGOR ANSOFF AWARD is endowed by several members of the Owen class of 1972, in honor of the first Dean of the Graduate School of Management, and 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 extraordinarily exceptional service.

MATT WIGGINTON LEADERSHIP 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, 1960-1991.

OWEN SERVICE AWARD is presented to graduating students who have demonstrated outstanding effort and energy

in leadership and community involvement and passion for student life. The awards are reserved for students who unselfishly focus on making the Owen Graduate School of Management a better place for everyone.

**Academic Scholarships** *(based on academic performance in the first year and awarded for the second year)*

Scholarships to study at Owen are awarded upon acceptance to the MBA program, and students should not expect to have an increase in their admissions scholarship nor be offered a new scholarship in the second year. There are four endowed merit-based academic scholarships that are awarded in the summer prior to year two, and recipients stand in the top 10 percent of their class GPA. No application is accepted; the Student Achievement Committee selects recipients based on academic standing at the end of year one.

BRUCE D. HENDERSON SCHOLARSHIP is endowed by the Boston Consulting Group to honor BCG founder and former chairman and Vanderbilt graduate, Bruce D. Henderson and awarded to the MBA student, who, during the first year, achieved the strongest record in personal, professional, and academic performance.

J. DEWEY DAANE SCHOLARSHIP honors emeritus faculty member J. Dewey Daane for significant contributions to the Owen Graduate School of Management. The scholarship goes to a rising second-year MBA student with demonstrated interest in finance and international management.

MAX ADLER SCHOLARSHIP was established in 2007 through the Max Adler Student Investment Fund. This fund was created in 1982 through gifts from Mimi Adler, spouse of New York businessman Max Adler, to provide students in the Vanderbilt MBA Finance Club the opportunity to learn about investing in a very practical way. The success of their investments led to the creation of the scholarship in addition to the investment fund. The scholarship is awarded to a second-year student based on outstanding performance in the first year of the MBA program.

RICHARD S. WEINBERG SCHOLARSHIP. Classmates, colleagues, family and friends of Richard S. Weinberg, Owen '85, created an endowment to fund a scholarship in Richie's memory. Richie was a member of the Owen Alumni Association Board of Directors and worked tirelessly on behalf of the Owen School in the New York financial community. He died suddenly in 1994. This scholarship is awarded to an outstanding rising second-year student concentrating/specializing in finance.

PRAKASH ARORA SCHOLARSHIP. Awarded to a second-year student for academic achievement.

## Calendar

### MBA

(Information and dates subject to change)

#### Summer 2016

U.S. Business Communication and Culture Program	July 8–29
MBA Foundations for Quantitative Analysis	August 1–2, Monday–Tuesday

#### Fall Semester 2016

Connect Week—all incoming students	August 4–11, Thursday–Friday/Monday–Thursday
First Day of Classes, Module I	August 15, Monday
Labor Day*	September 5, Monday*
Last Day of Classes, Module I	September 29, Thursday
Module I Exam Period	October 3–7, Monday–Friday
Short/Immersion Courses	October 10–14, Monday–Friday
First Day of Classes, Module II	October 17, Monday
Thanksgiving Break	November 18–November 27, Friday–Sunday
Last Day of Classes, Module II	December 8, Thursday (Health Care MBA, check with instructors)
Module II Exam Period	December 12–16, Monday–Friday
Winter Break	December 17, 2016–January 8, 2017, Saturday–Sunday

\*Classes meet on Labor Day, Monday, September 5, 2016.

#### Spring Semester 2017

First Day of Classes, Module III	January 9, Monday
MLK Holiday—No Classes**	January 16, Monday; classes will be held on Friday, January 20
Last Day of Classes, Module III	February 23, Thursday (Health Care MBA, check with instructors)
Module III Exam Period	February 27–March 2, Monday–Friday
Spring Break	March 4–12, Saturday–Sunday
First Day of Classes, Module IV	March 13, Monday
Last Day of Classes, Module IV	April 27 Thursday
Module IV Exam Period	May 1–5, Monday–Friday
Commencement	May 12, Friday

\*\*Classes do not meet on Monday, January 16 (MLK holiday), but will meet on Friday, January 20.

# Executive Master of Business Administration (EMBA) Program

The expectations and responsibilities articulated in the chapter *Owen Graduate School of Management (OGSM) Academic Policies* apply to all OGSM students. This chapter applies to Executive Master of Business Administration students.

The Vanderbilt EMBA program is a full-time, 21-month program. Students matriculate in July and depart in May, two years later. Executive MBA students attend classes on alternating Saturdays from 7:50 a.m. to 6:30 p.m., including one summer session. Students have a four-week break each December and from mid-July through early August between Year 1 and Year 2.

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt MBA through the EMBA program must receive the favorable recommendation of the Owen School faculty, earn a minimum of 61 credit hours, successfully complete all required courses, earn a cumulative grade

point average of 3.0, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at the July Math and Statistics Camp, the week in residence in August, the international residency, and all class meetings are required. All requirements must be completed within three calendar years of the matriculation date.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

### Residence Requirement

The EMBA program requires five terms of full-time study—two fall and spring semesters and one summer term. Students must be enrolled in a minimum of 10 credit hours during fall and spring semesters and 6 credit hours during summer semester to maintain full-time status. Students must be enrolled in 33 credit hours in the first year and 28 credit hours in the second year to maintain full-time status. Residence for three calendar years is required.

#### REQUIRED

Course Number	Course Title	Credit Hours
<b>Year 1, Fall</b>		
EMGT 7711	Financial Accounting	4
EMGT 7722	Managerial Economics	4
EMGT 7744	Leadership	1
EMGT 7782	Statistics for Managerial Decisions	4
<b>Year 1, Spring</b>		
EMGT 7712	Managerial Accounting	2
EMGT 7731	Managerial Finance	2
EMGT 7732	Corporate Value Management	2
EMGT 7746	Ethics in Business	2
EMGT 7749	Organizational Behavior	2
EMGT 7777	Operations Management	4
<b>Year 1, Summer</b>		
EMGT 7721	Macroeconomics	2
EMGT 7761	Marketing Management	4
<b>Year 2, Fall</b>		
EMGT 7733	Corporate Financial Policy	2
EMGT 7740	Negotiation	2
EMGT 7742	Strategic Alignment of Human Capital	2
EMGT 7745	Leadership Team Dynamics	1
EMGT 7755	Business Strategy	4
EMGT 7779	Operations Topics	2
<b>Year 2, Spring</b>		
EMGT 7728	Global Enterprise II and International Residency	4
EMGT 7747	Special Topics in Executive Management	1
EMGT 7748	Global Innovation Strategy	2
EMGT 7754	Creating and Launching the Venture	2
EMGT 7759	Strategy Project	4
EMGT 7762	Marketing Strategy	2
<b>Total Required Course Credit Hours</b>		<b>61</b>

## Exemptions

Course exemptions are not permitted.

## Pass/Fail Courses

There are two Pass/Fail courses in the EMBA curriculum: EMGT 7762 Marketing Strategy and EMGT 7747 Special Topics. No other course taken in the Owen Graduate School of Management and used to meet graduation requirements may be taken on a Pass/Fail basis.

## Transfer Credit

Transfer credit is not permitted.

## Grades

Faculty use the following recommended grade distribution:

<i>Letter grade</i>	<i>Numerical weight</i>	<i>Percentages</i>
SP-Superior pass	4.0	Maximum 25%
HP-High pass	3.5	40%
PA-Pass	3.0	} At least 35%
LP-Low pass	2.5	
F-Fail	0.0	

Grade changes for clerical errors are permitted within two weeks (14 calendar days from the date that grades are posted to student records). This deadline applies even if school is not in session. Extensions to this deadline are rare and are approved by the Office of the Dean for extenuating circumstances that confront the instructor or the student.

## Grade Point Average (GPA)

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

<i>Grade Abbreviation</i>	<i>Grade Description</i>	<i>Quality Points</i>
SP	Superior Pass	4.0
HP	High Pass	3.5
PA	Pass	3.0
LP	Low Pass	2.5
F	Fail	0.0

EMBA candidates must successfully complete the 61 required course credit hours with at least a 3.0 cumulative grade point average. Incompletes and the grade Pass in Pass/Fail courses are not included in the computation of grade point averages. The grade Fail in Pass/Fail courses is entered into the GPA calculation and remains on the transcript.

## Performance Reviews

Students are expected to maintain at least a cumulative 3.0 GPA during the program and must have a cumulative 3.0 GPA to graduate. Students who are consistently at the lower grade levels (earning an LP or an F) will be reminded of our academic expectations and standards for progression in the program and encouraged to seek extra help to improve their performance.

In general, a course grade of F earns 1/2 strike per credit hour and each LP earns 1/4 strike per credit hour. For example, in 2-credit-hour courses, each F earns 1 strike and each LP earns 1/2 strike.

Students will be dismissed if they accumulate:

- 2.5 strikes at the end of the fall or spring terms or
- 3 strikes at any time in the program.

In the event that a student reaches the strike limit, the student will be withdrawn from any remaining (incomplete) courses.

## EMBA Academic Awards

The DEAN'S AWARD FOR ACADEMIC EXCELLENCE IN THE EXECUTIVE MBA is presented annually to a graduating student from the Executive MBA program who has achieved the strongest record in personal, professional, and academic performance in meeting the requirements of the degree.

The MARTIN S. GEISEL AWARD FOR LEADERSHIP IN EXECUTIVE EDUCATION was established in 1999 and is endowed by Bill and Kelly Christie in memory of Dean Martin S. Geisel, honoring over a decade of Dean Geisel's leadership at the Owen Graduate School of Management. The award is nominated by the graduating class and awarded to a student who has demonstrated leadership in executive education.

## Refunds of Tuition Charges

Students who officially withdraw in writing by the fifth Saturday session of the fall or spring semesters will be eligible for a partial tuition refund for that semester according to the tables below. Any student attending any part of a scheduled class session will be considered in attendance for the entire session. Fees and charges for books and materials are not refundable.

<i>Dropping by</i>	<i>Refund %</i>
Week in residence or 1st session	80
2nd session	70
3rd session	60
4th session	50
5th session	40
6th session	0

## Calendar

### Executive MBA

(Information and dates subject to change)

#### Summer 2016

Math and Statistics Camp      June 25, July 2, and July 9, Saturdays  
 Family Picnic/Orientation    July 16

#### Fall Semester 2016

Week in Residence (New Harmony)  
 (First-year Students)      July 31–August 6, Sunday–Saturday, First day of classes  
 Week in Residence  
 (Second-year EMBA's)      August 10–13, Wednesday–Saturday, First day of classes  
 Second Day of Classes at Owen    August 27, Saturday  
 Third Day of Classes            September 10, Saturday  
 Fourth Day of Classes          September 24, Saturday  
     Partner Day follows  
 Fifth Day of Classes            October 8, Saturday  
 Sixth Day of Classes            October 22, Saturday  
 Seventh Day of Classes        November 5, Saturday  
 Eighth Day of Classes         November 19, Saturday  
 Ninth Day of Classes          December 3, Saturday  
 Tenth Day of Classes          December 10, Saturday

#### Spring Semester 2017

First Day of Classes            January 7, Saturday  
 Second Day of Classes        January 21, Saturday  
 Third Day of Classes          February 4, Saturday  
 Fourth Day of Classes         February 18, Saturday  
 Fifth Day of Classes            March 4, Saturday  
 Sixth Day of Classes            March 18, Saturday  
 Seventh Day of Classes        April 1, Saturday  
 Eighth Day of Classes         April 15, Saturday  
 Ninth Day of Classes          April 29, Saturday  
 Tenth Day of Classes          May 6, Saturday

#### Summer Semester 2017

First Day of Classes            May 20 Saturday  
 Second Day of Classes        June 3, Saturday  
 Third Day of Classes          June 17, Saturday  
 Fourth Day of Classes         July 1, Saturday  
 Fifth Day of Classes            July 15, Saturday  
 Week in Residence            August 9–12, Wednesday–Saturday

# Americas Master of Business Administration for Executives (AMBA) Program

*The expectations and responsibilities articulated in the chapter Owen Graduate School of Management (OGSM) Academic Policies apply to all OGSM students. This chapter applies to Americas Master of Business Administration for Executives students.*

The Vanderbilt AMBA program is a full-time, 21-month program. Students matriculate in July and depart in May, two years later. For the first year, Americas MBA students attend classes on alternating Saturdays from 7:50 a.m. to 6:30 p.m., including one summer session. Students have a four-week break each December and from mid-July through mid-August between Year 1 and Year 2. In the second year, students attend four “in-country” immersions—one at each host school: Canada (Vancouver), Brazil (São Paulo), Mexico (Mexico City), and the United States (Nashville).

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt MBA through the AMBA program must receive the favorable recommendation of the Owen

School faculty, earn a minimum of 61 credit hours, successfully complete all required courses, earn a cumulative grade point average of 3.0, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at the July Math and Statistics Camp, the week in residence in August, the four in-country residencies, and all class meetings are required. All requirements must be completed within three calendar years of the matriculation date.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

### Residence Requirement

The AMBA program requires five terms of full-time study. Students must be enrolled in a minimum of 10 credit hours during fall and spring semesters and 6 credit hours during summer semester to maintain full-time status. Residence for three calendar years is required.

#### REQUIRED

Course Number	Course Title	Credit Hours
<b>Year 1, Fall</b>		
EMGT 7711	Financial Accounting	4
EMGT 7722	Managerial Economics	4
EMGT 7744	Leadership	1
EMGT 7782	Statistics for Managerial Decisions	4
<b>Year 1, Spring</b>		
EMGT 7712	Managerial Accounting	2
EMGT 7731	Managerial Finance	2
EMGT 7732	Corporate Value Management	2
EMGT 7746	Business Ethics	2
EMGT 7749	Organizational Behavior	2
EMGT 7777	Operations Management	4
<b>Year 1, Summer</b>		
EMGT 7721	Macroeconomics	2
EMGT 7761	Marketing Management	4
<b>Year 2, August</b>		
EMGT 7741	Cross Cultural Management	2.5
EMGT 7752	Global Strategy	2.5
EMGT 7650	Capstone Project	4
<b>Year 2, October</b>		
EMGT 7723	Corporate Social Responsibility	2.5
EMGT 7724	Strategic Management for Emerging Markets	2.5
<b>Year 2, January</b>		
EMGT 7726	Competitiveness and Strategy	2.5
EMGT 7753	Family Business	2.5
<b>Year 2, April</b>		
EMGT 7743	Leading a Global Innovation Strategy	2.5
EMGT 7756	Creating and Launching New Ventures	2.5
EMGT 7652	Capstone Project	4

Capstone Projects—EMGT 7650 [4] and 7652 [4]—run throughout the program

**Total Required Course Credit Hours**

**61**

## Exemptions

Course exemptions are not permitted.

## Pass/Fail Courses

There are no Pass/Fail courses in the AMBA curriculum. No course taken in the Owen Graduate School of Management and used to meet graduation requirements may be taken on a Pass/Fail basis for AMBA.

## Transfer Credit

Transfer credit is not permitted.

## Grades

Faculty use the following recommended grade distribution:

<i>Letter grade</i>	<i>Numerical weight</i>	<i>Percentages</i>
SP-Superior pass	4.0	Maximum 25%
HP-High pass	3.5	40%
PA-Pass	3.0	} At least 35%
LP-Low pass	2.5	
F-Fail	0.0	

Grade changes for clerical errors are permitted within two weeks (14 calendar days from the date that grades are posted to student records). This deadline applies even if school is not in session. Extensions to this deadline are rare and are approved by the Office of the Dean for extenuating circumstances that confront the instructor or the student.

## Grade Point Average (GPA)

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

<i>Grade Abbreviation</i>	<i>Grade Description</i>	<i>Quality Points</i>
SP	Superior Pass	4.0
HP	High Pass	3.5
PA	Pass	3.0
LP	Low Pass	2.5
F	Fail	0.0

AMBA candidates must successfully complete the 61 required course credit hours with at least a 3.0 cumulative grade point average. Incompletes and the grade Pass in Pass/Fail courses are not included in the computation of grade point averages. The grade Fail in Pass/Fail courses is entered into the GPA calculation and remains on the transcript.

## Performance Reviews

Students are expected to maintain at least a cumulative 3.0 GPA during the program and must have a cumulative 3.0 GPA to graduate. Students who are consistently at the lower grade levels (earning an LP or an F) will be reminded of our academic expectations and standards for progression in the program and encouraged to seek extra help to improve their performance.

In general, a course grade of F earns 1/2 strike per credit hour and each LP earns 1/4 strike per credit hour. For example, in 2-credit hour courses, each F earns 1 strike and each LP earns 1/2 strike.

Students will be dismissed if they accumulate:

2.5 strikes at the end of the fall or spring terms or  
3 strikes at any time in the program.

In the event that a student reaches the strike limit, the student will be withdrawn from any remaining (incomplete) courses.

## AMBA Academic Awards

The DEAN'S AWARD FOR ACADEMIC EXCELLENCE IN THE AMERICAS MBA is presented annually to a graduating student from the Americas MBA program who has achieved the strongest record in personal, professional, and academic performance in meeting the requirements of the degree.

The MARTIN S. GEISEL AWARD FOR LEADERSHIP IN EXECUTIVE EDUCATION was established in 1999 and is endowed by Bill and Kelly Christie, in memory of Dean Martin S. Geisel, honoring over a decade of Dean Geisel's leadership at the Owen Graduate School of Management. The award is presented annually to a graduating student in the Owen Executive MBA program who has demonstrated leadership in executive education. Upon the recommendation of the EMBA graduating class, one student is recognized for this award each year.

## Refunds of Tuition Charges

Students who officially withdraw in writing by the fifth Saturday session of the fall or spring semesters will be eligible for a partial tuition refund for that semester according to the tables below. Any student attending any part of a scheduled class session will be considered in attendance for the entire session. Fees and charges for books and materials are not refundable.

<i>Dropping by</i>	<i>Refund %</i>
Week in residence or 1st session	80
2nd session	70
3rd session	60
4th session	50
5th session	40
6th session	0

## Calendar

Americas MBA (For second-year AMBA students only. First-year students see page 34.)  
(Information and dates subject to change)

### Summer 2016

Family Picnic July 16, Saturday

### Fall Semester 2016

First Day of Residency, SFU August 12, Friday  
Simon Fraser University  
Vancouver, BC, Canada

Last Day of Residency, SFU August 20, Saturday

First Day of Residency, FIA October 14, Friday  
Fundação Instituto de Administração  
São Paulo, Brazil

Last Day of Residency, FIA October 22, Saturday

### Spring Semester 2017

First Day of Residency, ITAM January 20, Friday  
Instituto Tecnológico Autónomo de México  
Mexico City, Mexico

Last Day of Residency, ITAM January 28, Saturday

First Day of Residency, VU March 31, Friday  
Vanderbilt University  
Nashville, Tenn., USA

Last Day of Residency, VU April 15, Saturday

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# Master of Accountancy Assurance Program

*The expectations and responsibilities in the chapter Owen Graduate School of Management (OGSM) Academic Policies apply to all OGSM students. This chapter applies to Master of Accountancy Assurance students.*

The Vanderbilt Master of Accountancy program is a full-time, twelve month program that includes both academic and co-curricular requirements. Students graduate in May and are in residency through early August completing the Becker CPA Review course and Certified Public Accounting (CPA) exam.

Students in the Master of Accountancy Assurance program aspire to careers in the audit/assurance service line of an international public accounting firm.

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt Master of Accountancy Assurance program must receive the favorable recommendation of

the OGSM faculty, earn a minimum of 37 credit hours, successfully complete all required courses, earn a cumulative grade point average of 3.0, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at all orientation-related events is required. All requirements must be completed within two calendar years of the matriculation date.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

### Residence Requirement

The Master of Accountancy Assurance program requires four modules—the equivalent of two semesters—of full-time study. Students must be enrolled in a minimum of 12 credit hours per semester to maintain full-time status. Residence for one academic year is required.

#### REQUIRED

Course Number	Course Title	Credit Hours
<b>ORIENTATION WEEK</b>		
MGT 6315	Communication, Leadership, and Ethics in Accounting	1
<b>MOD I</b>		
MGT 6316	Engagement Documentation	1
MGT 6331	Managerial Finance	2
MGT 6410	Financial Reporting I	2
MGT 6415	Audit Institutions and Processes	2
MGT 6417	Accounting Information Systems	2
<b>IMMERSION WEEK</b>		
MGT 6419	Advanced Audit Topics	2
<b>MOD II</b>		
MGT 6317	Business Ethics in Accounting	1
MGT 6322	Managerial Economics	2
MGT 6411	Financial Reporting II	2
MGT 6412	Taxation of Business and Investment Transactions	2
MGT 6414	Research in Financial Reporting	2
<b>MOD III</b>		
MGT 6515	Audit Internship (or electives)	6
<b>MOD IV</b>		
MGT 6416	Advanced Cost Accounting	2
MGT 6418	Managerial Strategy and Analysis	2
MGT 6511	Advanced Financial Reporting	2
MGT 6512	Federal Taxation of Business Entities	2
MGT 6517	Introduction to Law and Business	2
<b>Total Required Course Credit Hours</b>		<b>37</b>

#### SUMMER (May through July)

Becker CPA Review course and Uniform CPA Exam (9 equivalency credit hours available)

## Exemptions

Exemptions of required courses are determined on an individual basis in consultation with the faculty director and the Office of Academic Programs. A substitute course(s) must be taken in place of the exempt course(s). The Office of Academic Programs reviews all incoming student transcripts to determine whether the student is exempt by credential from MGT 6322 Managerial Economics. All students are encouraged to review all other required courses before matriculating in the program and to alert the MAcc faculty director when their prior course work suggests they would be better served exempting a required course(s).

## Substitute Courses

Substitute courses are taken in place of exempt courses and courses that replace internship credits. Students may not enroll in courses for which they do not have the prerequisite course(s), and will be dropped from the course roster if they have not completed the prerequisite course(s).

## Pass/Fail Courses

There is one Pass/Fail course in the Master of Accountancy curriculum: MGT 6515 Audit Internship. No other course taken in the Owen Graduate School of Management and used to meet graduation requirements may be taken on a Pass/Fail basis.

## Independent/Directed Study and Project Courses

Independent/directed study and project courses cannot be used to meet graduation requirements. Such courses are appropriate for students who find that they are short a modest number of credit hours for CPA licensure.

## Transfer Credit

Transfer credit is not permitted.

## Grades

A common grading system is used in all Owen Graduate School of Management courses. Grade assignment for MAcc students differs from the other Owen degree programs in one regard—traditional letter grades appear in the students' transcripts instead of SP/HP/P/LP. Owen faculty use the following recommended grade distribution:

Letter grade	Numerical weight	Percentages	
		MGT 322 and 331	All other courses
A	4.0	Maximum 25%	Maximum 30%
A-	3.5	40%	45%
B	3.0	} At least 35%	} At least 25%
B-	2.5		
F	0.0		

Grade changes for clerical errors are permitted within two weeks (14 calendar days from the date that grades are posted to student records). This deadline applies even if school is not in session. Extensions to this deadline are rare and are approved by the Office of the Dean for extenuating circumstances that confront the instructor or the student.

## Grade Point Average (G.P.A)

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

Grade Abbreviation	Quality Points
A	4.0
A-	3.5
B	3.0
B-	2.5
F	0.0

Master of Accountancy candidates must earn a minimum of 37 credit hours, including all required courses, with a 3.0 cumulative GPA. Exempted courses, incompletes, and the grade Pass in Pass/Fail courses are not included in the computation of grade point averages. The grade Fail in Pass/Fail courses is entered into the GPA calculation and remains on the transcript.

## Master of Accountancy Academic Awards

The DEAN'S AWARD FOR ACADEMIC EXCELLENCE is presented annually to a graduating student who has achieved the strongest record in personal, professional and academic performance in meeting the requirements of the degree.

OWEN SERVICE AWARD is presented to graduating students who have demonstrated outstanding effort and energy in leadership and community involvement and passion for student life. The awards are reserved for students who unselfishly focus on making the Owen Graduate School of Management a better place for everyone.

## 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 may be entitled to a partial refund in accordance with the established refund schedule, which may be viewed at <https://finance.vanderbilt.edu/stuaccts/withdrawal-schedule/>.

Requests for refunds must be made before the last day of classes of the semester in which the student was enrolled. Fees and charges for books and materials are not refundable. Insurance coverage is generally non-refundable.

## Calendar

### Master of Accountancy Assurance

(Information and dates subject to change)

#### Fall Semester 2016\*

Orientation	August 4–11, Thursday–Friday, Monday–Thursday
First Day of Classes, Module I	August 15, Monday
Last Day of Classes, Module I	September 29, Thursday
Module I Exam Period	October 3–7, Monday–Friday
Immersion Week	October 10–14, Monday–Friday
First Day of Classes, Module II	October 17, Monday
Thanksgiving Break	November 18–27, Friday–Sunday
Last Day of Classes, Module II	December 8, Thursday
Module II Exam Period	December 12–16, Monday–Friday
Winter Break	December 17, 2016–January 8, 2017 (Internships may start sooner)

#### Spring Semester 2017\*\*

MAcc Internships	Early January (date determined by firm)–Early March
First Day of Classes, Module IV	March 13, Monday
Last Day of Classes, Module IV	April 27, Thursday
Module IV Exam Period	May 1–5, Monday–Friday
Commencement	May 12, Friday

#### Summer Semester 2017

CPA Exam Review and Exams	May 15–Early August
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\*Classes meet on Labor Day, Monday, September 5.

\*\*Classes do not meet on Monday, January 16 (MLK holiday), but will meet instead on Friday, January 20.

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# Master of Accountancy Valuation Program

*The expectations and responsibilities in the chapter Owen Graduate School of Management (OGSM) Academic Policies apply to all OGSM students. This chapter applies to Master of Accountancy Valuation students.*

The Vanderbilt MAcc Valuation program is a full-time, twelve-month program that includes both academic and co-curricular requirements. Students graduate in May and are in residency through early August completing the Becker CPA Review course and Certified Public Accounting (CPA) exam.

Students in the MAcc Valuation program aspire to careers in valuation service lines of international public accounting firms.

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt MAcc Valuation program must receive the favorable recommendation of the OGSM faculty,

earn a minimum of 35 credit hours, successfully complete all required courses, earn a cumulative grade point average of 3.0, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at all orientation-related events is required. All requirements must be completed within two calendar years of the matriculation date.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

### Residence Requirement

The MAcc Valuation program requires four modules—the equivalent of two semesters—of full-time study. Students must be enrolled in a minimum of 12 credit hours per semester to maintain full-time status. Residence for one academic year is required.

#### REQUIRED

Course Number	Course Title	Credit Hours
<b>PRE-MOD 1</b>		
MGT 6315	Communication, Leadership, and Ethics in Accounting	1
MGT 6401	Financial Economics I	2
<b>MOD I</b>		
MGT 6316	Engagement Documentation	1
MGT 6402	Financial Economics II	2
MGT 6405	Financial Modeling	2
MGT 6410	Financial Reporting I	2
MGT 6519	Audit Institutions	1
<b>IMMERSION WEEK</b>		
MGT 6519	Audit Institutions, continued	
<b>MOD II</b>		
MGT 6410	Financial Reporting II	2
MGT 6412	Taxation of Business and Investment Transactions	2
MGT 6414	Research in Financial Reporting	2
MGT 6431	Corporate Valuation	2
<b>MOD III</b>		
MGT 6516	Accounting Valuation Internship (or electives)	6
<b>MOD IV</b>		
MGT 6416	Advanced Cost Accounting	2
MGT 6418	Managerial Strategy and Analysis	2
MGT 6511	Advanced Financial Reporting	2
MGT 6513	Financial Statement Analysis	2
MGT 6517	Introduction to Law and Business	2
<b>Total Required Course Credit Hours</b>		<b>35</b>

### SUMMER (June through August)

Becker CPA Review course and Uniform CPA Exam (9 equivalency credit hours available)

## Exemptions

Exemptions of required courses are determined on an individual basis in consultation with the faculty director and the Office of Academic Programs. A substitute course(s) must be taken in place of the exempt course(s). Students are encouraged to review all required courses before matriculation in the program and to contact the MAcc faculty director when their prior course work suggests that they would be better served exempting a required course.

## Substitute Courses

Substitute courses are taken in place of exempt courses and courses that replace internship credits. Students may not enroll in courses for which they do not have the prerequisite course(s), and will be dropped from the course roster if they have not completed the prerequisite course(s).

## Pass/Fail Courses

There is one Pass/Fail course in the MAcc Valuation curriculum: MGT 6516 Audit Internship. No other course taken in the Owen Graduate School of Management and used to meet graduation requirements may be taken on a Pass/Fail basis.

## Independent/Directed Study and Project Courses

Independent/directed study and project courses cannot be used to meet graduation requirements. Such courses are appropriate for students who find that they are short a modest number of credit hours for CPA licensure.

## Transfer Credit

Transfer credit is not permitted.

## Grades

A common grading system is used in all Owen Graduate School of Management courses. Grade assignment for MAcc students differs from the other Owen degree programs in one regard—traditional letter grades appear in the students' transcripts instead of SP/HP/P/LP. Owen faculty use the following recommended grade distribution:

<i>Letter grade</i>	<i>Numerical weight</i>	<i>Percentages</i>
A	4.0	Maximum 30%
A-	3.5	45%
B	3.0	} At least 25%
B-	2.5	
F	0.0	

Grade changes for clerical errors are permitted within two weeks (14 calendar days from the date that grades are posted to student records). This deadline applies even if school is not in session. Extensions to this deadline are rare and are approved by the Office of the Dean for extenuating circumstances that confront the instructor or the student.

## Grade Point Average (G.P.A)

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

<i>Grade Abbreviation</i>	<i>Quality Points</i>
A	4.0
A-	3.5
B	3.0
B-	2.5
F	0.0

MAcc Valuation candidates must earn a minimum of 35 credit hours, including all required courses, with a 3.0 cumulative GPA. Incompletes and the grade Pass in Pass/Fail courses are not included in the computation of grade point averages. The grade Fail in Pass/Fail courses is entered into the GPA calculation and remains on the transcript.

## MAcc Valuation Academic Awards

The DEAN'S AWARD FOR ACADEMIC EXCELLENCE is presented annually to a graduating student who has achieved the strongest record in personal, professional and academic performance in meeting the requirements of the degree.

OWEN SERVICE AWARD is presented to graduating students who have demonstrated outstanding effort and energy in leadership and community involvement and passion for student life. The awards are reserved for students who unselfishly focus on making the Owen Graduate School of Management a better place for everyone.

## 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 may be entitled to a partial refund in accordance with the established refund schedule, which may be viewed at <https://finance.vanderbilt.edu/stuaccts/withdrawal-schedule/>.

Requests for refunds must be made before the last day of classes of the semester in which the student was enrolled. Fees and charges for books and materials are not refundable. Insurance coverage is generally non-refundable.

## Calendar

### Master of Accountancy Valuation

(Information and dates subject to change)

#### Summer 2016

Financial Economics August 1–12, Monday–Friday

#### Fall Semester 2016\*

Orientation August 4–11, Thursday–Friday, Monday–Thursday  
 First Day of Classes, Module I August 15, Monday  
 Last Day of Classes, Module I September 29, Thursday  
 Module I Exam Period October 3–7, Monday–Friday  
 Immersion Week October 10–14, Monday–Friday  
 First Day of Classes, Module II October 17, Monday  
 Thanksgiving Break November 18–27, Friday–Sunday  
 CFA Exam Level 1 December 3, Saturday  
 Last Day of Classes, Module II December 8, Thursday  
 Module II Exam Period December 12–16, Monday–Friday  
 Winter Break December 17, 2016–January 8, 2017 (Internships may start sooner)

#### Spring Semester 2017\*\*

MAcc Internships Early January–Early March  
 First Day of Classes, Module IV March 13, Monday  
 Last Day of Classes, Module IV April 27, Thursday  
 Module IV Exam Period May 1–5, Monday–Friday  
 Commencement May 12, Friday  
 CPA Review Course and Exam May 15–Early August

\*Classes meet on Labor Day, Monday, September 5.

\*\*Classes do not meet on Monday, January 16 (MLK holiday), but will meet instead on Friday, January 20.

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# Master of Management in Health Care (MMHC) Program

*The expectations and responsibilities in the chapter Owen Graduate School of Management (OGSM) Academic Policies apply to all OGSM students. This chapter applies to Master of Management in Health Care students.*

The Vanderbilt MMHC program is a full-time, twelve-month program. Students matriculate in August and depart the following September.

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt MMHC degree must receive the favorable recommendation of the Owen School faculty, earn a minimum of 30 credit hours, successfully complete all

required courses, earn a cumulative grade point average of at least 3.0, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at all class meetings is required. All requirements must be completed within two calendar years of the matriculation date.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

### Residence Requirement

The MMHC program requires six modules—the equivalent of three semesters—of full-time study. Students must be enrolled in a minimum of 10 credit hours per semester to maintain full-time status. Residence for one calendar year is required.

#### REQUIRED

Course Number	Course Title	Credit Hours
<b>MOD I</b>		
EMGT 7803	Economics of Health Care Delivery	2
EMGT 7821	Managerial Economics	2
EMGT 7874	Spreadsheets for Business Analytics I	1
<b>MOD II</b>		
EMGT 7842	Leading Teams in Organizations	2
EMGT 7861	Strategic Marketing of Health Care Services	2
EMGT 7875	Spreadsheets for Business Analytics II	1
<b>MOD III</b>		
EMGT 7850	Capstone Project	1
EMGT 7871	Operations Management	2
EMGT 7878	Configuring and Optimizing Health Care Operations	2
<b>MOD IV</b>		
EMGT 7818	Financial Management of Health Care Institutions	2
EMGT 7831	Managerial Finance	2
EMGT 7851	Capstone Project (continued)	1
<b>MOD V</b>		
EMGT 7809	Health Care Accounting	2
EMGT 7811	Financial and Managerial Accounting	2
EMGT 7852	Capstone Project (continued)	1
<b>MOD VI</b>		
EMGT 7853	Capstone Project (continued)	1
EMGT 7856	Strategic Management	2
EMGT 7857	Strategies for High Performance Health Care Organizations	2
<b>Total Required Course Credit Hours</b>		<b>30</b>

**Exemptions**

Course exemptions are not permitted.

**Pass/Fail Courses**

There are no Pass/Fail courses in the MMHC curriculum.

**Transfer Credit**

Transfer credit is not permitted.

**Grades**

Faculty use the following recommended grade distribution:

<i>Letter grade</i>	<i>Numerical weight</i>	<i>Percentages</i>
SP-Superior pass	4.0	Maximum 25%
HP-High pass	3.5	40%
PA-Pass	3.0	} At least 35%
LP-Low pass	2.5	
F-Fail	0.0	

Grade changes for clerical errors are permitted within two weeks (14 calendar days from the date that grades are posted to student records). This deadline applies even if school is not in session. Extensions to this deadline are rare and are approved by the Office of the Dean for extenuating circumstances that confront the instructor or the student.

**Grade Point Average (GPA)**

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

<i>Grade Abbreviation</i>	<i>Grade Description</i>	<i>Quality Points</i>
SP	Superior Pass	4.0
HP	High Pass	3.5
PA	Pass	3.0
LP	Low Pass	2.5
F	Fail	0.0

MMHC degree candidates must successfully complete the 30 required course credit hours with at least a 3.0 cumulative grade point average. Incompletes are not included in the computation of grade point averages.

**MMHC Academic Award**

The DEAN'S AWARD FOR ACADEMIC EXCELLENCE IN THE MASTER OF MANAGEMENT IN HEALTH CARE is presented annually to a graduating student from the Master of Management in Health Care program who has achieved the strongest record in personal, professional, and academic performance in meeting the requirements of the degree.

**Refunds of Tuition Charges**

Students who officially withdraw in writing by the 5th bi-weekly session will be eligible for a partial tuition refund for that semester according to the table below. Any student attending any part of a scheduled class session will be considered in attendance for the entire session. Fees and charges for books and materials are not refundable.

<i>Dropping by</i>	<i>Refund %</i>
Week in residence or 1st session	80
2nd session	70
3rd session	60
4th session	50
5th session	40
6th session	0

**CALENDAR****Master of Management in Health Care**

(Information and dates subject to change)

**Fall Semester 2016**

Orientation	August 13
Module I	August 18
Module II	October 20
Thanksgiving Break	November 24
Winter Break	December 17, 2016–January 8, 2017

**Spring Semester 2017**

Module III	January 12
Module IV	March 16

**Summer Semester 2017**

Module V	May 18
Module VI	July 20

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# Master of Marketing (MMark) Program

*The expectations and responsibilities in the chapter Owen Graduate School of Management (OGSM) Academic Policies apply to all OGSM students. This chapter applies to Master of Marketing students.*

The MMark program is a full-time, nine month program. Students matriculate in late July attending required professional development sessions and depart the following May. The Master of Marketing (MMark) provides students with a comprehensive marketing toolkit for careers in marketing positions including digital marketing, advertising and promotion, sales, customer insights, and big data analytics.

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt MMark degree must receive the favorable recommendation of the Owen School faculty,

earn a minimum of 32 credit hours, successfully complete all required courses, earn a cumulative grade point average of 3.0, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at all orientation-related events is required. All requirements must be completed within two calendar years of the matriculation date.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

### Residence Requirement

The MMark program requires four modules—the equivalent of two semesters—of full-time study. Students must be enrolled in a minimum of twelve credit hours per semester to maintain full-time status. Residence for one academic year is required.

#### REQUIRED

Course Number	Course Title	Credit Hours
<b>ORIENTATION</b>		
MGT 6360	Marketing Fundamentals	2
<b>MOD I</b>		
MGT 6469	Marketing Masters Statistics	2
MGT 6460	Marketing Communications: Advertising and Social Media	2
MGT 6467	New Product Development	2
MGT 6566	Directed Study I: Industrial Immersion	2
<b>MOD II</b>		
MGT 6569	Developing the Marketing Plan	2
MGT 6461	Consumer Insights for Marketing Decision Making	2
MGT 6568	Pricing Strategies	2
MGT 6565	Internet Marketing (short course)	1
<b>MOD III</b>		
MGT 6462	Consumer Analysis	2
MGT 6463	Quantitative Analysis for Marketing Decision Making	2
MGT 6464	Selling Strategy: Promotions, Persuasion, and Public Relations	2
MGT 6498	Business Analytics (short course)	1
<b>MOD IV</b>		
MGT 6560	Marketing Strategy (Capstone)	2
MGT 6465	Marketing Analytics	2
MGT 6468	Brand Management	2
MGT 6567	Directed Study II: Filling the Marketing Toolbox	2
<b>Total Required Course Credit Hours</b>		<b>32</b>
<b>OTHER APPROVED ELECTIVES</b>		
MGT 6014	Health Care Marketing	2
MGT 6448	Negotiation	2

## Exemptions

The MMark is a lockstep program and exemptions are rare. Exceptions are made in consultation with the MMark program director and the Office of Academic Programs. A substitute course(s) must be taken in place of the exempted course(s).

## Pass/Fail Courses

Certain courses are designated as Pass/Fail. No other course taken in the Owen Graduate School of Management and used to meet graduation requirements may be taken on a Pass/Fail basis.

## Independent/Directed Study and Project Courses

All project work not associated with an established course must be approved by the MMark faculty director and the Office of Academic Programs.

## Transfer Credit

Transfer credit is not permitted.

## Grades

Faculty use the following recommended grade distribution:

Letter grade	Numerical	Percentages	
	weight	Core course	Elective course
SP-Superior pass	4.0	Maximum 25%	Maximum 30%
HP-High pass	3.5	40%	45%
PA-Pass	3.0	} At least 35%	At least 25%
LP-Low pass	2.5		
F-Fail	0.0		

Grade changes for clerical errors are permitted within two weeks (14 calendar days from the date that grades are posted to student records). This deadline applies even if school is not in session. Extensions to this deadline are rare and are approved by the Office of the Dean for extenuating circumstances that confront the instructor or the student.

## Grade Point Average (GPA)

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

Grade Abbreviation	Grade Description	Quality Points
SP	Superior Pass	4.0
HP	High Pass	3.5
PA	Pass	3.0
LP	Low Pass	2.5
F	Fail	0.0

Master of Marketing degree candidates must earn a minimum of 32 credit hours, including all required courses, with a 3.0 cumulative GPA. Incompletes and the grade Pass in Pass/Fail courses are not included in the computation of grade point averages. The grade Fail in Pass/Fail courses is entered into the GPA calculation and remains on the transcript.

## Academic Awards

The DEAN'S AWARD FOR ACADEMIC EXCELLENCE IN THE MASTER OF MARKETING is presented annually to a graduating student from the Master of Marketing program who has achieved the strongest record in personal, professional and academic performance in meeting the requirements of the degree.

OWEN SERVICE AWARD is presented to graduating students who have demonstrated outstanding effort and energy in leadership and community involvement and passion for student life. The awards are reserved for students who unselfishly focus on making the Owen Graduate School of Management a better place for everyone.

## 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 may be entitled to a partial refund in accordance with the established refund schedule, which may be viewed at <https://finance.vanderbilt.edu/stuaccts/withdrawal-schedule/>.

Requests for refunds must be made before the last day of classes of the semester in which the student was enrolled. Fees and charges for books and materials are not refundable. Insurance coverage is generally non-refundable.

## CALENDAR

### Master of Marketing

(Information and dates subject to change)

#### Fall Semester 2016\*

Marketing Management (MMark)	July 25–August 12, Monday–Friday
Owen Connect Week—all incoming students	August 4–11, Thursday–Friday/Monday–Thursday
First Day of Classes, Module I	August 15, Monday
Last Day of Classes, Module I	September 29, Thursday
Module I Exam Period	October 3–7, Monday–Friday
Brand Week	October 10–14, Monday–Friday
First Day of Classes, Module II	October 17, Monday
Thanksgiving Break	November 18–27, Friday–Sunday
Last Day of Classes, Module II	December 8, Thursday
Module II Exam Period	December 12–16, Monday–Friday
Winter Break	December 17, 2016–January 8, 2017, Saturday–Sunday

#### Spring Semester 2017\*\*

First Day of Classes, Module III	January 9, Monday
MLK Holiday—No Classes	January 16, Monday; classes will be held on Friday, January 20
Last Day of Classes, Module III	February 23, Thursday,
Module III Exam Period	February 27–March 2, Monday–Friday
Spring Break	March 4–March 12, Saturday–Sunday
First Day of Classes, Module IV	March 13, Monday
Last Day of Classes, Module IV	April 27, Thursday
Module IV Exam Period	May 1–May 5, Monday–Friday
Commencement	May 12, Friday

\*Classes meet on Labor Day, Monday, September 5.

\*\*Classes do not meet on Monday, January 16 (MLK holiday), but will meet instead on Friday, January 20.

# Master of Science in Finance (MSF) Program

The expectations and responsibilities in the chapter Owen Graduate School of Management (OGSM) Academic Policies apply to all OGSM students. This chapter applies to Master of Science in Finance students.

The MSF program is a full-time, nine month program. Students matriculate in early August and depart the following May.

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt MSF degree must receive the favorable recommendation of the Owen School faculty, earn a minimum of 33 credit hours, successfully complete all

required courses, earn a cumulative grade point average of 3.0, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at all orientation-related events is required. All requirements must be completed within two calendar years of the matriculation date.

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

### Residence Requirement

The MSF program requires four modules—the equivalent of two semesters—of full-time study. Students must be enrolled in a minimum of twelve credit hours per semester to maintain full-time status. Residence for one academic year is required.

#### REQUIRED

##### Course Number

##### Course Title

##### Credit Hours

#### ORIENTATION

MGT 6401

Financial Economics I

2

MGT 6406

Professional Development and Communication

1

#### MOD I

MGT 6410

Financial Reporting I

2

MGT 6402

Financial Economics II

2

MGT 6403

Financial Econometrics

2

MGT 6405

Financial Modeling

2

#### MOD II

MGT 6411

Financial Reporting II

2

MGT 6431

Corporate Value Management

2

**Total Required Course Credit Hours**

**17**

## Electives

MSF students are required to take at least 16 credit hours of elective courses. A minimum of 10 credit hours must be chosen from the list of finance elective courses. Elective courses approved by the MSF Program Committee may be used to meet graduation requirements. To enroll in and receive credit for a course that is not an approved elective, students should consult with the program director. Students may not enroll in courses for which they do not have the prerequisite course(s) and will be dropped from the course roster if they have not completed the prerequisite course(s).

### APPROVED FINANCE ELECTIVES

MSF students must choose a minimum of ten credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6404	Advanced Financial Econometrics	2
MGT 6432	Corporate Financial Policy	2
MGT 6433	International Financial Markets and Instruments	2
MGT 6435	Applied Investment Management	2
MGT 6436	Bond Markets	2
MGT 6443	Advanced Corporate Valuation	2
MGT 6530	Mergers and Acquisitions	2
MGT 6531	Private Equity and Venture Capital (short course)	1
MGT 6532	Risk Management	2
MGT 6533	Derivatives Markets	2
MGT 6536	Active Portfolio Analysis and Trading	2
MGT 6537	Corporate Restructuring (short course)	1

### OTHER APPROVED ELECTIVES

Course Number	Course Title	Credit Hours
MGT 6321	Business in the World Economy	2
MGT 6322	Managerial Economics	2
MGT 6410/6411	Financial Reporting I and II (2 credit hours per mod)	4
MGT 6412	Taxation of Business and Investment Transactions	2
MGT 6416	Advanced Cost Accounting	2
MGT 6421	Financial Analysis of Environmental, Social, and Governance Data	2
MGT 6423	Corporate Strategies for Environmental, Social, and Governance Issues	2
MGT 6434	Commercial Real Estate Transactions (short course)	1
MGT 6437	Real Estate Financial Analysis	2
MGT 6438	Real Estate Investment and Development	2
MGT 6439	Advanced Real Estate Valuation	2
MGT 6510	Federal Income Taxation of Mergers and Acquisitions	2
MGT 6511	Advanced Financial Reporting and Analysis	2
MGT 6512	Taxation of Business Entities	2
MGT 6513	Financial Statement Analysis	2
MGT 6517	Introduction to Law and Business	2
MGT 6534	Financial Data Analysis	2
MGT 6535	Derivative Securities Valuation	2
MGT 6538	Property Law for Business Students (short course)	1
MGT 6575	Advanced Spreadsheets for IT Applications	2

The following courses are in high demand by MBA students as they satisfy curriculum requirements. Enrollment is limited and on a space-available basis. Consult the Office of Academic Programs for further information.

MGT 6425	Game Theory and Business Strategy	2
MGT 6448	Negotiation	2
MGT 6456	Ethics in Business	2
MGT 6524/6525	Seminar in Monetary and Fiscal Policy (1 credit hour per mod; both mods required)	2

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

## Exemptions

Exemptions of required courses are determined on an individual basis in consultation with the MSF program director and the Office of Academic Programs. A substitute course(s) must be taken in place of the exemption(s).

## Pass/Fail Courses

There is one Pass/Fail course in the MSF curriculum: MGT 6406, Professional Development and Communication. No other credit-hour course taken in the Owen Graduate School of Management and used to meet graduation requirements may be taken on a Pass/Fail basis.

## Independent/Directed Study, Capstone Courses, and Project Courses

No more than 2 credit hours of project work not associated with an established course may be used to meet graduation requirements. All project work must be approved by the professor who will supervise such work and the MSF program director. The Office of Academic Programs provides guidelines for proposals to be submitted for such projects. Projects must be supervised by a member of the finance faculty and cannot be graded on a Pass/Fail basis. The Office of Academic Programs 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.

## Transfer Credit

Transfer credit is not permitted. (See MSF dual degree curriculum for transfer policy for MSF/JD candidates.)

## Grades

Faculty use the following recommended grade distribution:

Letter grade	Numerical weight	Percentages	
		Core course	Elective course
SP-Superior pass	4.0	Maximum 25%	Maximum 30%
HP-High pass	3.5	40%	45%
PA-Pass	3.0	} At least 35%	} At least 25%
LP-Low pass	2.5		
F-Fail	0.0		

Grade changes for clerical errors are permitted within two weeks (14 calendar days from the date that grades are posted to student records). This deadline applies even if school is not in session. Extensions to this deadline are rare and are approved by the Office of the Dean for extenuating circumstances that confront the instructor or the student.

## Grade Point Average (GPA)

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

Grade Abbreviation	Grade Description	Quality Points
SP	Superior Pass	4.0
HP	High Pass	3.5
PA	Pass	3.0
LP	Low Pass	2.5
F	Fail	0.0

MSF degree candidates must successfully complete a minimum of 33 credit hours, including all required courses, with at least a 3.0 cumulative grade point average. Exempted courses, incompletes, and the grade Pass in Pass/Fail courses are not included in the computation of grade point averages. The grade Fail in Pass/Fail courses is entered into the GPA calculation.

## MSF Academic Awards

The DEAN'S AWARD FOR ACADEMIC EXCELLENCE IN THE MASTER OF FINANCE is presented annually to a graduating student from the Master of Finance program who has achieved the strongest record in personal, professional, and academic performance in meeting the requirements of the degree.

OWEN SERVICE AWARD is presented to graduating students who have demonstrated outstanding effort and energy in leadership and community involvement and passion for student life. The awards are reserved for students who unselfishly focus on making the Owen Graduate School of Management a better place for everyone.

## 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 may be entitled to a partial refund in accordance with the established refund schedule, which may be viewed at <https://finance.vanderbilt.edu/stuacct/w/withdrawal-schedule/>.

Requests for refunds must be made before the last day of classes of the semester in which the student was enrolled. Fees and charges for books and materials are not refundable. Insurance coverage is generally non-refundable.

## MSF Dual-Degree Program

### MSF/Law

Vanderbilt Law School students may apply to the dual finance and law degree program in their second year of law school. Successful candidates would be accepted into the MSF/JD in the spring/summer of their second year of law school for

admittance to Owen in the fall of their third year. Students would spend much of their third year at Owen in order to prepare them for certain specialties, such as transactional law. Students graduate at the end of their third year with both a Master of Science in Finance and a Juris Doctor. Students who are interested in this program should contact the Law School.

### Curriculum Requirements

#### REQUIRED

A total of 24 credit hours at the Owen Graduate School of Management are required for the MSF/JD—22 hours from finance courses and 2 hours from an accounting course. 9 hours of transferred credit from the Law School will be granted to earn the 33 credit hours required for the degree. The class schedule is as follows:

Course Number	Course Title	Credit Hours
<b>ORIENTATION</b>		
MGT 6401	Financial Economics I	2
<b>MOD I</b>		
MGT 6311	Introduction to Accounting	2
MGT 6402	Financial Economics II	2
MGT 6403	Econometrics I	2
MGT 6405	Financial Modeling	2
<b>MOD II</b>		
MGT 6431	Corporate Valuation	2
MGT XXXX	Elective	2
<b>MOD III</b>		
MGT XXXX	Elective	2
<b>MOD IV</b>		
MGT XXXX	Elective	2
<b>Total Required Course Credit Hours</b>		<b>24</b>

#### ELECTIVES

MSF/JD students are required to take 12 credit hours of finance electives. These are listed below. Note that not all classes are offered in every mod.

Course Number	Course Title	Credit Hours
MGT 6404	Advanced Financial Econometrics	2
MGT 6432	Corporate Financial Policy	2
MGT 6433	International Financial Markets and Instruments	2
MGT 6435	Applied Investment Management	2
MGT 6436	Bond Markets	2
MGT 6443	Advanced Corporate Valuation	2
MGT 6530	Mergers and Acquisitions	2
MGT 6531	Private Equity and Venture Capital (short course)	1
MGT 6532	Risk Management	2
MGT 6533	Derivatives Markets	2
MGT 6534	Financial Data Analysis	2
MGT 6535	Derivative Securities Valuation	2
MGT 6536	Active Portfolio Analysis and Trading	2
MGT 6537	Corporate Restructuring (short course)	1

MSF/JD students may take a maximum of one of the following electives with approval of the MSF program director:

MGT 6437	Real Estate Financial Analysis	2
MGT 6438	Real Estate Investment and Development	2
MGT 6439	Advanced Real Estate Valuation	2

NOTE: New course numbers took effect in fall 2015. Former course numbers are included in course descriptions in this catalog and at this website: [registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/](http://registrar.vanderbilt.edu/faculty/course-renumbering/course-lookup/).

## CALENDAR

### Master of Science in Finance

(Information and dates subject to change)

#### Summer 2016

<b>MSF Orientation 2016</b>	August 1–12, Monday–Friday
Financial Economics I and Professional Communication	August 4–11, Thursday–Friday, Monday–Thursday

#### Fall Semester 2016\*

Orientation—all incoming students	August 4–11, Thursday–Friday, Monday–Thursday
First Day of Classes, Module I	August 15, Monday
Labor Day*	September 5, Monday
Last Day of Classes, Module I	September 29, Thursday
Module I Exam Period	October 3–7, Monday–Friday
Short/Immersion Courses	October 10–14, Monday–Friday
First Day of Classes, Module II	October 17, Monday
Thanksgiving Break	November 18–27, Friday–Sunday
Last Day of Classes, Module II	December 8 Thursday (Health Care MBA, check with instructors)
Module II Exam Period	December 12–16, Monday–Friday
Winter Break	December 17, 2016–January 8, 2017, Friday–Sunday

#### Spring Semester 2017\*\*

First Day of Classes, Module III	January 9, Monday
MLK Holiday—No Classes**	January 16, Monday; classes will be held on Friday, January 20.
Last Day of Classes, Module III	February 23, Thursday (Health Care MBA, check with instructors)
Module III Exam Period	February 27–March 3, Monday–Friday
Spring Break	March 4–12, Saturday–Sunday
First Day of Classes, Module IV	March 13, Monday
Last Day of Classes, Module IV	April 27, Thursday
Module IV Exam Period	May 1–5, Monday–Friday
Commencement	May 12, Friday

\*Classes meet on Labor Day, Monday, September 5, 2016.

\*\*Classes do not meet on Monday, January 16 (MLK holiday), but will meet on Friday, January 20.

# Courses of Study: Fall 2016 through Spring 2017

## MBA, MAcc, MMark, and MSF

**MGT 6010. Practice of Transplant Administration.** [Formerly MGT 605A] The Practice of Transplant Administration course links the clinical, financial, and operations functions of a hospital transplant center in a real world setting. Through lectures on the business of transplantation and transplant clinical processes, a strong understanding of the business and clinical aspects will be gained. Attendance at the National Practice of Transplantation Workshop in San Diego in the fall is expected. This opportunity provides an immersion into transplant administration and the opportunity to interact with transplant business professionals from around the country. This program is the first in the country to be offered at a graduate business school and is done in partnership with the Vanderbilt Transplant Center. [2 credit hours per mod]. This is a two-mod course 6010, 6011.

**MGT 6011. Practice of Transplant Administration.** [Formerly MGT 605B] The Practice of Transplant Administration course links the clinical, financial, and operations functions of a hospital transplant center in a real world setting. Through lectures on the business of transplantation and transplant clinical processes, a strong understanding of the business and clinical aspects will be gained. Attendance at the National Practice of Transplantation Workshop in San Diego in the fall is expected. This opportunity provides an immersion into transplant administration and the opportunity to interact with transplant business professionals from around the country. This program is the first in the country to be offered at a graduate business school and is done in partnership with the Vanderbilt Transplant Center [2 credit hours per mod]. This is a two-mod course 6010, 6011.

**MGT 6012. Health Care Quality Improvement.** [Formerly MGT 459C] Students from the graduate schools of business, medicine, and nursing will work together in teams throughout the course to facilitate interdisciplinary learning. Topics to be covered throughout the course include: key readings in research and innovation in quality improvement science, leadership and teambuilding for quality improvement, change management, organizational design for the continuous learning organization, and the business case for quality improvement. Students will also participate in an introductory simulation at Vanderbilts CELA lab and have access to resources at VUMC to bring a realworld perspective to the course. [1 credit hour per mod]. This is a two-mod course: 6012, 6013.

**MGT 6013. Health Care Quality Improvement.** [Formerly MGT 459D] Students from the graduate schools of business, medicine, and nursing will work together in teams throughout the course to facilitate interdisciplinary learning. Topics to be covered throughout the course include: key readings in research and innovation in quality improvement science, leadership and teambuilding for quality improvement, change management, organizational design for the continuous learning organization, and the business case for quality improvement. Students will also participate in an introductory simulation at Vanderbilts CELA lab and have access to resources at VUMC to bring a real-world perspective to the course. [1 credit hour per mod]. This is a two-mod course: 6012, 6013.

**MGT 6014. Health Care Marketing.** [Formerly MGT 459E] The course will examine marketing in the industry in three key aspects: (1) how purchasing decisions are made in health care; (2) how those decisions can be influenced through use of marketing technologies and; (3) how to design, budget for and execute marketing plans that meet strategic objectives. The course will develop competencies in recognizing marketing problems in business strategy, in asking the correct questions to understand marketing problems, in formulating effective value propositions for end-users and channel controllers and designing efficient solutions to solving those marketing problems. The course will have utility both for learners who expect to practice marketing in a health care setting and for learners who will practice other disciplines in health care management, finance, information technology and strategy. Marketing strategies that are clearly articulated, supported by data, and insightful can lead to profitable results, competitive advantage and business success. Health care marketing

theory and models will be presented and discussed and set the stage for case exploration, individual and team assignments and exercises. 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 6361 or permission of instructor. [2]

**MGT 6015. Health Care Delivery Organizations.** [Formerly MGT 459F] In recent years, there has been a surge in the efforts to apply management principles to improve health care delivery. Although a growing number of health care organizations have adopted various management innovations (e.g., lean production, team-based structures, etc.), the results—measurable improvements in the efficiency, efficacy, and quality of care delivery—have been mixed. This course examines the mixed results in the light of the distinctive features of health care organizations. We will discuss how these organizational features lead to ineffective implementation of management innovations, and identify managerial strategies for successfully leading process improvement initiatives in health care organizations. [2]

**MGT 6016. Health Care Strategy.** [Formerly MGT 510A] The course examines the fundamental market based determinants of success and organizational decision making in the delivery, financing and technology sectors of the health care economy. Attention is paid to the interdependent nature of these health care sectors and how competition occurs not only within an industry sector but across sectors. The course will address the definition of the market, impact of market structure on firm strategy, fundamental means for value creation, sources of competition over value created, inter organizational linkages, and changes in the bases of competition over time. Prerequisite: MGT 6504. [2]

**MGT 6017. Health Care Operational Decision-Making.** Students learn how to use advanced analytical skills to help influence operational and strategic decision making in a health care delivery organization. Specifically, student learning will focus on: use of operations research, statistical and operations management concepts in providing a contextual basis for proposing a solution approach; novel application of standard methodological techniques of Operations Research and statistics for developing the solution; use of decision analytic and decision making under uncertainty framework for implementing and monitoring the outcomes. The emphasis in this course will be on learning by doing. Students will conceptualize implementable solutions to four different problems using four different real datasets and learn to apply four different analytical solution methodologies.

**MGT 6311. Introduction to Financial Accounting.** [Formerly MGT 311] 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] (Limited to first-year MBA students only)

**MGT 6312. Introduction to Managerial Accounting.** [Formerly MGT 312] Focuses on internally available, generally proprietary, accounting information, which is not required for disclosure in external financial statements. 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: decision making and performance evaluation. The course begins with a discussion of the basic vocabulary and mechanics of managerial accounting systems. The remainder of the course focuses on identifying and extracting relevant information from managerial accounting systems as an input to decision making and performance evaluation. Course objectives are reinforced through the course readings, case write-ups and discussions, problem solving, and exams. Prerequisite: MGT 6311. [2] (Limited to first-year MBA students only)

**MGT 6315. Communication, Leadership, and Ethics in Accounting (MAcc).** [Formerly MGT 315] The course focuses on helping students

develop their communication abilities, leadership skills, and ethical foundation to become successful accounting professionals. This interactive learning experience incorporates videotaped presentations, detailed evaluations, and peer feedback. [1]

**MGT 6316. Engagement Documentation (MAcc).** [Formerly MGT 316] This course develops the concept "audit evidence" then hones communication skills essential to obtaining and documenting audit evidence. The context is understanding and testing of the effectiveness business process and related internal controls over financial reporting. The focus is client inquiry and interview techniques typically deployed by an audit associate in the practice of public accounting and the documentation of what is learned. Prerequisite: MGT 6315. [1]

**MGT 6317. Business Ethics in Accounting (MAcc).** [Formerly MGT 317] The course is designed to help MAcc students explore business leadership from an ethical perspective. We will address business leadership and ethics as a practical matter as it might affect you as an accounting professional. We will study a range of approaches people in businesses use to assure (and fail to assure) ethical business practice. This study provides the opportunity to inquire into your own ethics and those you will need in your accounting professional career. This course builds on the skills learned in MGT 6315. [1]

**MGT 6321. Business in the World Economy.** [Formerly MGT 321] 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 among the world's economies as well as some key institutional differences across countries. Supplementary case studies and debates provide opportunities to integrate theory with decision analysis. [2] (Limited to first-year MBA students only)

**MGT 6322. Managerial Economics.** [Formerly MGT 322] 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]

**MGT 6330. The Financial Services Industry.** The purpose of this course is to familiarize students with the financial services industry and the associated career opportunities. It will describe the role that financial institutions play in enhancing capital formation by intermediating the financing needs of companies. A number of institutions will be discussed in detail, ranging from commercial banks to investment banking. We also will discuss the role of securities market regulation and how it has shaped the business models of these firms. The course is designed around Wall Street Week. By investing time before the Wall Street Week CMC trip to become familiar with the industry, students will be in a much better position to take full advantage of the trip experience. Students will need to be present for the full trip to participate in the course. The class will also have required daily de-brief sessions onsite in New York City. [1—short course]

**MGT 6331. Managerial Finance.** [Formerly MGT 331] This class provides the framework for analyzing the various components needed to value real assets, as well as an introduction to the valuation of financial assets. Topics include the time value of money, capital budgeting, measuring risk in financial markets, market efficiency and an introduction to options. [2]

**MGT 6342. Leading Teams and Organizations.** [Formerly MGT 342] 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, providing students with the opportunity to become aware of how they personally work in teams. [2] (Limited to first-year MBA students only)

**MGT 6351. Management Communication.** [Formerly MGT 351A] The course helps students develop strong presentation and interpersonal communication skills, a unique personal brand, and the ability to tailor their communication style to the intended audience. Weekly oral presentations, impromptu speaking exercises, videotape reviews, immediate feedback, and peer ranking help students master a full range of communication tools. [1] (Limited to first-year MBA students only)

**MGT 6352. Managerial Writing.** [Formerly MGT 352] The course advances business writing skills by exploring language constructs, audience frames of reference, grammatical structure, and vocabulary. By identifying individual strengths and weaknesses, each student creates an action plan to improve their written communication skills. Students develop a portfolio of business writing examples. Each class session requires students to submit a written deliverable based on applied business situations and respond to detailed feedback. Class size is limited to 15 students. [1]

**MGT 6355. Strategic Management.** [Formerly MGT 355] 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] (Limited to first-year MBA students only)

**MGT 6360. Marketing Fundamentals.** This course covers basic marketing principles and prepares students for the in-depth training they will receive in their subsequent coursework. 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.

**MGT 6361. Marketing Management.** [Formerly MGT 361] 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] (Limited to first-year MBA students only)

**MGT 6371. Operations Management.** [Formerly MGT 371] 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] (Limited to first-year MBA students only)

**MGT 6381. Managerial Statistics.** [Formerly MGT 381] This course provides an introduction to how statistical methods provide a direct way of dealing with a wide range of managerial problems. It focuses on exploratory data analysis, hypothesis testing, and regression analysis, and uses these methods to study the most important types of business models, and to develop even better ones. Students have the opportunity to use business data of their choice to construct models for estimation and prediction, that solve problems in which they have a particular interest. [2]

**MGT 6401. Financial Economics I (MSF).** [Formerly MGT 401] This is an intensive one-week 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]

**MGT 6402. Financial Economics II (MSF).** [Formerly MGT 402] This Mod 1 MSF course continues the study of corporate financial management and investments initiated in MGT 6401. 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]

**MGT 6403. Econometrics I (MSF).** [Formerly MGT 403A] Measurement, specification, and estimation of microeconomic 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]

**MGT 6404. Econometrics II (MSF).** [Formerly MGT 403B] Measurement, specification, and estimation of microeconomic 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]

**MGT 6405. Financial Modeling (MSF).** [Formerly MGT 405] MGT 6405 Financial Modeling (MSF) refers to the practice of building a mathematical or computational model to assist in financial decision-making. The key tools of financial modeling are statistics, regression analysis, optimization techniques, and Monte Carlo simulation. This course focuses on the application of these tools to financial problems using Microsoft Excel and real-time data. [2]

**MGT 6406. Professional Development and Communications (MSF).** [Formerly MGT 404] The course teaches students to develop communication strategies for realistic business situations. Skills development focuses on networking, personal branding, business writing, oral presentations, and career management. Instructors use videotaping, feedback, and peer evaluations extensively. [1]

**MGT 6410. Financial Reporting I.** [Formerly MGT 411A] This is the first part of the financial reporting course. This two-mod course provides students with refined tools to prepare, understand, and analyze financial statements. The fundamentals of assets, liabilities, and equities covered in MGT 6311 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 6311. [2]

**MGT 6411. Financial Reporting II.** [Formerly MGT 411B] This is the second part of the financial reporting course. This two-mod course provides students with refined tools to prepare, understand, and analyze financial statements. The fundamentals of assets, liabilities, and equities covered in MGT 6311 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 6311 and 6410. [2]

**MGT 6412. Taxation of Business and Investment Transactions.** [Formerly MGT 412] This course 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 to educate students about 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, begin developing in them an appreciation of tax planning as a process for maximizing wealth, and give them a good foundation for increasing their tax knowledge through advanced courses, self-education, or on-the-job training. To help students understand and become conversant with the fundamental concepts of federal income taxation, the instructor uses a problem-oriented approach that requires students to apply the more important principles of tax law to discrete factual situations. Prerequisite: MGT 6311 or consent of the instructor. [2]

**MGT 6414. Research in Financial Reporting (MAcc).** [Formerly MGT 414A] 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]

**MGT 6415. Audit Institutions and Processes (MAcc).** [Formerly MGT 415A] This course serves those entering the audit service line of an international public accounting firm. It fosters the development of a fundamental understanding of the assurance service market and associated engagement-level processes. The focus is (1) the nature and value of external audits of corporate financial statements, (2) the structure and performance of the public accounting profession, (3) approaches to assessing the risk of material misstatement and evaluating financial statement assertions, and (4) the conceptual and practical problems attest providers face. The emphasis throughout the course is professional judgment as opposed to off-the-shelf mechanical rules. [2]

**MGT 6416. Advanced Cost Accounting.** [Formerly MGT 416] 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 statements. MGT 6410 and 6411 address general purpose external financial reports, primarily the balance sheet, income statement, and statement of cash flows. These statements are provided to individuals outside the firm who do not have the authority to compel management to provide the information they desire. These statements are further described as external because their primary users are groups and individuals outside of the firm, such as shareholders, security analysts, and other interested parties. This course focuses on internally available information, much of which is not required for disclosure in the external financial statements. Analysis of such proprietary, internal information, the product of the firm's managerial accounting systems, will be the course focus. Users of these internal information sources are managers, directors, investment bankers, consultants, internal and external auditors. This course is not available for students who have taken MGT 6413. Prerequisite MGT 6311 or equivalent. [2]

**MGT 6417. Accounting Information Systems.** [Formerly MGT 417] 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. The course includes a significant hands-on component using an accounting information system and relational database implemented using Microsoft Access. [2]

**MGT 6418. Managerial Strategy (MAcc).** [Formerly MGT 418] 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. [2]

**MGT 6419. Advanced Audit Topics (MAcc).** [Formerly MGT 415B] This course is a continuation of MGT 6415 Audit Institutions and Processes. It advances students' understanding of selected audit-related topics. Topics include professional ethics, professional liability, boards of directors, and fraudulent financial reporting. Ever present is professional formation, and a socialization into the public accounting profession. Prerequisite: MGT 6415. [2]

**MGT 6420. The Future of Energy Markets in a Low Carbon Economy.** [Formerly MGT 420] Every company, regardless of size or industry, relies upon energy and creates carbon emissions in a variety of ways. Increasing demand for energy from emerging economies coupled with the concern over climate change is rapidly changing the nature of energy supply and demand. Companies are increasingly turning to energy conservation, energy efficiency and renewable energy to both create new business opportunities as well as reduce the risks of increasing costs or disruptions in supply. This course will focus on this critical sector of the economy and examine how leading businesses are acting to address this topic. [2]

**MGT 6421. Financial Analysis of ESG Data.** [Formerly MGT 421] Environmental, Social and Governance (ESG) performance metrics have traditionally been difficult to obtain in any comprehensive or consistent manner. Over the years, standardized metrics have been developed through the Global Reporting Initiative (GRI). Several thousand multi-national companies now report on ESG performance using the GRI framework and Bloomberg is now making these metrics available to mainstream investors. Traditional financial market research firms are beginning to use them to uncover risks and opportunities not previously available to the market. This course provides students with background knowledge on ESG metrics and experience applying standard financial models to analyze companies and portfolios. [2]

**MGT 6423. Corporate Strategies for Environmental, Social and Governance Issues.** [Formerly MGT 423] Explores this growing trend and its implications for business in today's world and beyond. Environmental management, corporate social responsibility, transparency, and corporate governance 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, social and governance (ESG) issues and are embracing ESG 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, governance, and environmental considerations. Particular attention is paid to understanding whether or not these activities provide firms with a competitive advantage in the marketplace. [2]

**MGT 6425. Game Theory and Business Strategy.** [Formerly MGT 425] 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) preemptive 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 6321. [2]

**MGT 6426. Managing the Global Enterprise.** [Formerly MGT 426] Managing the Global Enterprise. Evidence of business globalization is all around us, the rise in foreign trade, the diversification of portfolio holdings, offshoring, the ubiquity of "made in China" logos, the interconnectedness of national business cycles, and even the share of foreign-born talent in leadership positions among global corporations. This course focuses on what is different about managing across borders. Besides the usual issues of distance, language, time, entry mode, legal systems and bureaucratic red tape, the course focuses on specific cross-border risks and opportunities, including management of exchange rate risk, cross-cultural risk, and expropriation risk. This course may be applied to a concentration in strategy or general management or to an international emphasis. Prerequisite: 6321 and 6331. [2]

**MGT 6427. Life Cycle of an Enterprise.** [Formerly MGT 427] Strategy—Life Cycle of an Enterprise. This strategy course seeks to expand your understanding of the life cycle of enterprises from start up to maturity, maturity to renewal or failure. We will explore the methods and measures of how companies/management teams seek to succeed in challenging stages of their existence. We will also learn how management teams build strategies and how human capital plays a pivotal role in the success or failure of an organization. We will spend much of our time looking at an organization's organic and strategic growth, including new market entry, acquisitions/mergers and their role in the growth objectives of an organization. [2]

**MGT 6428. Social Enterprise and Entrepreneurship.** [Formerly MGT 428] Social Enterprise and Entrepreneurship will explore the spectrum of activity in the growing social enterprise arena, where business models and entrepreneurial approaches are increasingly being used to directly address social and environmental issues. Topics addressed will explore nonprofit, hybrid, and for-profit social enterprise models, and the intersection of social entrepreneurship with capital formation issues, international development, technology and innovation, global health, cross-sector models, and microfinance as a case study in social enterprise and innovation. Course content will include a combination of instructor lecture, readings on focus areas, guest speakers representing the leading social entrepreneurs and social enterprises in the field, and a group project that will be integrated with the other course curriculum. [2]

**MGT 6429. Project Pyramid Projects.** [Formerly MGT 428B] Project Pyramid Project Planning. [1]

**MGT 6430. Investments.** [Formerly MGT 431] 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. This course is equivalent to MGT 6404 so it is not available for MSF students. Prerequisite: MGT 6331. [2]

**MGT 6431. Corporate Valuation.** [Formerly MGT 432A] 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 6331. [2]

**MGT 6432. Corporate Financial Policy.** [Formerly MGT 432B] 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 6431. [2]

**MGT 6433. International Financial Markets.** [Formerly MGT 433A] Presents financial issues for firms and investors participating in global markets. The topics considered are the international monetary system, foreign exchange markets and the determinants of exchange rates, managing exchange risk, international investments and raising capital in global financial markets. Prerequisite or corequisite: MGT 6430. [2]

**MGT 6434. Commercial Real Estate Transactions.** [Formerly MGT 439C] 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. [1—short course]

**MGT 6435. Applied Investment Management.** [Formerly MGT 435A] The range of available investment opportunities continues to grow at an increasing rate. The ability to (a) quantify the expected return/risk properties of these different opportunities, (b) decide on the optimal allocation of investment funds across available opportunities, and (c) assess the performance of specific strategies after the fact is called applied investment management. This course is intended to provide students with an operational knowledge of applied investment management. The problems addressed are those of the managers of pension funds, endowments, private wealth accounts, mutual funds, hedge funds, and the like. A variety of quantitative techniques including simulation are used to show the actual practice of investment management. Prerequisite: MGT 6430. [2]

**MGT 6436. Bond Markets.** [Formerly MGT 435B] 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 6430. [2]

**MGT 6437. Real Estate Financial Analysis.** [Formerly MGT 437] 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. Prerequisite: MGT 6431. [2]

**MGT 6438. Real Estate Development.** [Formerly MGT 438] 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. This class does not count toward the finance concentration. Prerequisite: MGT 6431 and MGT 6437. [2]

**MGT 6439. Advanced Real Estate Valuation.** [Formerly MGT 439] The course covers valuation, financing strategies and ownership structures for the primary commercial property types. In addition, coverage of the pricing and analysis of mortgages, leases, and mortgage-backed securities will be examined. Moreover, important elements in the management of real estate portfolios will be introduced and discussed. Class has a strong emphasis on outside speakers who are actively engaged in the commercial real estate business. Prerequisite: MGT 6430 and MGT 6431 or permission of instructor. [2]

**MGT 6440. Strategic Alignment of Human Capital.** [Formerly MGT 440] 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 6342. [2]

**MGT 6441. Managerial and Organizational Effectiveness.** [Formerly MGT 441] 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 6342. [2]

**MGT 6443. Advanced Corporate Valuation.** [2]

**MGT 6444. Leadership: Theory and Practice.** [Formerly MGT 444] 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 6342. [2]

**MGT 6445. Talent Management.** [Formerly MGT 445] Talent sourcing and acquisition is the process by which organizations identify, recruit, evaluate, engage, and deploy talent. Students will develop a practical understanding of employment law, job and competency analysis, labor market segmentation, employment branding, internal and external recruitment, talent assessment methods (biodata, personality testing, performance testing, structured interviews, and assessment centers), and utility analysis. Emphasis will be placed on developing talent sourcing and acquisition systems that are reliable, valid, legal, and useful. Prerequisite: MGT 6342. [2] (offered every other year)

**MGT 6446. Compensation Decision-Making.** [Formerly MGT 446] 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 6342. [2]

**MGT 6447. Employee Relations.** [Formerly MGT 447] 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 6342. [2]

**MGT 6448. Negotiation.** [Formerly MGT 448] 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]

**MGT 6449. Innovation Strategy.** [Formerly MGT 449] This course is intended for students interested in improving innovation capabilities in complex organizations. The course presents a constraint-based model of innovation that diagnoses where innovation problems are likely to occur (i.e. at the individual, group, organizational, industry, societal, or technological level). In addition to learning how to manage innovative organizations and lead creative teams, participants will also practice improving their own creative abilities through the performance of an innovation project. While we will discuss examples of technical innovation, this is not a technology course; rather, this course is about understanding and managing people who are engaged in the process of creation, innovation and change. [2]

**MGT 6450. Learning to Thrive.** [Formerly MGT 450] This course is designed help students think deeply about their lives and their goals over a long time horizon. It will also better equip them to navigate the multiple transitions they will face during their careers. The course is organized into three main sections: 1. Defining personal success, 2. Hitting the ground ready to succeed, and 3. Maintaining momentum. The first section explores discovering their unique values and goals. The second section looks at the critical issues to consider during the first 100 days of any new opportunity. It applies many of the strategy concepts taught during the curriculum but in the context of students' own personal career decisions. The last section helps create a long-term framework in which to balance work and other life issues. This class is graded pass/fail and is designed for MBA second-year students only. [2]

**MGT 6451. Advanced Management Speaking.** [Formerly MGT 451] This is a one-credit short immersion experience to advance second-year MBA students' management speaking skills. This course will improve students' ability to speak effectively in various managerial situations. Students will learn the subtleties of effective speech organization, design, and delivery that build on skills learned in the first-year Management Communication course. Students will present multiple times and receive detailed feedback from the instructor and their peers. The course employs a mix of lectures, live cases, and hands-on exercises. This course is limited to second-year MBA students and is graded pass/fail. [1—short course]

**MGT 6452. Managerial Decision Making.** This course is designed to provide an opportunity for students to improve their analytical thinking skills in the context of solving managerial problems. Topics include definition of managerial problems; comparison of intuitive and rational decision making processes; evaluation of evidence supporting managerial decisions; understanding and evaluation of the structure, content, and quality of arguments supporting managerial decisions; making more accurate predictions using Bayesian thinking. This class is graded pass/fail and is designed for MBA second-year students only.

**MGT 6454. The Law and Business of Climate Change.** [Formerly MGT 455A] Climate change is now a major business issue that is affecting law, policy and corporate strategy. Recent surveys of corporate executives find that the vast majority are concerned about global warming and are increasing their firm's spending on reducing greenhouse gas emissions. Increasingly, they say that global warming and the environment is the social issue that will most affect shareholder value for companies in their industry. This course will examine corporate responses to climate change to assess the legal, economic, and social influences on firm environmental behavior. Greenhouse gasses are coming under both state and federal regulation in the US and abroad. In addition, much private regulation of firm environmental behavior occurs in the shadow of public environmental laws. Whether due to pressure from consumers, investors or the public at large, firms are voluntarily reducing greenhouse gas emissions as well as other forms of pollution beyond what is currently required under the law. The course will draw on theoretical and empirical literature to explore the incentives for firms to comply and over-comply with environmental laws, to participate in voluntary programs, and to address environmental issues in corporate transactions. The course is designed for both Owen and Law students. It will be highly interdisciplinary, drawing upon fields such as law, business, economics, and social psychology. Part one of a two-mod course (Mod 1 and 2), [2 credit hours total]. [1 credit hour per mod]

**MGT 6455. The Law and Business of Climate Change.** [Formerly MGT 455B] Climate change is now a major business issue that is affecting law, policy and corporate strategy. Recent surveys of corporate executives find that the vast majority are concerned about global warming and are increasing their firm's spending on reducing greenhouse gas emissions. Increasingly, they say that global warming and the environment is the social issue that will most affect shareholder value for companies in their industry. This course will examine corporate responses to climate change to assess the legal, economic, and social influences on firm environmental behavior. Greenhouse gasses are coming under both state and federal regulation in the US and abroad. In addition, much private regulation of firm environmental behavior occurs in the shadow of public environmental laws. Whether due to pressure from consumers, investors or the public at large, firms are voluntarily reducing greenhouse gas emissions as well as other forms of pollution beyond what is currently required under the law. The course will draw on theoretical and empirical literature to explore the incentives for firms to comply and over-comply with environmental laws, to participate in voluntary programs, and to address environmental issues in corporate transactions. The course is designed for both Owen and Law students. It will be highly interdisciplinary, drawing upon fields such as law, business, economics, and social psychology. Part two of a two-mod course (Mod 1 and 2), [2 credit hours total]. [1 credit hour per mod]

**MGT 6456. Ethics in Business.** [Formerly MGT 456] Considers management practice and business leadership from a personal ethical perspective. We explore how ethical concerns color, change, detract, and/or add to one's approach to life in work and other organizations, as both leader and member. The issues raised and discussed create opportunities to inquire into our own ethics and to gain insights into our own approaches to leadership and collaborative work. We consider a range of approaches people in businesses use to assure (and fail to assure) ethical business practice. Circumstances drawn from case studies and contemporary events, as well as experiences of members of the class, are used as springboards for discussions. [2]

**MGT 6460. Marketing Communications: Advertising and Social Media (formerly Marketing Communications).** [Formerly MGT 460] 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, including an emphasis on social media, budgeting, setting communications objectives, and advertising agency management. Complements MGT 6464, Sales Promotion. Assignments include readings, cases, written case reports, and advertising group projects. Prerequisite: MGT 6361. [2]

**MGT 6461. Consumer Insights for Marketing Decision Making (formerly Qualitative Marketing Research).** [Formerly MGT 461A] 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. We examine a variety of qualitative research techniques including focus groups, observation, in-depth interviews, ZMET, and projective techniques. This course provides students with "hands on" experiences conducting actual research relevant to real world issues. Corequisite: MGT 6361. [2]

**MGT 6462. Consumer Analysis.** [Formerly MGT 462] 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. Assignments include readings, cases, written case reports, and group projects. Prerequisite: MGT 6361. [2]

**MGT 6463. Quantitative Analysis for Marketing.** [Formerly MGT 461B] 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]

**MGT 6464. Selling Strategy: Promotions, Persuasion, and Public Relations (formerly Sales Promotional and Personal Selling).** [Formerly MGT 464] 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 6460, 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 6460 neither course serves as prerequisite for the other. Prerequisite: MGT 6361. [2]

**MGT 6465. Marketing Analytics.** [Formerly MGT 461C] 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. [2]

**MGT 6467. New Product Development.** [Formerly MGT 467] The new product development process is examined from idea to launch, covering elements such as idea generation and screening to market scoping and testing. As part of the course, students will collaborate in teams to work on a new product development project for an actual company. Multiple techniques will be applied, including concept testing, conjoint analysis, forecasting, new product diffusion structures and rates, etc. Prerequisite: MGT 6361. [2]

**MGT 6468. Brand Management.** [Formerly MGT 468] 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 6361. [2]

**MGT 6469. Marketing Masters Statistics.** Sound marketing planning is based on analytics, and this course provides the statistical foundation

necessary for marketers as they decide what data are required to solve a given problem, as well as how to acquire and analyze it. Students will learn the fundamentals of descriptive and inferential statistics using SPSS, a common software tool used in industry. This course is the first of the four-course Master of Marketing analytics sequence.

**MGT 6471. Sports Analytics.** Uses data and quantitative methods to measure performance and make decisions to gain advantage in the competitive sports arena. The course builds on Managerial Statistics and Spreadsheets for Business Analytics. These two prerequisite courses have exposed students to powerful quantitative methods such as multiple regression and data tables. In this course, students gain further experience in applying quantitative methods to problems in sports. Typical questions in sports analytics include: How to predict future performance of players or teams? How much is a player on a team worth? How to rank players or teams? Which decision is more likely to lead to a win? We will cover several sports, but to be able to “go deep” we will focus significantly on baseball and football. Prerequisite: MGT 6381 and MGT 6574. [2]

**MGT 6472. Supply Chain Management.** [Formerly MGT 472] 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 6371. [2]

**MGT 6473. Health Care Operations.** [Formerly MGT 473] 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 operational issues in 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 writeups (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 6371. [2]

**MGT 6475. Operations Strategy.** [Formerly MGT 475] 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]

**MGT 6478. Essentials of Project Management: A Team-Based Approach.** [Formerly 478]. This intensive short course covers key concepts in project management. The course emphasizes practical tools and techniques for leading a team through the selection, initiation, planning, delivery, and closeout phases of a project. The course will employ a mix of lectures, cases and hands-on exercises. During the course, students will work in small teams to select, initiate and plan a project of the team's choosing. On the first day of class, each student will propose a project idea that could potentially be the focus of a team's in-class work. This course should enhance a student's abilities to do the following: identify characteristics of successful projects and effective project managers, ask critical questions to ensure a project gets off to the best possible start, effectively initiate a project with a project team, identify and manage key project stakeholders, create a project plan using team-based tools such as mind mapping, apply team-oriented techniques for project risk assessment, use universally accepted tools for project scheduling, apply project branding ideas to ensure a project gets the resources and support it needs, and execute an effective project closeout. The course is intended for second-year MBA students. [1—short course].

**MGT 6479. Management of Service Operations.** [Formerly MGT 479]

The service sector has become the dominant sector in the global economy, yet productivity growth in the service sector has consistently lagged behind that of the manufacturing sector. Consequently, there is a big opportunity for service firms to better manage their operations. Service operations differ fundamentally from manufacturing operations. For example, customers are often present and can participate in the delivery of a service. The course focuses on three aspects of managing service operations: design of service delivery systems, management of service capacity and demand, and service quality and growth. The course uses a mix of lectures, cases, and simulations. The course covers a wide variety of service settings. Grades are based on class participation, a simulation, two case write-ups (done in groups), and a group project. Prerequisite: MGT 6371. [2]

**MGT 6480. Business Forecasting.** [Formerly MGT 480] Forecasting is an integral part of managerial planning and decision making. Effective management decision making is dependent upon understanding what data are necessary to the business context and how that data must be transformed to yield useful information. This course is designed to provide the conceptual framework and practical experience that will enable the student to effectively use business data to make predictions and forecasts. It will introduce those forecasting methods that have proven to be the most useful in practice: smoothing methods, multi-regression, time series regression, and Box-Jenkins (ARIMA) models. Minitab will be used to make these techniques accessible. Major topics include: (1) concepts of forecasting models, (2) how to find the 'best' model, (3) methods for evaluating model performance, and (4) inferential procedures that gauge the accuracy of predictions and the effects of predictors. Prerequisite: MGT 6381. [2]

**MGT 6492. Data Management and Business Intelligence.** [Formerly MGT 492] 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] (Not offered 2016/2017)

**MGT 6498. Business Analytics.** [Formerly MGT 498] The effective utilization of business analytics has become a crucial component of management. Fundamental to business analytics is an understanding of (1) organizational goals, (2) key performance indicators (KPIs) and the data necessary to measure them, and (3) statistical and visual representations to enable understanding of business performance and identification of business problems, opportunities and directions for improvement. This course introduces general principles of business analytics combined with specific skills in commercially available data analytics tools including PowerPivot (Microsoft) and Google Analytics. A "live case study" project provides hands-on experience in developing and utilizing business analytics within the marketing organization of an online business. No prerequisite courses. [1]

**MGT 6499. Innovation Realization.** Innovation Realization is a new experiential learning course focused on the business and legal issues involved in technology commercialization. Throughout the course multidisciplinary teams of Ph.D., MBA, and J.D. students will examine these issues in the context of dissertation research conducted by the Ph.D. students. Issues considered will include identification of entrepreneurial opportunities, fundamentals of industry analysis, legal means of protecting intellectual property, customer discovery, alliances and commercialization environments, and entrepreneurial finance. Students must take both semesters of this class; there is no option to take ½ of the class. Each innovation team will be composed of a Ph.D. candidate, two MBA candidates, and two J.D. candidates, and the team's projects will be developed around the doctoral thesis research of the Ph.D. student. There is an application process for enrollment in this course which will be communicated in advance of the fall semester. [3] Marie C. Thursby.

**MGT 6501. Health Care Immersion.** [Formerly MGT 501] Health Care Immersion is a required week long experience for all Health Care MBA students. It is offered between Mods I and II in the fall of the first year. Students will spend time in the ER, OR, Physicians offices, Lifeflight Operations, etc. [2]

**MGT 6503. Health Care Innovation and Evaluation.** [Formerly MGT 502] 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]

**MGT 6504. Health Care Economics and Policy.** [Formerly MGT 503] 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 6501. [2]

**MGT 6506. Health Care Law and Regulation.** [Formerly MGT 505] 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]

**MGT 6508. Health Care Finance and Accounting.** [Formerly MGT 507] This course examines business opportunities within the health care industry and the financial considerations necessary for effective management of health care service sector businesses. Our rapidly changing health care industry increasingly demands that executives consider financial implications when making informed business decisions. As such, this course relies on a case study approach to give participants the opportunity to apply finance concepts to scenarios faced by "real-world" health care organizations. Course material, case studies, class discussions, and assigned projects will explore various approaches for navigating the health care industry transformation from volume to value through the application of patient-centered care delivery, clinical integration, and provider consolidation. Learning objectives include the ability to evaluate hospital financial performance, recommend improvements, and guide future forecasts; generate ideas to strengthen physician alignment, identify important considerations in the development of pay-for-performance compensation, and gain working knowledge of physician practice valuation; as well as discuss innovative business solutions that address health care industry trends. [2]

**MGT 6509. Health Care Data Analysis.** [Formerly MGT 509] This course will focus on the key managerial questions in the health care industry, the unique institutional data that is available, and how to develop models to address these questions. Topics will include benchmarking financial, operational, and clinical performance at both the organizational and market levels. Students will be required to develop a basic familiarity with SAS programming. [2]

**MGT 6510. Federal Income Taxation of Mergers and Acquisitions.** [Formerly MGT 539F] This course is 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. To help students understand and become conversant with the fundamental concepts of federal income taxation, the instructor uses a problem-oriented approach that requires students to apply the more important principles of tax law to discrete factual situations. Prerequisite: MGT 6311 or consent of the instructor. [2]

**MGT 6511. Advanced Financial Reporting.** [Formerly MGT 511] 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 6410 and MGT 6411. [2]

**MGT 6512. Federal Taxation of Business Entities.** [Formerly MGT 512] This course 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. To help students understand and become conversant with the fundamental concepts of federal income taxation, the instructor uses a problem-oriented approach that requires students to apply the more important principles of tax law to discrete factual situations. Prerequisite: MGT 6311 or consent of the instructor. MGT 6412 is highly recommended. [2]

**MGT 6513. Financial Statement Analysis.** [Formerly MGT 513] 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 6410 and MGT 6411 (can be taken concurrently). [2]

**MGT 6514. Advanced Financial Reporting for Multinational Corporations.** Financial reporting information is organized and presented in consolidated financial statements. This course focuses on general purpose external financial reports, primarily the balance sheet, income statement, and statement of cash flows. Emphasis is placed on key topics of interest to the global financial executive for the purpose of becoming a discerning user of this financial information. We develop a thorough understanding of the

consolidation process, whereby the financial statements of the parent entity are combined with acquired subsidiaries over which the parent has control. This process ensures individuals have a sound understanding of the acquisition method, in particular the determination of goodwill, goodwill impairment, and bargain purchase acquisitions. We address key differences between International Financial Reporting Standards (IFRS) and United States Generally Accepted Accounting Principles (GAAP). We study foreign currency transactions and the accounting-based hedging of these activities as well as the translation of financial statements for subsidiary operations prepared in a foreign currency. We conclude with a focus on the process underlying segmental financial reporting. The course objectives are for individuals to gain knowledge of the functions, limitations, and challenges of financial accounting, particularly in the context of accounting for business combinations and accounting issues related to international operations. The course objectives are reinforced through the text readings, homework problems, class problem-solving, and exams. [2] Chaney and Willis.

**MGT 6515. Audit Internship (MAcc).** [Formerly MGT 415C] This course is a supervised ten week internship in the audit service line of an international public accounting firm. It promotes the application of concepts learned in the classroom to real-world settings. The experience hones technical skills, fosters professional development, and enhances communication, critical-thinking, and teamwork skills. Prerequisite: MGT 6419. [6] Pass/Fail.

**MGT 6516. Accounting Valuation Internship.** [Formerly MGT 415G] This course is a supervised ten week internship in the valuation service line of an international public accounting firm. It promotes the application of concepts learned in the classroom to real-world settings. The experience hones technical skills, fosters professional development, and enhances communication, critical-thinking, and teamwork skills. Prerequisite: MGT 6519. [6] Pass/Fail.

**MGT 6517. Introduction to Law and Business.** [Formerly MGT 556] Most business managers, as well as accountants, will frequently deal with legal issues and with lawyers. This course provides an introduction to many of the substantive areas of law that people in business are likely to encounter, including contracts; sections of the Uniform Commercial Code dealing with sales of goods, negotiable instruments, and secured transactions; bankruptcy; agency; alternative forms of business organizations such as partnerships, corporations, and limited liability companies; regulatory laws such as securities laws and antitrust; real property law; and intellectual property, which has become increasingly vital in the information age. An additional goal of the course is to help students prepare for the legal sections of the CPA exam. Due to the large number of topics covered, the course focuses on "black letter" rules of law rather than in-depth analysis. Where appropriate, however, the instructor provides a conceptual or policy framework to make the rules of law more understandable and easier to remember. [2]

**MGT 6519. Audit Institutions.** [Formerly MGT 415E] This course serves those entering a valuation service line of an international public accounting firm. It fosters the development of a fundamental understanding of channel 1 services. The focus is (1) the nature and value of external audits of corporate financial statements, (2) the demand for channel 1 services, and (3) the basic audit strategy and the language attest providers use to scope a channel 1 engagement and use a channel 1 deliverable. The emphasis throughout the course is the "forest for the trees." Ever present is professional formation, and a socialization into the public accounting profession. [1]

**MGT 6524. Seminar in Monetary and Fiscal Policy.** [Formerly MGT 524] 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. This is a two-mod course with 6525. [1]

**MGT 6525. Seminar in Monetary and Fiscal Policy.** [Formerly MGT 524A] Second half of 6534, Seminar in Monetary and Fiscal Policy. [1]

**MGT 6526. Corporate Strategy.** [Formerly MGT 526] 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 6355. [2]

**MGT 6530. Mergers and Acquisitions.** [Formerly MGT 530] 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 6431. [2]

**MGT 6531. Private Equity and Venture Capital.** [Formerly MGT 531] 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 6431. [1—short course]

**MGT 6532. Risk Management.** [Formerly MGT 532] 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 6436, 6533. [2]

**MGT 6533. Derivatives Markets.** [Formerly MGT 435C] The objective of the course is to provide students with a working knowledge of derivative contract markets, valuation, and risk management. The course begins by providing a description of derivative markets and why they exist. The focus then turns to valuation. Understanding value and its assumptions allows measurement of risk exposures. Only through accurate risk measurement can that risk be managed. With the tools of valuation and risk measurement in hand, the focus then turns to a variety of actual valuation and risk management problems faced by individuals, firms, institutions, and governments. Included among them are hedging commodity price risks, valuing employee stock options, designing stock price collars, creating passive and dynamic portfolio insurance, structuring protected equity notes, managing interest rate risk exposures, swapping fixed for floating interest rate payments, and managing currency risk exposures. Whenever possible, current derivatives market-related issues are integrated into classroom discussions. Prerequisite: MGT 6430. [2]

**MGT 6534. Financial Data Analysis.** [Formerly MGT 534] 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. The course is intended for MSF students and MBAs who are interested in more analytically oriented finance positions. [2]

**MGT 6535. Derivative Securities Valuation.** [Formerly MGT 535A] 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 6533. [2]

**MGT 6536. Active Portfolio Analysis and Trading.** [Formerly MGT 536] 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]

**MGT 6537. Corporate Restructuring I.** [Formerly MGT 539G] This course provides 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. MGT 6431, Corporate Valuation should be taken before enrolling in this class. [1—short course]

**MGT 6538. Property Law for Business Students.** [Formerly MGT 439B] 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 6331. [1—short course]

**MGT 6540. Leading Change.** [Formerly MGT 540] Examines all aspects of dealing with the people aspects of organizational change from the perspective of a change leader or consultant. This course is practical and hands on with an audit of an organizational change, a corporate turnaround simulation, videos, speakers, case incidents, and personal feedback assessments. Topics covered include personal change, models and frameworks for change, new methods for changing corporate culture and mindsets, approaches for strategy execution, and techniques for implementing new organization designs and technologies. Prerequisite: MGT 6342 or permission of instructor. [2]

**MGT 6541. Product Design I.** [Formerly MGT 541] This is the first in a two-course sequence in product design and development. Part 1 of the sequence teaches a framework and uses tested methods that aspiring innovators, entrepreneurs, and new product developers can use to understand the needs that drive adoption by users of a new product or service. The students will work in teams to produce a design brief accompanied by a detailed set of specifications for a new product or service. This requires us to choose a user group, to gather a sufficient quantity and variety of data to understand them, to analyze the data, and then to

articulate our findings in ways that make them actionable and useful to designers. Methods we will learn and employ will include camera studies, interviews, creating composite character profiles, brainstorming, and user-driven prototyping. [1]

**MGT 6542. Product Design II.** [Formerly MGT 542] This interdisciplinary course provides students with a hands-on project-based understanding of the process of new product and service development. Students in the class work in small project teams to design, develop, prototype, and test a new product, process, or service to be presented in a product fair at the end of the course. The course builds upon skills developed in MGT 6541 that are fundamental to meaningful participation in cross-functional design teams; to making informed strategic decisions about design-related business issues; and to the commercialization and launch of product, process, and service innovations in traditional and start-up environments. Prerequisite: MGT 6541 [2]

**MGT 6544. Controversies/Debates in Business, Management, and Society.** [Formerly MGT 544] 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 6342. [2] (Not offered 2016/2017)

**MGT 6545. Doing Business in China.** [Formerly MGT 549F] 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]

**MGT 6546. Executive Coaching.** [Formerly MGT 546] 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] (Not offered 2016/2017)

**MGT 6547. Training Systems Management.** [Formerly MGT 547] 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 worldwide 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] (Offered every other year)

**MGT 6548. Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC.** [Formerly MGT 549A] The purpose of the practicum is to expose students to EEOC procedures, the kinds of cases that result in discrimination complaints, and the ways in which these cases can be resolved, through an internship at the Nashville office of the Equal Employment Opportunity Commission. The practicum includes training in EEO laws, observation of intake interviews, case analyses, and case write-ups. Students may also be involved in attempts to mediate disputes. The practicum takes one semester to complete and requires about 5-6 hours a week of work (a half-course work-load). The course is limited to three students per semester (see instructor for permission to register) and is offered in the fall and the spring. [2]

**MGT 6549. Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC.** [Formerly MGT 549B] The purpose of the practicum is to expose students to EEOC procedures, the kinds of cases that result in discrimination complaints, and the ways in which these cases can be resolved, through an internship at the Nashville office of the Equal Employment Opportunity Commission. The practicum includes training in EEO laws, observation of intake interviews, case analyses, and case write-ups. Students may also be involved in attempts to mediate disputes. The practicum takes one semester to complete and requires about 56 hours a week of work (a half-course work-load). The course is limited to three students per semester (see instructor for permission to register) and is offered in the fall and the spring. [2]

**MGT 6550. Strategy and Operations Consulting.** [Formerly MGT 550A] This course focuses on the introduction to, and overview of, general management consulting. The course is composed of two primary facets: (1) an overview of the management consulting industry (predominantly in North America, but important global factors will be included as well); and (2) an introduction to practical dimensions of a consulting project, including required capabilities. The overview of the industry explores origin/background, current industry and segments, principal participants, trends, critical success factors and future predictions. The second section of the course in mod II, MGT 6551, covers the entire life-cycle of a consulting engagement. This course is delivered across mod I and II. Due to the structure of the course practicum, students must enroll in both courses. Students may be asked to withdraw at the end of mod I if they are unable to be effective team members. Prerequisite: MGT 6355 and MGT 6371 [2]

**MGT 6551. Strategy and Operations Consulting Project.** [Formerly MGT 550A] This course focuses on the introduction to, and overview of, general management consulting. The course is composed of two primary facets: (1) an overview of the management consulting industry (predominantly in North America, but important global factors will be included as well); and (2) an introduction to practical dimensions of a consulting project, including required capabilities. The overview of the industry explores origin/background, current industry and segments, principal participants, trends, critical success factors and future predictions. The second section of the course in mod II, MGT 6551, covers the entire life-cycle of a consulting engagement. This course is delivered across mod I and II. Due to the structure of the course practicum, students must enroll in both courses. Students may be asked to withdraw at the end of mod I if they are unable to be effective team members. Prerequisite: MGT 6355 and MGT 6371 [2]

**MGT 6552. Project Pyramid.** [Formerly MGT 559A] 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. [2]

**MGT 6553. Project Pyramid.** [Formerly MGT 559B] [1]

**MGT 6554. Project Pyramid International Immersion.** [Formerly MGT 559D] [1]

**MGT 6555. International Seminar.** [Formerly MGT 555] Focuses on issues of business, management, culture, and political economy. 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. [2]

**MGT 6556. Introduction to Entrepreneurship.** [Formerly MGT 554A] This course exposes students to different types of entrepreneurs by bringing practicing entrepreneurs to class to tell about their experiences. Students learn about the legal issues involved in starting a business from practicing attorneys who address the class, and they study two "live case studies," presentations by entrepreneurs looking for financing. Students then decide how much to invest in each company. [2]

**MGT 6557. Global Business Club Immersion Trip.** [Formerly MGT 557] This international immersion trip provides students with opportunities for hands-on learning via in-country meetings with U.S. and global company representatives. Students must attend pre-trip preparation sessions during September and complete the week-in-residence. Topics include business language and culture, recent economic and business developments, and other relevant topics. [1]

**MGT 6558. Building Out a Start-up Venture.** [Formerly MGT 554B] A hands-on course in which students work in teams to develop a business idea. The course uses a structured approach that students follow to build a business plan, and students give frequent presentations of their ideas to their classmates, investors, and experienced entrepreneurs for critical feedback that accelerates the development of their business idea. At the end of the course students present their plans to a panel of entrepreneurs and investors. [2]

**MGT 6559. Launching the Venture.** [Formerly MGT 554D] 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. [2]

**MGT 6560. Marketing Strategy.** [Formerly MGT 560] 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 (StratSimMarketing). 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 competitive conjectures and response, channel management, and multi-firm collaboration. Prerequisite: MGT 6361. [2]

**MGT 6565. Internet Marketing Strategy.** [Formerly MGT 565] This covers the fundamentals of internet marketing, search engine marketing, email marketing, e-commerce promotions and online merchandising. We'll cover topics such as working with interactive agencies, structuring internet business development deals, creating online promotional campaigns, tracking and reporting online marketing initiatives, budgeting and forecasting for online customer acquisition efforts, user interface and design strategies, and understanding key drivers of success for affiliate marketing, search engine marketing, email marketing, and new and upcoming forms of online marketing within virtual worlds, online gaming, and social media. Prerequisite: 6361. [1—short course]

**MGT 6566. Directed Study I: Industrial Immersion.** This directed study will involve students selecting an industry that interests them, ideally an industry in which they would like to seek employment, and do a deep dive analyzing the products and/or services offered by the major firms competing in that industry as well as the marketing endeavors these firms are pursuing. Students will submit project proposals as well as progress reports to the instructor throughout the mod, then turn in a paper that describes their research and findings, as well as do a class presentation. Between students' work in an area of interest, and being exposed to other

students' learning, students will start to develop industrial knowledge that is both deep and broad.

**MGT 6567. Directed Study II: Filling the Marketing Toolbox.** By the last academic term, students will begin to have a clear idea of their intended professional specialty. This directed study will allow students to focus on developing the specific skills that they will need to excel in the jobs they will take after graduation, and to develop their resumes. Students may choose to hone their skills within the context of an internship, or to define the parameters of an independent study that will help them differentiate themselves in the labor market. Students will submit project proposals as well as progress reports to the instructor throughout the mod, then turn in a paper that describes their research and findings, as well as do a class presentation.

**MGT 6568. Pricing Strategies.** [Formerly MGT 568] 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 6355, 6361. [2]

**MGT 6569. Developing the Marketing Plan.** A marketing plan is a document that specifies the tools a firm is using to implement its marketing strategy. Students will learn what goes into a marketing plan, as well as how to craft the plan for maximal impact.

**MGT 6572. Strategic Management of Technology.** [Formerly MGT 572] 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]

**MGT 6574. Spreadsheets for Business Analytics.** [Formerly MGT 574] Uses Microsoft Excel 2013 (with a comparison to 2011 for Mac users) to demonstrate the power of fast analytics for business intelligence. Advanced features of Excel are covered: pivot tables, data tables, sub-totals, form controls, auto and advanced filters, and numerous advanced worksheet functions (including array functions). Knowledge of these capabilities contributes to a culture of data-driven decision making within companies. Illustrations from actual company projects demonstrate the power and versatility of course concepts. Applications include optimization modeling (linear programming) and simulation of financial and operations problems. Financial applications include portfolio optimization, short-term cash flow planning, and arbitrage models. Operations applications include supply chain optimization, aggregate production planning, and personnel scheduling. Prerequisite: A knowledge of Excel's 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 need to come to review sessions in order to stay in the class. [2]

**MGT 6575. Spreadsheet Macros (VBA) for IT Applications.** [Formerly MGT 575] 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. Illustrations from actual company projects demonstrate the power and versatility of course concepts. No prior exposure to VBA or any other programming language is required. Prerequisite: MGT 6574. [2]

**MGT 6577. Managing and Improving Processes.** [Formerly MGT 577] Processes are the fundamental way in which work gets done in organizations. This course is all about processes—how to analyze, control, and improve them. Students learn to map a process, analyze it for waste and value-added content, and apply essential principles of lean work systems to bring about improvement. The course introduces the improvement model and also covers statistical process control—a foundational tool in Six Sigma programs. Students learn how to construct, analyze and use statistical process control charts in both manufacturing and service settings. The course includes opportunities for experiential learning: students engage in a hands-on team-based process improvement simulation and complete a field assignment in which they analyze a process in an organization. Prerequisite: MGT 6371. [2]

**MGT 6599. Special Topics in Information Technology: Advanced Business Research.** [Formerly MGT 599C] Ever spend too much time looking for business information needed for a pitch or proposal? Would you like to learn hands-on techniques to find the precise data you need? We all use the internet yet it is only the tip of the information iceberg. Taking this course will teach you to use the internet more effectively and how to go beyond it to fee-based information resources. You will learn where to begin your research when you aren't familiar with a topic, you'll learn search techniques, and how to tap into the infinite world of information industry. Real world business problems take creative solutions and knowing how to locate the right information quickly will improve your effectiveness through better problem solving and decision making. [1]

**MGT 6600. Independent Study.** [Variable credit]

**MGT 6610. Independent Study.** [Variable credit]

**MGT 6614. Independent Study in Accounting.** [Formerly MGT 615] Prerequisite: Consent of instructor. [Variable credit]

**MGT 6635. TVA Investment Challenge.** [Formerly MGT 635] TVA Investment Challenge. Students manage an Investment Portfolio for the Tennessee Valley Authority in competition with other Universities in Tennessee. Prerequisite: Permission of instructor. [2 credit hours in total over 4 mods, beginning in January and ending in December].

**MGT 6635. Financial Institutions.**

**MGT 6642. Talent Management Directed Study.** [Formerly MGT 642] [Variable credit]

**MGT 6644. Independent Study.** [Formerly MGT 645] Independent Study HOP. [Variable credit]

**MGT 6648. Negotiation II.** This course builds on the analytics, conceptual frameworks, and experiences gained in the first negotiation course. It assumes familiarity with basic negotiation concepts such as BATNA, reservation price, interests, and distributive and integrative negotiation and will provide additional practice with claiming and creating value. The course will develop further knowledge and skill in negotiation by considering and modeling situations of greater complexity and variety. Possible topics of exploration in greater depth include issues associated with global and cross-cultural negotiations as well as multi-/third-party negotiations. The course uses readings and cases, with considerable emphasis placed on negotiation simulations. Prerequisite: MGT 6448. [2] (Not offered 2016/2017)

**MGT 6654. Independent Study.** [Formerly MGT 655] Prerequisite: Consent of instructor. [Variable credit]

**MGT 6656. Independent Study.** [Formerly MGT 656] [Variable credit]

**MGT 6666. Independent Study.** [Variable credit]

**MGT 6670. Independent Study.** [Variable credit]

**MGT 6739. Real Estate Capstone Project.** [Formerly MGT 439D] This is a project-oriented, two-mod 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. This course does not count toward the finance concentration. [2]

**MGT 6839. Real Estate Capstone Project.** [Formerly MGT 439F] Real Estate Capstone Project Second half of capstone project. Prerequisite: 6739 [2]

**MGT 6902. Practical Issues in Business Internships.** [Formerly 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 and the credit hours earned do not apply to the hours for the MBA. [1]

**MGT 6903. International Exchange.** [Formerly MGT 903] Students participate in a module or semester term abroad as an exchange student with one of our partner institutions. Credits taken on exchange must be approved for MBA credit before they are applied to the MBA. [Variable credit]

**MGT 6906. USBCC.** [Formerly MGT 907]

**MGT 6939. Contemporary Issues in Real Estate.** [Formerly MGT 439G] This seminar course is designed to provide students in real estate with real-time awareness of current issues in the field. The course will begin with a review of current market trends in all product types (warehouse, industrial, multifamily, retail, office) and selected geographies. This is facilitated by the Annual Urban Land Institute's report *Emerging Trends*. This year's offering will include speakers discussing current conflicts in urban planning, the political landscape for real estate development, the economics of green development and current financing trends. Its purpose is to bring soon-to-be graduates pursuing opportunities in real estate up to speed on issues affecting the industry so they are better prepared for interviews and job placement. The course is specifically designed for second-year MBA candidates who have taken the prerequisite courses MGT 6437 (Real Estate Finance) and MGT 6438 (Development and Acquisition), but other students with similar backgrounds may enroll with permission of the instructor. [1]

## Executive MBA and AMBA

**EMGT 7711. Financial Accounting.** [Formerly EMGT 711] 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]

**EMGT 7712. Managerial Accounting.** [Formerly EMGT 712] Intro to Managerial Accounting: Focuses on internally available, generally proprietary, accounting information, which is not required for disclosure in the external financial statements. 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: decision making 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 focus on identifying and extracting relevant information from managerial accounting systems as an input to decision making and performance evaluation. Course objectives are reinforced through the course readings, case write-ups and discussions, problem solving, and exams. Prerequisite: MGT 7711. [2]

**EMGT 7721. Macroeconomics.** [Formerly EMGT 721] Studies the inter-relationship 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]

**EMGT 7722. Managerial Economics.** [Formerly EMGT 722] 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]

**EMGT 7723. Corporate Social Responsibility (AMBA).** [Formerly EMGT 723] In this course the student will understand the rationale and concepts supporting a "triple bottom line" approach to measuring the firm's results, and will understand the challenges and approaches to mobilizing for change and interacting with stakeholders to develop sustainable business practices, with a special emphasis on the relationship between government, business and society in Latin America and in developing countries in general. (FIA) [2.5]

**EMGT 7724. Strategic Management for Emerging Markets (AMBA).** [Formerly EMGT 724] On completion of this course, the student will have an understanding of the challenges and practices in developing products, services and business models to cater to the needs of dynamic emerging markets, which combine wide extremes of purchasing power, as well as social and cultural differences, so as to achieve and maintain competitive advantages over the evolving life cycle of products and consumers. The rapid growth of population in emerging economies makes this understanding an essential knowledge component for the international manager. (FIA) [2.5]

**EMGT 7726. Competitiveness and Strategy (AMBA).** [Formerly EMGT 726] Competitiveness and Strategy (AMBA). In order to thrive, firms, regions and countries need to constantly find ways to remain competitive. This course will present the driving factors behind different level of competitiveness, and clarify the interaction between these different levels. The course will provide alternative frameworks for analyzing the competitive environment, as well as tools to create and implement strategic alternatives to prosper within a changing environment. (ITAM). [2.5]

**EMGT 7728. Global Enterprise and International Residency.** [Formerly EMGT 728B] 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. The course is designed to prepare you to manage global financial risk whether executing an international strategy, sitting on a board of directors, or managing investment assets, and begin to prepare you for the next financial crisis.. An international study trip is an integral part of this course. [4]

**EMGT 7731. Managerial Finance.** [Formerly EMGT 731] This class provides the framework for analyzing the various components needed to value real assets, as well as an introduction to the valuation of financial assets. Topics include the time value of money, capital budgeting, measuring risk in financial markets, market efficiency and an introduction to options. [2]

**EMGT 7732. Corporate Value Management.** [Formerly EMGT 732] (Second course in a three-course sequence). 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. Applications include capital budgeting, the evaluation of potential mergers and acquisitions, and corporate restructuring. [2]

**EMGT 7733. Corporate Financial Policy.** [Formerly EMGT 733] (Third course in a three-course sequence). The course takes as given the real assets purchased by a corporation to maximize the value of the company, and then asks "How should the firm pay for these assets?" The topics will

include the mix of debt and equity (optimal capital structure), conflicts of interest between bond and stockholders, dividend policy, corporate governance and executive compensation, and bankruptcy/reorganization. [2]

**EMGT 7740. Negotiation.** [Formerly EMGT 758] 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]

**EMGT 7741. Cross Cultural Management (AMBA).** [Formerly EMGT 751] In this course, students will develop "cultural intelligence" through exposure to the dilemmas and opportunities that arise within international and multi-cultural work environments needed when dealing with a global business environment. Strategies for adopting organizational practices that address these issues will be discussed. The focus of the course is on the interaction between people in international work settings rather than interactions between specific countries and/or cultures. The second part of the course addresses the human resources implication of global business, including the significance of multinational complexity and diversity (cultural, economic, demographic, etc.) as well as the interplay among human resource functions (employee procurement, allocation, utilization), types of employees, and countries of operation. (SFU) [2.5]

**EMGT 7742. Strategic Alignment of Human Capital.** [Formerly EMGT 742] 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]

**EMGT 7743. Leading a Global Innovation Strategy (AMBA).** [Formerly EMGT 743] Everybody wants innovation—or do they? This course presents a framework for understanding how individuals and organizations sabotage their own best intentions to encourage creativity and "outside the box" thinking. This course demonstrates that the antidote to this self-defeating behavior is to identify which of the six major types of constraints are hindering innovation: individual, group, organizational, industry-wide, societal, or technological. Once innovators and other leaders of organizational change understand exactly which constraints are working against them and how to overcome them, they can create conditions that foster innovation instead of stopping it in its tracks. Upon completion students will be able to: understand the most common causes of innovation failure, assess innovation capabilities in themselves and their organizations, diagnose the constraints that stand in the way of a successful innovation, become better at idea-generation and assessment, and develop a successful innovation strategy for their organizations. [2.5]

**EMGT 7744. Leadership.** [Formerly EMGT 744] Focuses on leadership and change in organizations. Taught as an intensive two-day module. The course examines leadership qualities such as vision, communication, influence, self-awareness, leader self-management, and relationship building. It covers strategies for leading change, including the creation of employee readiness and buy-in, building coalitions, selling the vision, and short-term wins. The course is taught via personal assessments, videos, readings, cases, and deliberate practice exercises outside the classroom. [1]

**EMGT 7745. Leadership Team Dynamics (EMBA).** [Formerly EMGT 744B] Focuses on team dynamics with special attention given to the dynamics in each EMBA student's C-team. This course asks students to observe and use concepts such as self-managing team behaviors, team dysfunctions, personality differences and team roles, individual separateness versus team commitment, handling conflicts and differences in grade aspirations, schedules, and agendas. This course occurs over the first year, and includes three sessions with the EMBA program's Group Doctor. [1]

**EMGT 7746. Business Ethics (EMBA).** [Formerly EMGT 746] We explore how ethical concerns color, change, detract, and/or add to one's approach to life in work and other organizations, as both leader and member. The issues raised and discussed create opportunities to inquire into

our own ethics and to gain insights into our own approaches to leadership and collaborative work. We consider a range of approaches people in businesses use to assure (and fail to assure) ethical business practice. Circumstances drawn from case studies and contemporary events, as well as experiences of members of the class, are used as springboards for discussions. [2]

**EMGT 7747. Special Topics in Executive Management.** [Formerly EMGT 799A] Various topics for further study in executive management. [Variable credit]

**EMGT 7748. Global Innovation Strategy.** This project-based course is intended for executive MBA students seeking to improve the innovation capabilities in the complex organizations they work in. The course presents a constraint-based model of innovation that diagnoses where innovation problems are likely to occur (i.e., at the individual, group, organizational, industry, societal, or technological level). In addition to learning how to manage innovative organizations and lead creative teams, participants will also practice improving their own creative abilities through the performance of an innovation project. While we will discuss examples of technical innovation, this is not a technology course; rather, this course is about understanding and managing people who are engaged in the process of creation, innovation and change. Note on course logistics: After the first in-person session, the course moves to an online distance-learning format, with all lectures, discussions, assignments, and quizzes being made available online. Teams will schedule online check-in meetings with the professor at appropriate project milestones during the course. [2]

**EMGT 7749. Organizational Behavior.** [Formerly EMGT 749] This course is about managing people in organizations. Topics include action planning, managing groups and teams, how to motivate people, power and influence in organizations, leadership, and managing oneself. The course uses cases to analyze real-world managerial situations, and each student is asked to analyze management situations in their current workplace. [2]

**EMGT 7752. Global Strategy (AMBA).** [Formerly EMGT 752] Examines elements of strategic thinking, strategic analysis, the tasks and processes associated with strategy formulation and implementation, and the implications of aligning operations and culture of an enterprise to match the requirements of its strategy in a global context (SFU) [2.5]

**EMGT 7753. Family Business (AMBA).** [Formerly EMGT 753] Family-owned businesses thrive in Mexico, with a favorable regulation and trade environment. At the end of this course, the student will know the particular characteristics of family enterprises and will recognize their great potential for development as well as the risks involved. The student will assimilate basic ideas for the management of these enterprises, basically focused on the prevention of conflicts, and will learn important elements to plan the continuity of the company. For those who partner with family businesses, students will gain an appreciation for the unique dynamics of managing and evaluating these relationships. (ITAM) [2.5]

**EMGT 7754. Creating and Launching the Venture.** [Formerly EMGT 754] 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]

**EMGT 7755. Strategic Business Management.** [Formerly EMGT 755] 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]

**EMGT 7756. Creating and Launching New Ventures (AMBA).** [Formerly EMGT 756] In this course students will develop cultural intelligence through exposure to the dilemmas and opportunities that arise within international and multi-cultural work environments needed when dealing with a global business environment. Strategies for adopting organizational practices that address these issues will be discussed. The focus of the course is on the interaction between people in international work settings rather than interactions between specific countries and/or cultures. The second part of the course addresses the human resources implication of global business, including the significance of multinational complexity and diversity (cultural, economic, demographic, etc.) as well as the interplay among human resource functions (employee procurement, allocation, utilization), types of employees, and countries of operation. [2.5]

**EMGT 7759. Strategy Project.** [Formerly EMGT 757B] A continuation of 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]

**EMGT 7761. Marketing Management.** [Formerly EMGT 761] 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]

**EMGT 7762. Marketing Strategy.** [Formerly EMGT 762] 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. [2]

**EMGT 7777. Operations Management I.** [Formerly EMGT 777] 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. [4]

**EMGT 7779. Operations Topics.** [Formerly EMGT 779] 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. [2]

**EMGT 7628. Independent Study in Managing the Global Enterprise and Risk.**

**EMGT 7650. Capstone Project (AMBA).** [Formerly EMGT 750A] Capstone Project (AMBA) is an integrated cross-cultural strategy project that spans the entire curriculum. [4]

**EMGT 7652. Capstone Project (AMBA).** [Formerly EMGT 750C] This course is a continuation of EMGT 7650. [4]

**EMGT 7782. Statistics for Managerial Decisions.** [Formerly EMGT 782] This course provides an introduction to important methods of statistical inference and data analysis for managers. It begins with a study of conditional probability, probability trees, and important probability distributions. These ideas are used to study a wide range of managerial problems and they provide a natural introduction to exploratory data analysis, hypothesis testing, and regression analysis. These statistical methods are used to study the most important types of business models, and develop even better ones. Students have the opportunity to use business data of their choice to construct models for estimation and prediction, that solve problems in their own work. [4] (Limited to first-year Executive MBA students only)

## MMHC

**EMGT 7803. Economics of Health Care Delivery.** [Formerly EMGT 803] 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 system-wide 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]

**EMGT 7809. Health Care Accounting.** [Formerly EMGT 809] 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]

**EMGT 7811. Financial and Managerial Accounting.** [Formerly EMGT 811] 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]

**EMGT 7818. Health Care Finance.** [Formerly EMGT 818] 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]

**EMGT 7821. Economics.** [Formerly EMGT 821] 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]

**EMGT 7831. Managerial Finance MMHC.** [Formerly EMGT 831] 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]

**EMGT 7842. Leading Teams and Organizations.** [Formerly EMGT 842] 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]

**EMGT 7850. Capstone Project A—MMHC.** [Formerly EMGT 855A] [1]

**EMGT 7851. Capstone Project B—MMHC.** [Formerly EMGT 855B] [1]

**EMGT 7852. Capstone Project C—MMHC.** [Formerly EMGT 855C] [1]

**EMGT 7853. Capstone Project D—MMHC.** [Formerly EMGT 855D] [1]

**EMGT 7854. Capstone Project E—(MMHC).** [Formerly EMGT 855E] [1]

**EMGT 7855. Capstone Project F—(MMHC).** [Formerly EMGT 855F] [1]

**EMGT 7856. Strategy for MMHC.** [Formerly EMGT 856] This course is designed to introduce you to central strategic challenges facing senior managers and CEOs in a variety of organizations. Through the use of lectures, readings and case studies, the course aims to make you proficient in identifying roots of competitive advantage, evaluating the limits of that advantage, and developing decisions that create strategies that are sustainable over time. A firm's strategy can be defined by five basic elements: where it competes; how it implements its strategy; what distinguishes its products or services from the competition and creates value for its customers; its profit model; and its plans for growing its business. We will look at each of these elements of strategy and utilize a business simulation to integrate the functional areas of businesses with strategy. [2]

**EMGT 7857. Strategies for High-Performance Health Care Organizations.** [Formerly EMGT 857] 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]

**EMGT 7861. Strategic Marketing of Health Care Services.** [Formerly EMGT 862] 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]

**EMGT 7871. Managerial Operations.** [Formerly EMGT 871] An overview of operations management in both service and manufacturing organizations. Topics include process analysis, service operations management, waiting line analysis, supply chain management, lean manufacturing, yield management, and service quality. The course uses a mix of lectures, cases, and simulations. [2]

**EMGT 7874. Spreadsheets for Health Care Analytics (MMHC).** [Formerly EMGT 874A] This two-part course uses Microsoft Excel to teach the power of fast analytics for health-care management decision making. The goal is to simultaneously introduce the topics of probability, statistics, optimization, and advanced features of Excel 2013 for Windows users and 2011 for Mac users. Students in analytical fields will obviously benefit from this knowledge. Even students who won't perform analyses directly will benefit, since they will be able to supervise analysts properly and make sound judgments regarding software adoption. Advanced features of Excel include pivot tables, conditional formatting, auto and advanced filters, charts, and advanced worksheet functions. Knowledge of these contributes to a culture of data-driven decision making within companies. After covering Excel, the course moves to probability and statistics concepts, including measures of centrality and spread, histograms, the normal distribution, and an overview of confidence intervals. Optimization modeling will emphasize personnel scheduling. All examples will be in the medical context. [1]

**EMGT 7875. Spreadsheets for Health Care Analytics (MMHC).** [Formerly EMGT 874B]. [1]

**EMGT 7878. and Optimizing Health Care Operations.** [Formerly EMGT 878] 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]

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# Owen Graduate School of Management

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*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. PROFESSOR 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 FRANCES HAMPTON CURREY PROFESSOR 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 BRUCE D. HENDERSON PROFESSOR OF STRATEGY

*Currently held by M. Eric Johnson*

The chair was established in 2008 by Mrs. Bess Henderson to honor her late husband, Bruce Henderson, who was one of the original founders of the Boston Consulting Group and who taught a strategy class at Owen in the 1980s.

### THE FRANK K. HOUSTON PROFESSOR OF FINANCE

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.

*Currently held by Nicolas P. B. Bollen*

### THE E. BRONSON INGRAM PROFESSOR OF ACCOUNTING

*Currently held by Paul K. Chaney*

### THE E. BRONSON INGRAM PROFESSOR OF ECONOMICS AND FINANCE

*Currently held by David C. Parsley*

### THE E. BRONSON INGRAM PROFESSOR OF FINANCE

### THE E. BRONSON INGRAM PROFESSOR OF MARKETING

*Currently held by Dawn Iacobucci*

### THE E. BRONSON INGRAM PROFESSOR OF MARKETING

*Currently held by Steve Posavac*

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*Currently held by Michael A. Lapré*

These six 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 PROFESSOR OF 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 PROFESSOR OF MANAGEMENT

*Currently held by M. Eric Johnson*

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 PROFESSOR OF AMERICAN COMPETITIVE ENTERPRISE

*Currently held by Mark A. Cohen*

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 PROFESSOR OF MANAGEMENT

*Currently held by Robert Whaley*

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

## THE DEAN SAMUEL B. AND EVELYN R. RICHMOND PROFESSOR OF MANAGEMENT

*Currently held by Bruce K. Cooil*

This chair was established in 2004 by alumni David Ingram, MBA '89, and John Ingram, MBA '86, to honor the Owen dean who served from 1976 until 1986.

## JAMES A. SPEYER PROFESSOR OF PRODUCTION MANAGEMENT

*Currently held by Gary D. Scudder*

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 CAL TURNER PROFESSOR OF 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 ANNE MARIE AND THOMAS B. WALKER JR. PROFESSOR OF ACCOUNTING

*Currently held by Richard H. Willis*

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 ANNE MARIE AND THOMAS B. WALKER JR. PROFESSOR OF FINANCE

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 PROFESSOR OF MANAGEMENT

*Currently held by Craig M. Lewis*

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 PROFESSOR 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

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- RICHARD H. WILLIS, Associate Dean, Faculty and Research; Anne Marie and Thomas B. Walker Jr. Professor of Accounting  
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- BURCH S. WOOD, Adjunct Professor of Management  
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