



# Owen Graduate School of Management

Vanderbilt  
University  
2019/2020

Archived 2019/2020  
Owen Graduate School  
of Management Catalog

Containing general information  
and courses of study  
for the 2019/2020 session  
corrected to June 2019  
Nashville

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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

## Academic Policies

*The expectations and responsibilities in this chapter apply to all Owen Graduate School of Management 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 Owen Central, *Owen Catalog 2019-2020*, 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 [business.vanderbilt.edu/honor-code](http://business.vanderbilt.edu/honor-code) and <https://cdn.vanderbilt.edu/vu-business/wp-content/uploads/2019/03/25123102/Owen-HC-Bylaws.pdf>. 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 Office of 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 Office of the University Registrar on written authorization from the student. Details are available at [registrar.vanderbilt.edu/transcripts/index.php](http://registrar.vanderbilt.edu/transcripts/index.php). All students are assessed a one-time lifetime transcript fee of \$100.00 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-info.php](http://registrar.vanderbilt.edu/registration/registration-info.php). 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–Tuesday 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 [business.vanderbilt.edu/admissions/](http://business.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, regardless of whether or not the class has a waiting list. 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 immediately and replaced with the waitlisted student. 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 Tuesday 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 end 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 (Brightspace)

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. The recently remodeled library, with fireplace, is the perfect spot for quiet study and reflection. The twenty-one team rooms, with modern conferencing technology, are ideal for group collaboration and team projects. The library staff are focused on graduate-level business resources to help students succeed in academics and career. Librarians work with students one-on-one, in classes and workshops, to access premium business content and data, and use tools for information analysis. The library houses the student print center and holds fireside chats with distinguished alumni. [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.

### Prior Degrees

It is the policy of Vanderbilt University to verify prior educational credentials for all admitted students who intend to matriculate. All matriculated students must provide official copies of transcripts and any other required supporting documentation to Vanderbilt University as part of the prior degree

verification process. The Office of the University Registrar will review transcripts and other supporting documentation for authenticity and to confirm degrees earned prior to matriculation at Vanderbilt. Offers of admission are contingent on a student providing the required documentation. Students who are not able to provide evidence of prior degrees will not be permitted to register for subsequent terms and may be subject to dismissal from the university.

### 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

Owen Honors is the 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 Owen Honors, 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.

### 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, have not reached the strike limit, and have at least a 3.0 cumulative grade point average (GPA).

### Performance Expectations and Strike Limits\*

Students are expected to maintain good standing. Students who are consistently at the lower grade levels are encouraged to seek extra help to improve their performance. Owen uses a strike system to evaluate academic 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 dismissed from the program. The student will be withdrawn from any remaining courses on the student's schedule and will not have the option to re-take the failed course(s).

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

### 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 total. The strike associated with a successfully repeated failed course will continue to accumulate as part of the student's academic record. Thus, successfully completing a failed course does not

remove the strike from the student's academic record. 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.

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, Bachelor of Musical Arts.

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

*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 Genetic Counseling, 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.

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# 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 David Williams II Student 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, go to [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, dorm accessories, licensed Vanderbilt merchandise, and best-selling books. 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

ISSS provides immigration advising and services, including the processing of immigration paperwork, to more than 1,952 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 Departments of Homeland Security and State. ISSS advising staff are available to support students' and scholars' requests through email, phone calls, daily drop-in hours (1:30–3:30 p.m., Monday–Friday), and private appointments. ISSS puts a strong emphasis on providing employment workshops to inform international students about professional development and employment options while enrolled and after graduation. ISSS conducts regular workshops on Curricular Practical Training (CPT), Optional Practical Training (OPT), and Academic Training (AT). ISSS also supports more than 300 alumni international students who have already graduated and are either on OPT or AT work permission. For additional information on ISSS services, visit [vanderbilt.edu/iss](http://vanderbilt.edu/iss).

## 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 and Scholarships on the Vanderbilt University website at [vanderbilt.edu/financialaid](http://vanderbilt.edu/financialaid). The Office of Student Financial Aid and Scholarships is located at 2309 West End Avenue, Nashville, Tennessee 37240-7810, (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, 110 21st Avenue South, Suite 110, 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/pdfs/annual-security-report.pdf](http://police.vanderbilt.edu/pdfs/annual-security-report.pdf). 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/ferpa](http://registrar.vanderbilt.edu/ferpa). Paper copies of this information about educational records may be obtained by writing the Office of the University Registrar, Vanderbilt University, PMB 407701, 110 21st Avenue South, Suite 110, Nashville, Tennessee 37240-7701 or by calling (615) 322-7701. For more information, see “Confidentiality of Student Records” in 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 provides educational and cultural programming designed to highlight the history and cultural experiences of African Americans. The center was established in 1984 and named in honor of the first African American student admitted to Vanderbilt University in 1953, Bishop Joseph Johnson (B.D. '54, Ph.D. '58). The BCC activities focus on providing student support and development, campus enrichment, and community engagement.

#### *Student Support and Development (Inclusion)*

One of the major aims of the BCC is student support and development. To accomplish this objective, the BCC offers student-driven programming, mentoring initiatives, organizational meeting spaces, service opportunities, and leadership skills training. The BCC also serves as a haven for students, with opportunities for informal fellowship with other students of all levels and backgrounds as well as with faculty and staff.

#### *Campus Enrichment (Diversity)*

With campus programming focused on Africans and African Americans, the BCC enriches the overall campus environment by promoting intercultural competence. Specifically, the BCC works with numerous campus partners to sponsor lectures, musical performances, art exhibitions, films, and discussions on African and African American history and culture.

#### *Community Engagement (Equity)*

Additionally, the BCC engages in community outreach and service by working with various civic and cultural groups in the Nashville area. Through community programs and by supporting students as they tutor and mentor young people from underserved areas in the city, the BCC advocates for social justice and equity on campus and in the larger community.

The BCC is located in the center of campus directly behind Buttrick Hall and across from the main campus mailroom. For more information, please call (615) 322-2524 or visit [vanderbilt.edu/bcc](http://vanderbilt.edu/bcc).

### **Margaret Cuninggim Women's Center**

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, 9:00 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**

The Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex 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. 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 VUPS Parking Services located at 2800 Vanderbilt Place. 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 Vanderbilt University Public Safety.

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.

### 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. The Project Safe Center provides support to survivors of intimate partner violence and engages the campus community in prevention of sexual assault, dating violence and domestic violence, and stalking.

Bystander intervention training, an online education module addressing sexual 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 Care Network

The Student Care Network is a holistic network of services and resources pertaining to health and wellness available to all Vanderbilt University students. Primary offices include the Office of Student Care Coordination, the University Counseling Center, the Student Health Center, and the Center for Student Wellbeing. Students also have access to a wide range of additional on-campus and community resources through the Student Care Network—from the Vanderbilt Recreation and Wellness Center to the Project Safe Center to a variety of community providers. To facilitate finding resources, students may refer to the Student Care Network website, or contact the Office of Student Care Coordination, [vanderbilt.edu/studentcarenetwork](http://vanderbilt.edu/studentcarenetwork).

### Office of Student Care Coordination

The Office of Student Care Coordination is committed to supporting undergraduate, graduate, and professional students in successfully navigating life events related to academic stress and/or medical, mental health, and/or other personal concerns that may interfere with a student's ability to achieve their academic and personal goals. This team of "care coordinators" is the central and first point of contact for students to help identify needs and determine the most appropriate resources in Vanderbilt's Student Care Network and in the Nashville community to address concerns. Student Care Coordinators work collaboratively with students to develop a student success plan, share education about and facilitate connections to appropriate on- and off-campus resources, and provide accountability through supportive follow-up meetings. Our goal is for students to have the right support, in the right place, at the right time. In addition, the Office of Student Care Coordination coordinates support for students returning from medical leaves of absence. Though staff typically have a background in mental health services, it is important to understand that work with a Student Care Coordinator is not counseling or therapy.

Many students face challenges during their educational experiences and each situation is unique. The Office of Student Care Coordination is the first step to determine where to go for the most appropriate support for your needs. Students are encouraged to visit [vanderbilt.edu/carecoordination](http://vanderbilt.edu/carecoordination) to complete an initial assessment and schedule an appointment to meet with a Student Care Coordinator. Students may also call (615) 343-WELL (9355) or drop in to see a Student Care Coordinator, Monday–Friday, 8 a.m. to 5 p.m., Sarratt Student Center|Rand Hall, Suite 305.

### University Counseling Center

As a key component of the Vanderbilt Student Care Network, the UCC provides mental health assessment, support, and treatment for all students enrolled at Vanderbilt, including undergraduate, graduate, and professional students.

Highly skilled and multidisciplinary teams of professionals offer crisis intervention, substance abuse counseling, short-term individual counseling, group therapy, biofeedback, ADHD and learning disorder assessments, and psychiatric assessment and pharmacological treatment. Treatment plans are tailored to each individual's unique background and needs. UCC professionals support the university's mission of fostering inclusive excellence through cultural awareness and competence. In addition to regular hours and evening/weekend crisis response, the UCC offers various "Let's Talk" locations.

To access UCC services, visit [vanderbilt.edu/ucc](http://vanderbilt.edu/ucc) or the Office of Student Care Coordination's website at [vanderbilt.edu/carecoordination](http://vanderbilt.edu/carecoordination) or call the OSCC at (615) 343-WELL (9355). For immediate crisis support or to speak with someone at the UCC after business hours, call the UCC at (615) 322-2571.

### Student Health Center

The Student Health Center provides primary care services for students and is staffed by physicians, nurse practitioners, nurses, and lab technicians. 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. Students should call ahead to schedule an appointment at (615) 322-2427 or online at [vumc.org/student-health/online-appointments](http://vumc.org/student-health/online-appointments). 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 consultation services are available from on-call professionals at (615) 322-2427 when the Student Health Center is closed. 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 [vumc.org/student-health](http://vumc.org/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 history. Positive titer results are also accepted.
2. *Measles, mumps, and rubella (2 injections)* for all incoming students. Positive titer results are also accepted.

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 [vumc.org/student-health/immunization-requirements-new-students](http://vumc.org/student-health/immunization-requirements-new-students) in order to access more information regarding the immunization requirements and information on how to upload their documentation via the secure student health portal.

### Student Health 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 [vumc.org/student-health/student-health-insurance](http://vumc.org/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 domestic 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 1. 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) 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. This insurance is required for part-time as well as full-time students.

### Center for Student Wellbeing

The Center for Student Wellbeing seeks to create a campus culture that supports students in cultivating lifelong wellbeing practices. The center offers individual coaching appointments to help students develop and maintain skills that will contribute to personal and academic success, and provides workshops on a variety of topics, including resiliency, time management, alcohol and other drug education, and healthy living. Students may use the center's meditation room for yoga, meditation, and mindfulness classes, or for self-guided practice. The center also works closely with many campus partners, including the University Counseling Center, the Student Health Center, the Office of Housing and Residential Education, and the academic deans to provide resources and support for students who may be facing personal or academic challenges.

The Center for Student Wellbeing is centrally located on campus at 1211 Stevenson Center Lane, across from the Student Health Center, and is open Monday through Friday, 8:00 a.m. to 5:00 p.m. For more information, please call (615) 322-0480 or visit [vanderbilt.edu/healthydores](http://vanderbilt.edu/healthydores).

### 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 Student Access Services. Services include, but are not limited to, extended time for testing, assistance with locating sign language interpreters, audio textbooks, physical adaptations, notetakers, reading services, and reasonable accommodations for housing and dining. 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, Student Access Services, PMB 407726, 2301 Vanderbilt Place, Nashville, Tennessee 37240-7726; phone (615) 343-9727; fax (615) 343-0671; [vanderbilt.edu/student-access](http://vanderbilt.edu/student-access).

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

The Title IX and Student Discrimination Office ([vanderbilt.edu/title-ix](http://vanderbilt.edu/title-ix)) and/or the Equal Employment Opportunity Office ([vanderbilt.edu/eoo](http://vanderbilt.edu/eoo)) investigate 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. Director of Title IX and Student Discrimination Molly Zlock is Vanderbilt's Title IX coordinator.

If you believe that a member of the Vanderbilt community has engaged in prohibited discrimination, harassment, or retaliation, please contact the Title IX and Student Discrimination Office and/or the Equal Employment Opportunity Office. If the offense is criminal in nature, you may file a report with Vanderbilt University Police Department.

The Title IX and Student Discrimination Office also facilitates interim accommodations for students impacted by sexual misconduct and power-based personal violence. Some examples of interim accommodations include no contact 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 Title IX and Student Discrimination Office at (615) 343-9004.

### 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 Office of the University Registrar written requests that identify the record(s) they wish to inspect. The Office of 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 Office of 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.
  - Disclosure to various authorized representatives of government entities (such as, compliance with Student and Exchange Visitors Information System [SEVIS], Solomon Amendment, etc.).

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, address, 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 Office of 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 Office of 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 Office of 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 Personal Information 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. However, students should not wait to receive such a message, and should check YES frequently to remain current on official, confidential communications.

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**

Vanderbilt Child and Family Center provides support and resources to the community of Vanderbilt families across the spectrum of life. As reflected in our provision of new parent support, early childhood education, family life resources, and elder care support, VCFC values the university's commitment to the education of the whole person and cultivation of lifelong learning. Visit [vanderbilt.edu/child-family-center](http://vanderbilt.edu/child-family-center).

### **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 6:00 p.m. to 3:30 a.m. GPS technology allows students to track Vandy Vans on their route via computer or mobile phone using the VandySafe app, setting up text message alerts to let them know when a van will be arriving at their stop. Please visit [police.vanderbilt.edu/services/vandysafe.php](http://police.vanderbilt.edu/services/vandysafe.php) to download the app.

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 either (615) 322-2745 (2-2745 from a campus phone) or (615) 421-8888 (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.

**Exchange Area**—The Vanderbilt University Police Department has designated the lobby of the Police building located at 2800 Vanderbilt Place as an “Exchange Area.” The Exchange Area is for Vanderbilt University students, faculty, and staff to trade legal items bought and sold online on various secondhand applications in a safe environment. The building/lobby is located next to the Vandy Van stop in lot 72C near Vanderbilt Stadium. Either the seller or buyer must be Vanderbilt affiliated (student, faculty, or staff). The affiliated person must complete the online registration form at [police.vanderbilt.edu/safedeal](http://police.vanderbilt.edu/safedeal) prior to the actual trade.

**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/crimeinfo/securitynotices.php](http://police.vanderbilt.edu/crimeinfo/securitynotices.php).

**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/services](http://police.vanderbilt.edu/services).

Additional information on security measures and crime statistics for Vanderbilt is available from the Vanderbilt University Police Department, 111 28th Avenue South, 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, 111 28th Avenue South, Nashville, Tennessee 37212, or (615) 875-9157 (telephone).

A PDF copy of this report may also be obtained on the website at [police.vanderbilt.edu/pdfs/annual-security-report.pdf](http://police.vanderbilt.edu/pdfs/annual-security-report.pdf).

## 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 transinstitutional learning while providing opportunities to embrace diverse perspectives. For more information, visit [vu.edu/university-courses](http://vu.edu/university-courses).

## Equity, Diversity, and Inclusion

Excellence at Vanderbilt is inextricably tied to the university’s commitment to fostering an inclusive community where people of all identities, backgrounds, and perspectives can thrive. The vice provost for strategic initiatives and the vice chancellor for equity, diversity, and inclusion and chief diversity officer work in partnership with students, faculty, and staff to identify and implement best practices that advance equity, diversity, and inclusion across campus in pursuit of building and supporting an inclusive community enriched by a broad variety of experiences and knowledge. Visit [vanderbilt.edu/diversity](http://vanderbilt.edu/diversity) for more information.

## Inclusive Excellence

Diversity, inclusion, and community engagement are essential cornerstones of Vanderbilt’s commitment to equity and trans-institutional discovery and learning. The Office for Inclusive Excellence has as its mission to work in partnership with members of the Office of the Provost and Vanderbilt colleges and schools to ensure that we advance the success and affirmation of all students and faculty. The Office for Inclusive Excellence oversees and establishes strategic initiatives to promote academic success, professional and cultural education, and inclusivity and belonging. Visit [vanderbilt.edu/inclusive-excellence](http://vanderbilt.edu/inclusive-excellence) for more information.

## Extracurricular Activities

### Student Centers

A variety of facilities, programs, and activities are provided in six separate student center locations—Alumni Hall, The Commons Center, E. Bronson Ingram College, 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, Local Java, and the Pub at Overcup Oak restaurant. Rand Hall houses the Rand Dining Center, campus store, 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, Student Leadership, Arts and Campus Events, Student Organizations and Governance, Student Care Coordination,

Student Accountability, Community Standards and Academic Integrity, and the Student Center for Social Justice and Identity. Also included in this facility is a United States Postal Service office.

The Vanderbilt Student Life Center is the university's large event space. 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 Career Center, Global Education Office, Office of Immersion Resources, and Office of Active Citizenship and Service.

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 Career Center, and the CASPAR premajor advising center. The third floor of The Commons Center is the home of the Department of Political Science.

Alumni Hall was 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 renovated Alumni Hall, students have access to an exercise room as well as several new meeting and event spaces. The Vanderbilt Graduate School calls Alumni Hall home, and lounge space on the first floor serves as a robust hub for student life within the Graduate School community.

Opened in fall 2014 and fall 2018, respectively, Kissam Center and E. Bronson Ingram College are both part of the Vanderbilt residential college system. Kissam Center is home to meeting and event spaces, the Kissam Market, and Kissam Kitchen. E. Bronson Ingram College offers a dining facility, including the award-winning Bamboo Bistro pho concept.

### Recreation and Wellness Center

More than two-thirds of Vanderbilt University students participate in club sports, intramurals, group fitness classes, or other programs offered at the David Williams II Student Recreation and Wellness Center, known by students as "the Rec." The large variety of programs available for meeting students' diverse interests include: more than thirty club sports teams; more than thirty intramural sports (softball, flag football, basketball, table tennis, and soccer); and an aquatics program offering swim lessons for all ages and abilities. Red Cross lifeguarding and CPR classes are also available. If being outside is more your style, you can choose from one of the many adventure trips offered each semester or create your own adventure trip with tips and gear from the Outdoor Recreation staff. There are more than sixty group fitness classes a week and a variety of wellness offerings from "learn to box" to healthy eating through Vandy Cooks in the Teaching Kitchen, Personalized Nutrition Coaching, and Nutrition Minute grab-and-go information on a variety of nutrition topics.

The Rec is a 289,000-square-foot facility that houses a 25-yard, 15-lane swimming pool; four courts for basketball, volleyball, and badminton; five racquetball and two squash courts; a four-lane bowling alley; five group fitness classrooms,

more than 14,000 square feet of weight/fitness room space; rock-climbing wall; seven multipurpose rooms; locker rooms; and a 120-yard turf field surrounded by a 300-meter track in the indoor field house. The Rec's exterior spaces include more than seven acres of field space including three natural grass fields and one turf field.

All students pay mandatory student service fees which support 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 and a minimum of 6 credit hours per module 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 three semesters 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 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 or by credential. 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. (Exceptions to this limit are made only for exchange program partners who require visiting Owen students to take 15 credit hours.)

### 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 (STEM certified)  
 General Management  
 Health Care  
 Human and Organizational Performance  
 Marketing  
 Operations and Analytics  
 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 6510	Federal Income Taxation of Mergers and Acquisitions	2
MGT 6512	Federal Taxation of Business Entities	2
MGT 6513	Financial Statement Analysis	2
MGT 6514	Advanced Financial Reporting for Mergers and Acquisitions	2



**Finance (STEM certified)**

## 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 Leveraged Buyouts (short course)	1
MGT 6532	Risk Management (Not offered 2019/2020)	2
MGT 6533	Derivatives Markets	2
MGT 6534	Financial Data Analysis	2
MGT 6535	Derivative Securities Valuation (Not offered 2019/2020)	2
MGT 6536	Portfolio Analysis and Trading	2
MGT 6537	Corporate Restructuring for Distressed Firms (short course)	2
MGT 6636	Financial Institutions	2
MGT 6637	Corporate Restructuring for Non-Distressed Firms (short course)	2
MGT 6639	Entrepreneurial Finance	2

**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 6011	Practice of Transplant Administration	2
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 Analytics	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 6507	Health Care Information Technology	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 6012/6013	Health Care Quality Improvement (1 credit hour per mod)	2
MGT 6015	Health Care Delivery Organizations	2
MGT 6441	Managerial and Organizational Effectiveness	2
MGT 6445	Talent Management and Human Resources Analytics	2
MGT 6446	Compensation Decision Making	2
MGT 6447	Labor and Employee Relations (Not offered 2019/2020)	2
MGT 6448	Negotiation	2
MGT 6449	Innovation Strategy	2
MGT 6456	Ethics in Business	2
MGT 6457	Women and Leadership	1
MGT 6546	Executive Coaching (short course)	1
MGT 6547	Training Systems Management (short course) (Not offered 2019/2020)	1
MGT 6548/6549	Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC (1 credit hour per mod)	2
LOP 6270	Leading Globally Diverse Organizations (Peabody College)	3

## Marketing

### ELECTIVES

12 hours from the following:

Course Number	Course Title	Credit Hours
MGT 6014	Health Care Marketing	2
MGT 6460	Marketing Communications: Advertising and Social Media	2
MGT 6461	Consumer Insights for Marketing Decision Making	2
MGT 6462	Consumer Behavior	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 6467	New Product Development	2
MGT 6468	Brand Management	2
MGT 6560	Marketing Strategy	2
MGT 6565	Internet Marketing Strategy and Analytics	2
MGT 6568	Pricing Strategies	2

Marketing-related project courses do not count toward the 12-hour requirement in the marketing concentration.

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 and Analytics

### 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 6017	Health Care Analytics	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 6498	Business Analytics	2
MGT 6541	User-Centered Design I: Identifying User Needs	2
MGT 6542	User-Centered Design II: Prototyping New Products and Services	2
MGT 6572	Strategic Management of Technology	2
MGT 6573	Data Visualization (short course)	1
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

Choose at least 6 credit hours from the following:

Course Number	Course Title	Credit Hours
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 2018/2019)	2
MGT 6427	Life Cycle of an Enterprise	2
MGT 6440	Strategic Alignment of Human Capital	2
MGT 6449	Innovation Strategy	2
MGT 6572	Strategic Management of Technology	2

Choose no more than 4 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6420	The Future of Energy Markets in a Low Carbon Economy	2
MGT 6431	Corporate Valuation	2
MGT 6441	Managerial and Organizational Effectiveness	2
MGT 6475	Operations Strategy	2
MGT 6504	Health Care Economics and Policy	2
MGT 6521	Business Models	2
MGT 6530	Mergers and Acquisitions	2
MGT 6540	Leading Change	2
MGT 6545	Doing Business in China	2
MGT 6559	Launching the Venture I	2
MGT 6560	Marketing Strategy	2
MGT 6568	Pricing Strategies	2
UNIV 6215	From Academic Insight to Entrepreneurial Impact (2 of the 4 credit hours)	4

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

#### ELECTIVES

20 hours from the following:

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 Behavior	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
MGT 6014	Health Care Marketing	2
MGT 6467	New Product Development	2
MGT 6560	Marketing Strategy	2
MGT 6565	Internet Marketing Strategy and Analytics	2
MGT 6568	Pricing Strategies	2

\* Recommended in Year One

\*\* Recommended in Year Two

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 6430*	Investments	2
MGT 6431*	Corporate Valuation	2
MGT 6432**	Corporate Financial Policy	2
MGT 6530**	Mergers and Acquisitions	2

(Continued, next page)

**Corporate Finance (continued)**

## ELECTIVES

Choose 8 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6412**	Taxation of Business and Investment Transactions	2
MGT 6433	International Financial Markets and Instruments	2
MGT 6443	Advanced Corporate Valuation	2
MGT 6531**	Private Equity and Leveraged Buyouts (short course)	1
MGT 6537**	Corporate Restructuring for Distressed Firms (short course)	2
MGT 6636**	Financial Institutions	2
MGT 6637**	Corporate Restructuring for Non-Distressed Firms (short course)	2
MGT 6639	Entrepreneurial Finance	2

\* Recommended in Year One

\*\* Recommended in Year Two

Highly recommended electives that do not count toward the specialization:

- Bond Markets (MGT 6436)
- Applied Investment Management (MGT 6435)
- Taxation of Business Entities (MGT 6512)
- Financial Statement Analysis (MGT 6513)
- Derivatives Markets (MGT 6533)
- 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 and Human Resources Analytics	2
MGT 6446*	Compensation Decision-Making	2
MGT 6447**	Labor and Employee Relations (Not offered 2019/2020)	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

## 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)	1
MGT 6547	Training Systems Management (short course) (Not offered 2019/2020)	1
MGT 6548/6549	Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC (1 credit hour per mod)	2
LOP 6270	Leading Globally Diverse Organizations (Peabody College)	3

\* Recommended in Year One

\*\* Recommended in Year Two

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/).



## 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 6435	Applied Investment Management	2
MGT 6436	Bond Markets	2
MGT 6533	Derivatives Markets	2

### ELECTIVES

Choose 4 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 6433	International Financial Markets and Instruments	2
MGT 6532	Risk Management (Not offered 2019/2020)	2
MGT 6535	Derivative Securities Valuation	2
MGT 6536	Portfolio Analysis and Trading	2
MGT 6636	Financial Institutions	2

NOTE: A student taking more than 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 Leveraged Buyouts (MGT 6531) (short course—1 credit hour)
- Federal Income Taxation of Mergers and Acquisitions (MGT 6510)
- Corporate Restructuring for Distressed Firms (MGT 6537) (short course—2 credit hours)
- Taxation of Business and Investment Transactions (MGT 6412)
- Corporate Restructuring for Non-Distressed Firms (MGT 6637) (short course—2 credit hours)
- Entrepreneurial Finance (MGT 6639)

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 2019/2020)	2
MGT 6428	Social Enterprise and Entrepreneurship	1
MGT 6449	Innovation Strategy	2
MGT 6503	Health Care Innovation and Evaluation	2
MGT 6521	Business Models	2
MGT 6541	User-Centered Design I: Identifying User Needs	2
MGT 6542	User-Centered Design II: Prototyping New Products and Services	2
MGT 6556	Introduction to Entrepreneurship	2
MGT 6558	Launching the Venture II	2
MGT 6559	Launching the Venture I	2
MGT 6639	Entrepreneurial Finance	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.

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 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 Seminar: Israel	2
MGT 6655	China Project Trip	2
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 apply, 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.wivi.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). Because 12 credit hours is the maximum allowed to be transferred to an Owen student's record, dual-degree students may not participate in exchange programs or request credit for non-Owen courses exceeding the 12 hours transferred from their partner school.

### 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 J.D. 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 53 for information on the MSF/JD program.

### Management/Medicine

By combining course work from 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/Peabody College of Education and Human Development

By combining course work from the Owen Graduate School of Management and Peabody College of education and human development, students can pursue both the MBA and the Master of Public Policy in Education (M.P.P.) in five-to-six semesters of study. Students interested in the joint program

must apply to and be admitted by each school separately with matriculation in the fall semester.

Students take courses in residence at Peabody College during the fall and spring semesters of year one and may enroll in additional Peabody courses in the summer between year one and year two. Students take courses and are in residence at Owen during the fall and spring semesters of year two and the fall semester of year three. Depending on a student's individual curriculum, a final semester at Peabody may be required. The Owen School grants 12 hours of transfer work for courses completed in Peabody toward the MBA; Peabody College, in turn, counts 12 hours of transfer work for courses completed in the Owen School toward the M.P.P. MBA/M.P.P. students should contact Peabody College for curriculum guidelines and admissions requirements for the M.P.P..

### **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 course work 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 musical arts 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 degree.

Required course work includes the normal Blair course work for the musical arts degree, 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.Arts 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.Arts degree requirements (normally, lessons and ensembles). The completion of the B.Mus.Arts 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.Arts requirements.

#### *Planning for the Program*

Students interested in this program must meet with Blair Associate Dean Melissa Rose early in their B.Mus.Arts 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 must 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.

## Calendar

### MBA

(Information and dates subject to change)

#### Summer 2019

International Summer Business Program (ISBP)	July 8–24
MBA Foundations for Quantitative Analysis	July 29–30, Monday–Tuesday

#### Fall Semester 2019

Connect Week—all incoming students	July 31–August 7, Wednesday–Friday/Monday–Wednesday
First Day of Classes, Module I	August 12, Monday
Labor Day*	September 2, Monday*
Last Day of Classes, Module I	September 26, Thursday
Module I Exam Period	September 30–October 4, Monday–Friday
Short/Immersion Courses	October 7–11, Monday–Friday
First Day of Classes, Module II	October 14, Monday
Thanksgiving Break	November 22–December 1, Friday–Sunday
Last Day of Classes, Module II	December 5, Thursday
Module II Exam Period	December 9–13, Monday–Friday
Winter Break	December 14, 2019–January 5, 2020, Saturday–Sunday

\*Classes meet on Labor Day, Monday, September 2, 2019.

#### Spring Semester 2020

First Day of Classes, Module III	January 6, Monday
MLK Holiday—No Classes**	January 20, Monday; classes will be held on Friday, January 24
Last Day of Classes, Module III	February 20, Thursday
Module III Exam Period	February 24–28, Monday–Friday
Spring Break	February 24–March 8, Saturday–Sunday
First Day of Classes, Module IV	March 9, Monday
Last Day of Classes, Module IV	April 23, Thursday
Module IV Exam Period	April 27–May 1, Monday–Friday
Commencement	May 8, Friday

\*\*Classes do not meet on Monday, January 20 (MLK holiday), but will meet on Friday, January 24.



# 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 August 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 three-to-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 56 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, 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, and a minimum of 5 credit hours per module, to maintain full-time status. Students must be enrolled in 32 credit hours in the first year and 24 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 7749	Organizational Behavior	2
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 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 7748	Global Innovation Strategy	2
EMGT 7754	Creating and Launching the Venture	2
EMGT 7755	Business Strategy	4
EMGT 7779	Operations Topics	2
<b>Year 2, Spring</b>		
EMGT 7728	Global Enterprise	2
EMGT 7742	Strategic Alignment of Human Capital	2
EMGT 7759	Strategy Project	4
EMGT 7762	Marketing Strategy	2
<b>Total Required Course Credit Hours</b>		<b>56</b>

## Exemptions

Course exemptions are not permitted.

## Pass/Fail Courses

There is one Pass/Fail courses in the EMBA curriculum: EMGT 7762 Marketing Strategy. 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 56 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 Expectations and Strike Limits

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

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

### Executive MBA

(Information and dates subject to change)

#### Summer 2019

Math and Statistics Camp      June 22 through July 20, Saturdays (no class on July 6)  
 Family Picnic/Orientation    July 13

#### Fall Semester 2019

Week in Residence (New Harmony)  
 (First-year Students)      August 4–10, Sunday–Saturday, First day of classes  
 Week in Residence  
 (Second-year EMBAs)      August 9–10, Friday–Saturday, First day of classes, and August 23–24, Friday–Saturday, and  
 September 6–7, Friday–Saturday  
 Second Day of Classes at Owen    August 24, Saturday  
 Third Day of Classes            September 7, Saturday  
 Fourth Day of Classes          September 21, Saturday  
 Partner Day follows  
 Fifth Day of Classes            October 5, Saturday  
 Sixth Day of Classes          October 19, Saturday  
 Seventh Day of Classes        November 2, Saturday  
 Eighth Day of Classes        November 16, Saturday  
 Ninth Day of Classes         December 7, Saturday  
 Tenth Day of Classes         December 14, Saturday

#### Spring Semester 2020

First Day of Classes            January 4, Saturday  
 Second Day of Classes        January 18, Saturday  
 Third Day of Classes          February 1, Saturday  
 Fourth Day of Classes        February 15, Saturday  
 Fifth Day of Classes          February 29, Saturday  
 Sixth Day of Classes         March 14, Saturday  
 Seventh Day of Classes        March 28, Saturday  
 Eighth Day of Classes        April 11, Saturday  
 Ninth Day of Classes         April 25, Saturday  
 Tenth Day of Classes         May 2, Saturday

#### Summer Semester 2020

First Day of Classes            May 16, Saturday  
 Second Day of Classes        May 30, Saturday  
 Third Day of Classes          June 13, Saturday  
 Fourth Day of Classes        June 27, Saturday  
 Fifth Day of Classes          July 11, Saturday  
 Second-year Week in Residence    TBD

# 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 August 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 three-to-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 56 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 7749	Organizational Behavior	2
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 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
EMGT 7752	Global Strategy	2
EMGT 7650	Capstone Project	4
<b>Year 2, October</b>		
EMGT 7723	Corporate Social Responsibility	2
EMGT 7724	Strategic Management for Emerging Markets	2
<b>Year 2, January</b>		
EMGT 7726	Competitiveness and Strategy	2
EMGT 7753	Family Business	2
EMGT 7652	Capstone Project (continued)	4
<b>Year 2, April</b>		
EMGT 7743	Leading a Global Innovation Strategy	2
EMGT 7756	Creating and Launching New Ventures	2

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

**Total Required Course Credit Hours**

**56**

## 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	
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 56 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 Expectations and Strike Limits

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

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

Americas MBA (For second-year AMBA students only. First-year students see page 34.)

(Information and dates subject to change)

### Summer 2019

Family Picnic July 13, Saturday

### Fall Semester 2019

First Day of Residency, SFU August 16, Friday  
Simon Fraser University  
Vancouver, BC, Canada

Last Day of Residency, SFU August 24, Saturday

First Day of Residency, FIA October 18, Friday  
Fundação Instituto de Administração  
São Paulo, Brazil

Last Day of Residency, FIA October 26, Saturday

### Spring Semester 2020

First Day of Residency, ITAM January 24, Friday  
Instituto Tecnológico Autónomo de México  
Mexico City, Mexico

Last Day of Residency, ITAM February 1, Saturday

First Day of Residency, VU March 27, Friday  
Vanderbilt University  
Nashville, Tenn., USA

Last Day of Residency, VU April 4, Saturday

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# Master of Accountancy (MAcc) 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 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 curricular aspect of the MAcc 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

#### MOD I

MGT 6316	Engagement Communication	1
MGT 6331	Managerial Finance	2
MGT 6410	Financial Reporting I	2
MGT 6415	Audit Institutions and Processes	2
MGT 6417	Evaluating Information Systems	1

#### IMMERSION WEEK

MGT 6419	Advanced Audit Topics	2
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#### MOD II

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

#### MOD III

MGT 6515	Audit Internship (or electives)	6
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#### MOD IV

MGT 6416	Advanced Cost Accounting	2
MGT 6418	Managerial Strategy	2
MGT 6511	Advanced Financial Reporting	2
MGT 6512	Federal Taxation of Business Entities	2
MGT 6517	Introduction to Law and Business	2

#### Total Required Course Credit Hours

35

#### 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 MAcc 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 on a Pass/Fail basis can be used to meet graduation requirements.

## 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 (GPA)

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 35 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 2019\*

Orientation	July 31–August 9, Wednesday–Friday, Monday–Friday
First Day of Classes, Module I	August 12, Monday
Last Day of Classes, Module I	September 26, Thursday
Module I Exam Period	September 30–October 4, Monday–Friday
Immersion Week	October 7–11, Monday–Friday
First Day of Classes, Module II	October 14, Monday
Thanksgiving Break	November 22–December 1, Friday–Sunday
Last Day of Classes, Module II	December 5, Thursday
Module II Exam Period	December 9–13, Monday–Friday
Winter Break	December 14, 2019–January 5, 2020 (Internships may start sooner)

#### Spring Semester 2020\*\*

M.Acc Internships	Early January (date determined by firm)–Early March
First Day of Classes, Module IV	March 9, Monday
Last Day of Classes, Module IV	April 23, Thursday
Module IV Exam Period	April 27–May 1, Monday–Friday
Commencement	May 8, Friday

#### Summer Semester 2020

CPA Exam Review and Exams	May 11–Early August
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\*Classes meet on Labor Day, Monday, September 2, 2019.

\*\*Classes do not meet on Monday, January 20 (MLK holiday), but will meet instead on Friday, January 24.

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# Master of Accountancy (MAcc) 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 34 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 curricular aspect of 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 6401	Financial Economics I	2
<b>MOD I</b>		
MGT 6316	Engagement Communication	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 6411	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	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>34</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 MAcc 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 Accounting Valuation Internship. No other course taken on a Pass/Fail basis can be used to meet graduation requirements.

## 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 (GPA)

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 34 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 2019

Financial Economics July 29–August 9, Monday–Friday

#### Fall Semester 2019\*

Orientation July 31–August 9, Wednesday–Friday, Monday–Friday

First Day of Classes, Module I August 12, Monday

Last Day of Classes, Module I September 26, Thursday

Module I Exam Period September 30–October 4, Monday–Friday

Immersion Week October 7–11, Monday–Friday

First Day of Classes, Module II October 14, Monday

Thanksgiving Break November 22–December 1, Friday–Sunday

Last Day of Classes, Module II December 5, Thursday

CFA Level 1 Exam December 7, Saturday

Module II Exam Period December 9–13, Monday–Friday

Winter Break December 14, 2019–January 5, 2020 (Internships may start sooner)

#### Spring Semester 2020\*\*

MAcc Internships Early January–Early March

First Day of Classes, Module IV March 9, Monday

Last Day of Classes, Module IV April 23, Thursday

Module IV Exam Period April 27–May 1, Monday–Friday

Commencement May 8, Friday

CPA Review Course and Exam May 11–Early August

\*Classes meet on Labor Day, Monday, September 2, 2019.

\*\*Classes do not meet on Monday, January 20 (MLK holiday), but will meet instead on Friday, January 24.

# 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 7871	Operations Management	2
EMGT 7878	Configuring and Optimizing Health Care Operations	2
EMGT 7875	Spreadsheets for Business Analytics II	1
<b>MOD III</b>		
EMGT 7809	Health Care Accounting	2
EMGT 7811	Financial and Managerial Accounting	2
EMGT 7850	Capstone Project	1
<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 7842	Leading Teams in Organizations	2
EMGT 7861	Strategic Marketing of Health Care Services	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**

EMGT 7874/7875 are Pass/Fail courses in the MMHC curriculum.

**Transfer Credit**

Transfer credit is not permitted.

**Grades**

Faculty use the following recommended grade distribution:

<u>Letter grade</u>	<u>Numerical weight</u>	<u>Percentages</u>
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**

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 Management in Health Care

(Information and dates subject to change)

#### Fall Semester 2019

Orientation	August 10
Module I	August 15
Module II	October 17
Thanksgiving Break	November 28
Winter Break	December 14, 2019–January 5, 2020

#### Spring Semester 2020

Module III	January 19
Module IV	March 9

#### Summer Semester 2020

Module V	May 11
Module VI	July 16

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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 31 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

#### ORIENTATION

MGT 6360

Marketing Fundamentals

2

#### MOD I

MGT 6469

Statistics for Marketing

2

MGT 6460

Marketing Communications: Advertising and Social Media

2

MGT 6466

Professional Development in MMark (continues through Mod II)

1

MGT 6467

New Product Development

2

MGT 6566

Directed Study I: Industrial Immersion

2

#### MOD II

MGT 6461

Consumer Insights for Marketing Decision Making

2

MGT 6568

Pricing Strategies

2

MGT 6565

Internet Marketing Strategy and Analytics

2

#### MOD III

MGT 6462

Consumer Behavior

2

MGT 6463

Quantitative Analysis for Marketing Decision Making

2

MGT 6464

Selling Strategy: Promotions, Persuasion, and Public Relations

2

#### MOD IV

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

#### Total Required Course Credit Hours

31

#### OTHER APPROVED ELECTIVES

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 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

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/stuacct/s/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)

#### Summer 2019

Marketing Fundamentals (MMark) July 22–August 9, Monday–Friday

#### Fall Semester 2019\*

Owen Connect Week—all incoming students July 31–August 7, Wednesday–Friday/Monday–Wednesday  
 First Day of Classes, Module I August 12, Monday  
 Last Day of Classes, Module I September 26, Thursday  
 Module I Exam Period September 30–October 4, Monday–Friday

Brand Week October 7–11, Monday–Friday

First Day of Classes, Module II October 14, Monday  
 Thanksgiving Break November 22–December 1, Friday–Sunday  
 Last Day of Classes, Module II December 5, Thursday  
 Module II Exam Period December 9–13, Monday–Friday

Winter Break December 14, 2019–January 5, 2020, Saturday–Sunday

#### Spring Semester 2020\*\*

First Day of Classes, Module III January 6, Monday  
 MLK Holiday—No Classes January 20, Monday; classes will be held on Friday, January 24  
 Last Day of Classes, Module III February 20, Thursday,  
 Module III Exam Period February 24–28, Monday–Friday  
 Spring Break February 29–March 8, Saturday–Sunday  
 First Day of Classes, Module IV March 9, Monday  
 Last Day of Classes, Module IV April 23, Thursday  
 Module IV Exam Period April 27–May 1, Monday–Friday

Commencement May 8, Friday

\*Classes meet on Labor Day, Monday, September 2, 2019.

\*\*Classes do not meet on Monday, January 20 (MLK holiday), but will meet instead on Friday, January 24.

# 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, STEM-certified 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
<b>ORIENTATION</b>		
MGT 6401	Financial Economics I	2
MGT 6406	Professional Development and Communication	1
<b>MOD I</b>		
MGT 6410	Financial Reporting I	2
MGT 6402	Financial Economics II	2
MGT 6403	Econometrics I	2
MGT 6405	Financial Modeling	2
<b>MOD II</b>		
MGT 6411	Financial Reporting II	2
MGT 6431	Corporate Valuation	2
<b>Total Required Course Credit Hours</b>		<b>15</b>

NOTE: At the discretion of the MSF program director, students with insufficient undergraduate accounting course work are required to take MGT 6311, Introduction to Accounting, in Mod I followed by MGT 6410, Financial Reporting I, and MGT 6411, Financial Reporting II, in Mods III and IV. Credit hours earned for MGT 6311 count toward the 33 credit hour graduation requirement.

## Electives

MSF students are required to take at least 18 credit hours of elective courses. A minimum of 10 credit hours must be chosen from the list of primary elective courses below. 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).

### PRIMARY ELECTIVES

MSF students must choose a minimum of 10 credit 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 Leveraged Buyouts (short course)	1
MGT 6533	Derivatives Markets	2
MGT 6536	Portfolio Analysis and Trading	2
MGT 6537	Corporate Restructuring for Distressed Firms (short course)	2
MGT 6636	Financial Institutions	2
MGT 6637	Corporate Restructuring for Non-Distressed Firms	2
MGT 6639	Entrepreneurial Finance	2

### SECONDARY 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 6512	Federal Taxation of Business Entities	2
MGT 6513	Financial Statement Analysis	2
MGT 6514	Accounting for Mergers and Acquisitions	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	Spreadsheet Macros (VBA) 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 6524/6525	Seminar in Monetary and Fiscal Policy (1 credit hour per mod)	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 required 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 without permission from the MSF program director.

## 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 SCIENCE IN FINANCE is presented annually to a graduating student from the Master of Science in 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/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.

## 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 Financial 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
MGT XXXX	Elective	2
MGT XXXX	Elective	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 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 6514	Accounting for Mergers and Acquisitions	2
MGT 6530	Mergers and Acquisitions	2
MGT 6531	Private Equity and Leveraged Buyouts	1
MGT 6533	Derivatives Markets	2
MGT 6534	Financial Data Analysis	2
MGT 6535	Derivative Securities Valuation	2
MGT 6536	Portfolio Analysis and Trading	2
MGT 6537	Corporate Restructuring for Distressed Firms (short course)	2
MGT 6636	Financial Institutions	2
MGT 6637	Corporate Restructuring for Non-Distressed Firms	2
MGT 6639	Entrepreneurial Finance	2

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 2019

<b>MSF Orientation 2019</b>	July 26, Friday
Financial Economics I and Professional Development and Communication	July 26–August 9, Thursday–Friday, Monday–Friday

#### Fall Semester 2019\*

Connect Week—all incoming students	July 31–August 9, Wednesday–Friday/Monday–Friday
First Day of Classes, Module I	August 12, Monday
Labor Day*	September 2, Monday
Last Day of Classes, Module I	September 26, Thursday
Module I Exam Period	September 30–October 4, Monday–Friday
Short/Immersion Courses	October 7–11, Monday–Friday
First Day of Classes, Module II	October 14, Monday
Thanksgiving Break	November 22–December 1, Friday–Sunday
Last Day of Classes, Module II	December 5, Thursday
Module II Exam Period	December 9–13, Monday–Friday
Winter Break	December 14, 2019–January 5, 2020, Friday–Sunday

#### Spring Semester 2020\*\*

First Day of Classes, Module III	January 6, Monday
MLK Holiday—No Classes**	January 20, Monday; classes will be held on Friday, January 24.
Last Day of Classes, Module III	February 20, Thursday
Module III Exam Period	February 24–28, Monday–Friday
Spring Break	February 29–March 8, Saturday–Sunday
First Day of Classes, Module IV	March 9, Monday
Last Day of Classes, Module IV	April 23, Thursday
Module IV Exam Period	April 27–May 1, Monday–Friday
Commencement	May 8, Friday

\*Classes meet on Labor Day, Monday, September 2, 2019.

\*\*Classes do not meet on Monday, January 20 (MLK holiday), but will meet on Friday, January 24.

# Courses of Study: Fall 2019 through Spring 2020

## MBA, MAcc, MMark, and MSF

**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]

**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 real-world 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 Analytics.** Health care organizations are gathering and capturing data on every aspect of patient care. Although this offers a great opportunity to design evidence-based business and clinical processes, the volume of data as well as the inherent variability necessitates applying advanced analytical skills. In this course students learn how to use advanced analytical skills to help influence operational and strategic decision making in health care delivery organizations. Specifically, student learning will focus on the 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 problems using different real datasets and learn to apply different analytical solution methodologies. The final project will involve students using real-time data to propose solutions to a problem currently facing a health care organization. [2]

**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]

**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]

**MGT 6316. Engagement Communication (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 implement them, 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 the MBA Career Management Center's Wall Street Trek and Charlotte Trek during Immersion Week between mods 1 and 2. These treks kick off internship recruiting for many of these firms. Time will be invested before the treks for students to become familiar with the industry to maximize the trip experience. Students can attend either or both treks to participate in the course, but they are required to be present for the entirety of the trips hosted by the Career Management Center. [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 business strategy. The course teaches frameworks to analyze external and internal conditions of the firm with an aim of understanding both current positions and future performance potential of firms. Further, skills will be developed in conceptualizing strategy and thinking through the impact of planned and unplanned changes in the internal and external environments of firms. Students will apply critical thinking, problem solving, and financial analysis to realistic management situations. Classes take the format of lectures, case discussions, and management simulations. (Limited to first year MBA students only) [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. [2]

**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] This is an introductory operations management course that takes the process view of the firm and focuses on questions related to the design, management, and execution of processes in service and manufacturing organizations. The course emphasizes business process innovation and provides numerous examples of firms that have achieved competitive advantage because of their operations practices. Topics covered include operations strategy, process analysis and design, project management, queueing theory, supply chain management, and lean operations. [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 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 (MAcc).** [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. 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 firms' 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 6312. Prerequisite: MGT 6311 or equivalent. [2] (For MAcc students only)

**MGT 6417. Evaluating Information Systems (MAcc).** [Formerly MGT 417] This course will cover how information systems support transaction processing and the risks such systems introduce that threaten the integrity of financial reporting. As such, the course will focus on the controls management should implement to mitigate such risk and why auditors should evaluate the effectiveness of the controls in a financial statement audit. [1]

**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. [2] (For MAcc students only)

**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 assurance-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 & 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] 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. Prerequisites: 6321 and 6331. [2]

**MGT 6427. Life Cycle of an Enterprise.** [Formerly MGT 427] 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 & innovation, global health, cross-sector models, and microfinance as a case study in social enterprise & 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. [1]

**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 designing programs that align employees' skills and efforts with the achievement of organizational strategies, and applying the concepts to real world situations. While students anticipating a career in human resource management and organizational development will benefit from this class, it is 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.** This course builds on the tools developed in MGT 6431 and applies them to more complex companies and situations. Students will learn to transform financial statements to extract the meaningful cash flow related data (and ignore irrelevant data). Examples include adjusting for operating leases, capitalizing expenses, adjusting for employee stock options or pension benefits. Students will also learn to justify forecasts (e.g. growth, margins) with market and industry research. There is an emphasis on valuing real world companies. The primary context would be investment in or purchase of a public company, but applications to M&A, IPOs, etc. will be discussed. Upon completion a student should be able to value, in detail, any public company accurately. Prerequisite: MGT 6331 and MGT 6431. [2]

**MGT 6445. Talent Management and Human Resources Analytics.** [Formerly MGT 445] Talent management, the process through which organizations anticipate and meet their needs for talent in strategic jobs, now incorporates HR analytics—a data-driven approach to managing people at work. One reason that the people analytics became important is to estimate the return on HR investments. Many organizations routinely spend between 50% and 70 % of their revenues on direct and indirect workforce costs, but often the return on these investments is not well analyzed and managed. This course provides an introduction to managing talent strategically, including measuring and analyzing the impact of talent on ROI, defining and optimizing work performance, and identifying and understanding emerging

topics in talent management. 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. Labor and 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 & 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 & 2), [2 credits total]. [1 credit hour per mod]

**MGT 6455. The Law & 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 & 2), [2 credits 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 6457. Women and Leadership.** In this course, we will take a multidisciplinary approach to learning about women and leadership to better prepare students of both genders to lead in organizational contexts where women comprise a significant proportion (and in some cases a majority) of the workforce. To do this we will analyze case studies of women leaders,

review the current state of empirical evidence about the status of women as leaders, investigate the barriers that have hindered women from reaching the highest-status positions in business and government, and consider ways that individuals can overcome such obstacles. Finally, we will reflect on what students expect from their careers, as well as consider the skills they must develop and the pathways they must pursue to become effective and inclusive leaders. [1—Short course]

**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 Behavior.** [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 Methods for Marketing Decision Making.** [Formerly MGT 461B] The broad objective of this course is to provide a fundamental understanding of the quantitative marketing research methods employed by well-managed firms. The course is aimed at the manager who is the ultimate user of the research and is thus responsible for determining the scope and direction of research conducted. In the course, we will cover different types of research designs, techniques of data collection, and data analysis. Emphasis will be on the interpretation and use of results rather than on mathematical derivations. The course focuses on helping managers recognize the role of systematic information gathering and analysis in making marketing decisions, in addition to developing an appreciation for the potential contributions and limitations of marketing research data. Prerequisite: MGT 6463 or consent of the instructor.

**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 6466. Professional Development in MMark.** This course helps MMark students develop strategic proficiency in defining vocational preferences. Students will develop an effective marketing recruiting strategy and activate tactical career skills necessary for success in the business world. Students will become familiar with the recruiting landscape, understand how to build networks and connections, engage with a diverse range of marketing career opportunities, and align their recruiting focus with their professional goals. [1]

**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 simulated new product development project. Multiple marketing techniques will be applied, including user surveying and interviewing, concept testing, conjoint analysis, market sizing, adoption rate modeling, and others. 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, constrained optimization and simulation. 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. The course is for second-year MBA students only. Prerequisite: MGT 6381 and MGT 6574. [2]

**MGT 6472. Supply Chain Management.** [Formerly MGT 472] This course builds upon the business process innovation concepts introduced in the introductory operations management course and examines material, information, and cash flows between firms within a supply chain. Topics include supply chain strategy, demand forecasting and inventory management methods for short and long lifecycle products, supply chain collaboration and coordination, and operational methods for managing supply chain risk. Prerequisite: MGT 6371. [2]

**MGT 6473. Health Care Operations.** [Formerly MGT 473] In the U.S., the health care sector accounts for 17% of gross domestic product. Facing decreasing reimbursements and ever increasing costs, and coupled

with pressure to deliver quality under pay-for-performance and bundled payment schemes, health care organizations are under unprecedented pressure to improve efficiency and quality. Consequently, health care organizations need to adopt well-proven operations management concepts to better manage their processes. In this course, we will analyze health care organizations using both qualitative and quantitative principles of operations management to address issues around patient flows, capacity and staff planning, process failure and learning. The course is based on reading current articles, solving case studies, and hands-on data driven exercises. The final project involves students deploying operations management concepts to propose solutions to problems currently faced by a real hospital. 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 operations 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 globalization 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. 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]

**MGT 6494. Introduction to Information Technology.** The course provides an introduction to the major responsibilities, activities, and management approaches of the Information Technology (IT) function within enterprises, with an emphasis on the strategic decision-making context for non-IT senior executives. Over seven weeks, the course will focus on four major areas: foundations of IT, organizational and functional roles of IT, operational models specific to IT, and a survey of emerging technologies. [2]

**MGT 6498. Business Analytics.** [Formerly MGT 498] Efficiently leveraging the abundance of data to make business decisions is key to staying competitive in the digital economy. This course introduces data analytics techniques that cover Perception (understanding what is happening through data), Prediction (what is likely to happen in the future based on past data), and Prototyping (what is likely to work based on pilot tests). Through in-class group exercises, students will learn how to apply appropriate analytics techniques to various business cases in marketing, operations, strategy, and other disciplines. The goal of this course is to understand key principles and processes for analyzing data and to get an introductory exposure to coding in Python and several advanced analytics/machine learning techniques. Starter code will be provided for all exercises and prior programming experience is not required. Prerequisite: MGT 6381

**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.** This course focuses on the current state of innovation within the health care industry—with a keen eye toward where the “new money” is going in health care. Throughout the course, we study each of the key sectors of health care, the market trends affecting those sectors, how new capital is being deployed in those sectors, and the ultimate impact on the health care industry as well as the health care consumer. [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 6507. Health Care Information Technology.** [Formerly MGT 506] The course is an introduction to the role of information technology in the health care industry. Although designed around technology applications for health care, the course focuses on critical issues around IT management applicable across any industry. Whether you are directly responsible for managing an IT group or will interact significantly with an IT department, the concepts developed in this course should prove valuable. Designed around a strategic level, health care IT implementation project, the course explores several IT related topics including the role of IT in organizational

strategy, technology procurement, needs assessment, project management, economic justification, user support and technology, and business risk management. [2]

**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 (MAcc).** [Formerly MGT 511] Examination of the nature and financial reporting aspects of business transactions involving corporate mergers and acquisitions. This course focuses on the preparation and interpretation of consolidated financial statements. It also provides the opportunity to analyze the effects of foreign currency translation effects on the financial statements. Topics include accounting for business combinations and consolidations, segmental reporting, and foreign currency translation. 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. Accounting for Mergers and Acquisitions.** 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. 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 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. [2] Pre- or corequisite: MGT 6410 and MGT 6411 (can be taken concurrently).

**MGT 6515. Audit Internship (MAcc).** [Formerly MGT 415C] This course is a supervised ten week internship in the audit/assurance service line of a 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. Instructor approval is required for a non-Big 4 audit/assurance internship. Prerequisite: MGT 6419. [6] Pass/Fail.

**MGT 6516. Accounting Valuation Internship (MAcc).** [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. Instructor approval is required for a non-Big 4 accounting valuation-related internship. 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-related service line of an international public accounting firm. The course fosters the development of a fundamental understanding of what attest providers do and the conceptual and practical problems they face. Such an understanding facilitates a productive interaction between program alumni and their largest client—the audit/assurance service line of their own firm. The focus of the course is (1) the nature and value of external audits of corporate financial statements, (2) the demand for audit assist engagements (AKA channel 1 services), (3) the language attest providers use to scope an audit assist engagement, and (4) the fit of an audit assist deliverable in an overall audit strategy. Ever present is professional formation, and a socialization into the public accounting profession. [1]

**MGT 6521. Business Models.** A good business model answers the age-old question, Who is the customer? And what does the customer value? It also answers the fundamental questions every manager must ask: How do we make money in this business? What is the underlying economic logic that explains how we can deliver value to customers at an appropriate cost? This course is focused on understanding the underlying business models of some of today's most successful and highly valued businesses—and the lessons we can learn from these innovative ways to engage customers and disrupt legacy markets. [2]

**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. [1]

**MGT 6525. Seminar in Monetary Fiscal Policy.** [Formerly MGT 524A] A continuation of MGT 6524, Seminar in Monetary Fiscal Policy. NOTE: MGT 6524 is not a prerequisite. [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, vertical integration, 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 & 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 for Distressed Firms.** [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. User-Centered Design I: Identifying Customer Needs.** [Formerly MGT 541] This is the first in a two-course sequence in user-centered product design and development. This first part of the sequence offers a framework and tested methods that aspiring innovators, entrepreneurs, and new product designers can use to truly understand the needs that drive users' adoption of new products or services. Students work in cross-disciplinary teams to produce design briefs and detailed specifications for a new product in an actual client-specified need area. Teams define the users, gather a sufficient quantity and variety of data to understand them, analyze the data, and articulate their findings in ways that make them actionable and useful to designers and engineers. Methods we will learn and employ will include observations, interviews, composite character profile development, market sizing, brain-storming, sketching, and creating meaningful design briefs. [2]

**MGT 6542. User-Centered Design II: Prototyping New Products and Services.** [Formerly MGT 542] This follow-on course to MGT 6541 provides students with a hands-on understanding of the prototyping and new product development and commercialization process. Students take up the design briefs from the prior course and work to do the design, development, prototyping, and user testing of a new product for their chosen client. Projects are presented in a "product fair" at the end of the course. This course builds on skills developed in MGT 6541, and teaches students how to meaningfully participate in cross-functional design teams; to make meaningful tradeoffs between design and business issues, and how analyze the commercialization and launch needs of a new product or service innovations in traditional and in start-up environments. Prerequisite MGT 6541 [2]

**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]

**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. This is a semester-long course; students must also register for MGT 6549. [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 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. This is a semester-long course; students must also register for MGT 6548 [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] Project Pyramid [1]

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

**MGT 6555. International Seminar: Israel.** [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 Immersion.** [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. Launching the Venture II.** This upper-level course is tailored to those individuals who have successfully completed Launching the Venture I (6559) and desire to further explore a business launch plan of their own. Participants should already have a core concept of their business idea developed. This interactive course is designed to provide the student structures and insight for launching and scaling a business. This course is designed for those who wish to launch a venture of their own or open new markets and product lines for existing companies. [2]

**MGT 6559. Launching the Venture I.** [Formerly MGT 554D] This course combines all the functional disciplines of business, while stretching your creativity and inventiveness. In this course, we examine the planning, operational design and seed / angel funding stages of a new venture. The course is designed to help the participant understand how one might create businesses that are scalable and worthy of the attention of the angel, VC and private equity investment communities. This course is ideal for entrepreneurially minded students and those who wish to pursue a career in venture and private equity financing. [2]

**MGT 6560. Marketing Strategy.** [Formerly MGT 560] This course will help you build and defend a great business. A strong business leader has to make smart, strategic marketing decisions, create and present a plan to get people on board, and then execute. You will learn about all of these steps in the course, as we review a range of topics including marketing fundamentals, new business strategy, established business strategy, brand portfolio strategy, and more. In doing so, we will build on the core marketing course and other marketing classes, in addition to introducing new concepts. The course is a challenging course. In particular, the simulation requires substantial time commitment. However, it will prove to be a valuable learning experience; the material will help you analyze and understand businesses, develop and gain support for your marketing strategies and ultimately deliver strong results. Prerequisite: MGT 6361. [2]

**MGT 6561. Social Enterprise Consulting.** The Social Enterprise Consulting (SEc) course is the Turner Family Center's primary vehicle for students to engage in consulting projects that create business solutions to the problems facing local social enterprises in collaboration with other graduate students from diverse disciplines at Vanderbilt. Interdisciplinary teams of students will support the social enterprises with consultancy services, including general strategy consulting, consumer and market analysis, impact metrics, social impact strategy, marketing and outreach, and operations improvement. The Turner Family Center for Social Ventures recognizes that complex problems require innovative and multifaceted solutions, and thus encourages and values the participation of students with non-business backgrounds. Through the SEc course, students will engage in a mix of classroom learning, peer collaboration, and hands-on client consulting. You will build skills and knowledge related to consulting, project management, client relations, and social enterprise topic areas related to the project (e.g.,

poverty alleviation, impact assessment, etc.). Students will gain exposure to these topics through in-class lectures as well as from guest speakers who are subject-matter experts in social enterprise and consulting. Social Enterprise Consulting is an interdisciplinary graduate course associated with the Turner Family Center for Social Ventures, and requires an application. For more information, please email [tfc@vanderbilt.edu](mailto:tfc@vanderbilt.edu). [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 6573. Data Visualization.** Data visualization is the art and science of representing data graphically to help understand massive amounts of data. It allows you to see patterns, trends, correlations, outliers, and causality that are not visible in the raw data. Such patterns, both expected and unexpected, greatly aid business intelligence. This course will teach both traditional graphs and information graphics (color patterns and icons in the data or in maps). Important topics include recognizing the most appropriate types of charts for

different contexts; techniques for visualizing patterns, trends and causality; and creating interactive reports (dashboards) using filters, page fields, slicers, and drill downs. Examples include Excel's forecast sheets to forecast future demands and solving vehicle routing problems using GoogleMaps. Other learning objectives are knowing the important graphics software and how to use them. Microsoft Excel and Tableau geographic maps of sales and other items will be emphasized. An overview of Microsoft Power BI (Business Intelligence) will be given. Corequisite for MBA students: MGT 6574. Prerequisite for MSF students: MGT 6405. [2]

**MGT 6574. Spreadsheets for Business Analytics.** [Formerly MGT 574] Uses Microsoft Excel 2016 for Windows and Mac to demonstrate the power of fast analytics for business intelligence. Advanced features of Excel are covered including tables, pivot tables, subtotals, data tables, form controls, auto and advanced filters, numerous advanced worksheet functions (including array functions), and conditional formatting. Applications include optimization modeling (linear programming) and simulation of financial and operations problems. Illustrations from actual company projects demonstrate the power and versatility of course concepts. Financial applications include portfolio optimization, short-term cash flow planning, and arbitrage models. Operations applications include supply chain optimization, aggregate production and inventory planning, and personnel scheduling. Knowledge of these contributes to a culture of data-driven decision making within companies. 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] Uses Microsoft Excel 2016 for Windows to demonstrate the power of Visual Basic for Applications (macros) in Excel.** The course begins with a one-class coverage of advanced features of Excel. All other classes emphasize the programming language VBA (Visual Basic for Applications) within Excel for obtaining, managing, and processing information. This is a very important tool for supporting managerial decision-making and analysis by automating tasks. Using custom dialog boxes and message boxes to prompt the Excel user on how to manipulate data contained in an Excel worksheet is typical. Example areas covered include 1) automatically producing and sending customized mass emails and summary reports, 2) manipulating Excel workbooks with 100 or more sheets, 3) copying from a master workbook sent by email to various managers and pasting to each of those individuals' workbooks on their hard drive to update their data, 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.**

**MGT 6610. Independent Study.**

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

**MGT 6636. Financial Institutions.** This course focuses on the managerial issues in banking and other financial services firms. It examines the specialized contracts used in the financial services industry and the interplay between information, technology, taxation, and regulation in shaping the structure and markets for these contracts. Prerequisite: MGT 6430. [2]

**MGT 6637. Corporate Restructuring for Non-Distressed Firms.** This course will largely be devoted to a consideration of voluntary restructuring and reorganization techniques for non-distressed corporations. 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; (3) to establish an economic perspective from which to assess the corporate and social consequences of alternative corporate restructuring and reorganization techniques. Prerequisite: MGT 6431. [2]

**MGT 6639. Entrepreneurial Finance.** This course introduces students to the opportunities, challenges, and pitfalls of financing new enterprises. We will explore entrepreneurial financing decisions from a life cycle perspective. The cycle begins with identifying opportunities, moves to marshaling resources to take advantage of these opportunities and executing the business plan, and ends with harvesting the venture's success. We will discuss the various sources of capital for entrepreneurs, including angels, customers, venture capital, and strategic alliances, and analyze how different contracts affect the incentives of financiers and entrepreneurs. We will emphasize the nonfinancial inputs that sources of financial capital can bring to entrepreneurial ventures. Prerequisite: MGT 6331 [2]

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

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

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

**MGT 6655. China Project Trip.** This course centers around travel to China over spring break. Students spend the week in Shanghai, working in teams on a business-related project for a company. Working on projects in China provides students with in-depth personal exposure to one of the most dynamic and important business environments in the world. Projects have covered many different topics, including marketing, operations, finance, and HR. The process begins at the start of Mod I, as students apply for the course and develop project ideas. By the beginning of Mod II, teams form. Mod III is spent preparing for the trip. It is recommended, but not required, that students also take Doing Business in China (MGT 6545) during Mod II, which is a separate, in-class strategy course which provides background on Chinese culture, business practices, and economic system. The China Project Trip is offered every other year. Application required. [2]

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

**MGT 6666. Independent Study.** [1-4]

**MGT 6670. Independent Study.**

**MGT 6739. Real Estate Capstone Project.** [Formerly MGT 439D] This is a project-oriented, two-mod course that exposes second-year students to an actual real estate development project in the greater Nashville area. Students are tasked with developing the conceptual use, conducting market studies, and putting together a comprehensive pro-forma for the proposed development. Students then take this information and produce a "pitch book" to be used to attract equity and debt financing for the proposed

project. A final presentation is made to a mixed audience of real estate and investment professionals. Prerequisite: MGT 6437, MGT 6438, and MGT 6439. (Depending on scheduling, MGT 6439 may be taken concurrently.) [2]

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

**MGT 6902. Interning in Business.** Supports students in their search for an internship and in the successful application of their Owen coursework in that setting. Repeatable. A requirement for this course is participation in a program-related internship. [0]

**MGT 6903. Int'l Exchange.** [Formerly MGT 903] Int'l Exchange. 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 degree. [Variable credit]

**MGT 6906. International Summer Business Program (ISBP).** [Formerly MGT 907] This course is a non-credit three week program for international students prior to matriculation that serves to orient students to life as a Vanderbilt business student. While the course will provide base line assessments and one-on-one feedback on writing and oral skills, the main focus is to 1) help students understand expectations for class participation, teamwork, and the Module class structure and 2) to provide networking and job placement preparation. For some students, this course may be a requirement for admission.

**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 2nd year MBA candidates who have taken the prerequisites of 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]

**UNIV 6215. Innovation Realization.** [Formerly MGT 6499] 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 PhD, MBA, and JD students will examine these issues in the context of dissertation research conducted by the PhD 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 PhD candidate, two MBA candidates, and two JD candidates, and the team's projects will be developed around the doctoral thesis research of the PhD student. There is an application process for enrollment in this course which will be communicated in advance of the fall semester. [4]

## Executive MBA and AMBA

**EMGT 7711. Financial Accounting.** [Formerly EMGT 711] This course covers the financial reporting process and the development, interpretation, and analysis of financial statements for external users, such as investors and creditors. In addition, the course focuses on management's use of accounting and financial reporting concepts. [4]

**EMGT 7712. Managerial Accounting.** [Formerly EMGT 712] Focuses on the analysis of internally available information, much of which is not required for disclosure in the external financial statements studied in financial accounting. Users of these internal information sources are managers, directors, investment bankers, consultants, and internal and external

auditors. The course begins with a discussion of the basic vocabulary and mechanics of managerial accounting systems. The remainder of the course addresses how to identify and extract relevant information from these systems as an input to decision making and performance evaluation. Throughout, the course evaluates the limitations of, and assumptions underlying, internally available accounting information sources. The course objectives are reinforced through lectures, practice problems, class problem-solving, case write-ups, 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] Corporate Social Responsibility (AMBA). 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]

**EMGT 7724. Strategic Management for Emerging Markets (AMBA).** [Formerly EMGT 724] Strategic Management for Emerging Markets (AMBA). 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]

**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]

**EMGT 7728. Global Enterprise.** [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 optional international study trip is offered with this course for additional credit.) [2]

**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] Cross Cultural Management (AMBA). 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] Taking the perspective of a General Manager’s role in guiding the Human Resources function, the purpose of this course is to develop the student’s ability to determine whether a firm has the Human Resources practices in place to deliver the Human Capital the firm needs to execute its strategy. We explore the responsibility and opportunity a business leader has to be an active participant in their Human Capital strategy and, as appropriate, to hold their Human Resources function accountable for helping to create value for the customer. The underlying premise of this course is that HR practices and processes can have strategic value if aligned with organization strategy. [2]

**EMGT 7743. Leading a Global Innovation Strategy (AMBA).** [Formerly EMGT 743] Leading a Global Innovation Strategy (AMBA). 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]

**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 7746. Ethics in Business (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]

**EMGT 7753. Family Business (AMBA).** [Formerly EMGT 753] Family Business (AMBA). 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]

**EMGT 7754. Creating and Launching the Venture (EMBA).** This course combines all the functional disciplines of business, while stretching your creativity and inventiveness. In this course, we examine the planning, operational design and seed / angel funding stages of a new venture. The course is designed to help the participant understand how one might create businesses that are scalable and worthy of the attention of the angel, VC and private equity investment communities. This course is ideal for entrepreneurially minded students and those who wish to pursue a career in venture and private equity financing. [2]

**EMGT 7755. Business Strategy.** [Formerly EMGT 755] The first half of a two-course sequence that culminates in the production of a strategic plan for an organization. This course introduces tools and concepts for

identifying, formulating, and implementing strategy. Strategy focuses on commitments and action taken by the firm in pursuit of long-term competitive advantage. The course teaches frameworks to analyze how both the external industry environment and the internal resources of the firm contribute to superior performance. It also considers how firms create value across multiple business units. [4]

**EMGT 7756. Creating and Launching New Ventures (AMBA).** This course combines all the functional disciplines of business, while stretching your creativity and inventiveness. In this course, we examine the planning, operational design and seed / angel funding stages of a new venture. The course is designed to help the participant understand how one might create businesses that are scalable and worthy of the attention of the angel, VC and private equity investment communities. This course is ideal for entrepreneurially minded students and those who wish to pursue a career in venture and private equity financing. [2]

**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.** [Formerly EMGT 777] This is an introductory operations management course that takes the process view of the firm and focuses on questions related to the design, management, and execution of processes in service and manufacturing organizations. The course emphasizes business process innovation and provides numerous examples of firms that have achieved competitive advantage because of their operations practices. Topics covered include operations strategy, process analysis and design, project management, queueing theory, supply chain management, and lean operations. [4]

**EMGT 7779. Operations Topics.** [Formerly EMGT 779] This course builds upon the concepts introduced in the introductory operations management course (EMGT 7777) and introduces several quantitative tools that are used to solve operations problems commonly encountered in manufacturing and service organizations. Topics covered include demand forecasting, the newsvendor model (used in inventory and capacity management), optimization, regression analysis, and statistical process control. [2]

**EMGT 7628. Independent Study in Global Enterprise.** [2]

**EMGT 7650. Capstone Project (AMBA).** [Formerly EMGT 750A] Part one of a two-part series, Capstone Project (AMBA) is an integrated cross-cultural strategy project that spans the entire curriculum. [4]

**EMGT 7652. Capstone Project (AMBA).** [Formerly EMGT 750C] Part two of a two-part series, Capstone Project (AMBA) is an integrated cross-cultural strategy project that spans the entire curriculum. [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 systemwide challenges are likely to affect business policy in the future. Students will develop an improved ability to frame the important questions and utilize innovative practices that will drive successful business strategy. [2]

**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] This introductory course in operations management adopts a process view of organizations and focuses on questions related to the design, management and execution of processes in both service and manufacturing organizations. Topics include process analysis, service operations management, waiting line analysis, inventory management, supply chain management, lean operations and managing quality with statistical process control. [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 introduce simultaneously probability, statistics, optimization and advanced Excel. Advanced features of Excel include tables, pivot tables, conditional formatting, auto and advanced filters, and advanced worksheet functions. All examples in the course will be in the medical context. A knowledge of analytics contributes to a culture of data-driven decision making in companies. [1]

**EMGT 7875. Spreadsheets for Health Care Analytics (MMHC).** [Formerly EMGT 874B] A continuation of EMGT 7874.

**EMGT 7878. Configuring and Optimizing Health Care Operations.** [Formerly EMGT 878] 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. Students will analyze health care organizations using both qualitative and quantitative principles of operations management. Applications in health care include process analysis, focused factories, managing queues, patient flow, and lean operations. [2]

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# Owen Graduate School of Management

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### BROWNLEE O. CURREY PROFESSOR OF MANAGEMENT

*Currently held by Timothy J. Vogus, Professor of Organization Studies*

### BROWNLEE O. CURREY CHAIR

*Currently held by Raymond A. Friedman, Professor of Management*

Mrs. Frances Hampton Currey established these chairs 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.

### BROWNLEE O. CURREY JR. CHAIR

*Currently held by Bruce Barry, Professor of Management and Professor of Sociology*

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

### FRANCES HAMPTON CURREY CHAIR

*Currently held by William G. Christie, Professor of Finance, Professor of Law*

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.

### BRUCE D. HENDERSON PROFESSOR IN STRATEGY

*Currently held by M. Eric Johnson, Dean*

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.

### FRANK K. HOUSTON CHAIR FOR FINANCE

*Currently held by Nicolas P. B. Bollen, 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.

### E. BRONSON INGRAM CHAIRS

*Currently held by:*

*Paul K. Chaney, E. Bronson Ingram Professor of Accounting*  
*Dawn Iacobucci, E. Bronson Ingram Professor of Marketing*  
*David C. Parsley, E. Bronson Ingram Professor of Economics and Finance*  
*Steven S. Posavac, E. Bronson Ingram Professor of Marketing*

These 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.

### RICHARD M. AND BETTY RUTH MILLER CHAIR IN HEALTHCARE MANAGEMENT

*Currently held by Rangaraj Ramanujam, Professor of Management*

The Richard M. and Betty Ruth Miller Chair in Healthcare Management was established in 2000 by Richard Miller, B.A.'52, Betty Ruth Miller, and an anonymous donor to support a faculty member in healthcare management at the Owen Graduate School of Management.

### WILLIAM C. OEHMIG CHAIR IN FREE ENTERPRISE AND ENTREPRENEURSHIP

*Currently held by Luke M. Froeb, Associate Professor of Management*

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.

### RALPH OWEN PROFESSORSHIP

*Currently held by M. Eric Johnson, Dean*

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.

## JUSTIN POTTER PROFESSORSHIP

*Currently held by Mark A. Cohen, Professor of Management, Professor of Law*

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.

## VALERE BLAIR POTTER CHAIR

*Currently held by Robert Whaley, Professor of Finance*

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

## DEAN SAMUEL B. AND EVELYN R. RICHMOND CHAIR IN MANAGEMENT

*Currently held by Bruce K. Cool, Professor of Statistics*

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 PROFESSORSHIP OF PRODUCTION MANAGEMENT

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.

## HANS STOLL CHAIR

*Currently held by Berk A. Sensoy, Professor of Finance*

The Hans Stoll Chair was established in 2007 by multiple donors and David Ingram, MBA 1989, to provide support to a faculty member at the Vanderbilt Owen Graduate School of Management. This chair was established to honor the longtime director of the Financial Markets Research Center, Professor Hans Stoll.

## CAL TURNER CHAIR IN MORAL LEADERSHIP

*Currently held by Bart Victor, Professor of Management*

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.

## ANNE MARIE AND THOMAS B. WALKER JR. CHAIRS

*Currently held by:*

*Richard H. Willis, Anne Marie and Thomas B. Walker Jr. Chair, Professor of Accounting*

*Kelly L. Haws, Anne Marie and Thomas B. Walker Jr. Chair, Professor of Marketing*

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.

## MADISON S. WIGGINTON PROFESSORSHIP OF MANAGEMENT

*Currently held by Craig M. Lewis, Professor of Management, Professor of Law*

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.

## DAVID K. WILSON PROFESSORSHIP IN MANAGEMENT

*Currently held by Brian T. McCann, Associate Professor of Strategic Management*

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

NANCY ABBOTT, Adjunct Professor of Management  
M.B.A. (Vanderbilt 1991) [2015]

YASIN ALAN, Assistant Professor of Management  
B.Sc. (Texas A&M 2006); M.Sc., M.Sc., Ph.D. (Cornell 2008, 2012, 2012) [2012]

DEREK ANDERSON, Adjunct Professor of Management  
B.Sc. (Hons. 1985); M.M.H.C. (Vanderbilt 2014) [2015]

CLIFFORD A. BALL, Professor of Management, Emeritus  
B.Sc., M.Sc. (Nottingham 1974, 1975); Ph.D. (New Mexico 1980) [1990]

BRUCE BARRY, Brownlee O. Currey Jr. Chair; Professor of Management; Professor of Sociology  
B.A., M.A. (Virginia 1980, 1981); Ph.D. (North Carolina 1991) [1991]

JOSEPH D. BLACKBURN, JR., James A. Speyer Professor of Production Management, Emeritus  
B.E. (Vanderbilt 1963); M.S. (Wisconsin 1964); Ph.D. (Stanford 1971) [1979]

JESSE A. BLOCHER, Assistant Professor of Management  
B.S. (Virginia Polytechnic Institute 1997); M.S. (Massachusetts Institute of Technology 1998); Ph.D. (North Carolina 2012) [2012]

JAMES F. BLUMSTEIN, University Professor of Constitutional Law and Health Law and Policy; Professor of Medicine; Professor of Management  
B.A., LL.B., M.A. (Yale 1966, 1970, 1970) [1970]

NICOLAS P. B. BOLLEN, Frank K. Houston Chair for Finance; Professor of Finance  
B.A. (Cornell 1988); M.B.A., Ph.D. (Duke 1993, 1997) [2001]

MICHAEL BOWLING, Adjunct Professor of Management  
M.B.A. (Vanderbilt 1997) [2009]

JAMES W. BRADFORD, JR., Dean, Emeritus  
B.A. (Florida 1969); J.D. (Vanderbilt 1973) [2002]

MICHAEL R. BURCHAM, Senior Lecturer in Management/Policy  
B.S. (Mississippi 1983); M.B.A. (Belmont 1989); D.H.A. (Medical University of South Carolina 2003) [2004]

MARK D. CANNON, Associate Professor of Educational Leadership; Adjunct Professor of Management  
B.S., M.S. (Brigham Young 1985, 1987); A.M., Ph.D. (Harvard 1996, 1998) [1998]

PAUL K. CHANEY, E. Bronson Ingram Chair; Professor of Accounting  
B.S. (Indiana, Fort Wayne 1975); M.B.A., Ph.D. (Indiana, Bloomington 1977, 1983) [1984]

HALLIE S. CHO, Assistant Professor of Management  
B.S., M.S. (Massachusetts Institute of Technology 2010, 2012); Ph.D. (INSEAD 2019) [2019]

- WILLIAM G. CHRISTIE, Frances Hampton Currey Chair; Professor of Finance; Professor of Law  
B.Comm. (Queen's [Canada] 1978); M.B.A., Ph.D. (Chicago 1980, 1989) [1989]
- COREY CLEEK, Adjunct Professor of Management; Adjunct Professor of Managerial Studies  
B.S. (Tennessee 1995); M.B.A. (Duke 2000) [2009]
- MARK A. COHEN, Justin Potter Professorship; Professor of Management; Professor of Law  
B.S.F.S. (Georgetown 1978); M.A., Ph.D. (Carnegie Mellon 1983, 1985) [1986]
- BRUCE K. COOIL, Dean Samuel B. and Evelyn R. Richmond Chair in Management; Professor of Statistics  
B.S., M.S. (Stanford 1975, 1976); Ph.D. (Pennsylvania 1982) [1982]
- RICK A. COOPER, Adjunct Professor of Management  
B.A. (Chicago 1985); M.B.A., Ph.D. (Vanderbilt 1988, 1990) [2003]
- JAMES M. CRACRAFT, Adjunct Professor of Management  
B.A., M.S. (Indiana 1990, 1998) [2012]
- RICHARD L. DAFT, Brownlee O. Currey Jr. Professor of Management, Emeritus; Principal Senior Lecturer  
B.S.B.A. (Nebraska 1967); M.B.A., Ph.D. (Chicago 1971, 1974) [1989]
- DAVID M. DILTS, Adjunct Professor of Management  
B.S. (California Polytechnic State 1972); M.B.A., Ph.D. (Oregon 1973, 1983) [2017]
- ALLISON ELIAS, Postdoctoral Scholar; Adjunct Professor of Management  
B.A., Ph.D. (Virginia 2002, 2013) [2017]
- JENNIFER EDSON ESCALAS, Professor of Marketing  
M.B.A., B.A. (California, Los Angeles 1991, 1995); Ph.D. (Duke 1996) [2004]
- EDWARD F. FISCHER, Cornelius Vanderbilt Professor of Anthropology; Professor of American Studies; Professor of Management; Professor of Radiology and Radiological Sciences; Director of the Center for Latin American Studies  
B.A. (Alabama, Huntsville 1989); M.A., Ph.D. (Tulane 1995, 1995) [1996]
- RAYMOND A. FRIEDMAN, Brownlee O. Currey Chair; Professor of Management  
B.A. (Yale 1980); A.M., Ph.D. (Chicago 1983, 1987) [1994]
- LUKE M. FROEB, William C. Oehmig Chair in Free Enterprise and Entrepreneurship; Associate Professor of Management  
A.B. (Stanford 1978); Ph.D. (Wisconsin 1983) [1993]
- KELLY GOLDSMITH, Associate Professor of Marketing  
B.A. (Duke 2001); M. Phil., Ph.D. (Yale 2006, 2009) [2017]
- ERICK B. GOSS, Adjunct Professor of Management  
B.S. (United States Naval Academy 1990); M.S.I.R. (Troy State 1992); M.B.A. (Michigan 1999) [2007]
- JEFF GOWDY, Adjunct Professor of Management  
B.S. (Virginia 1997); M.B.A. (Vanderbilt 2006) [2011]
- RITA NEVADA GUNN, Assistant Professor of Accounting  
B.A., B.S. (North Carolina State 2012); Ph.D. (Northwestern 2017) [2017]
- KARL E. HACKENBRACK, Associate Dean of Evaluation and Program Development; Associate Professor of Management; Director of Accountancy  
B.S. (Davis and Elkins 1979); M.B.A. (Shippensburg 1983); Ph.D. (Ohio State 1988) [2004]
- PETER H. HASLAG, Assistant Professor of Finance  
B.S. (Arizona State 2010); M.S.F. (Vanderbilt 2011); Ph.D. (Washington University in St. Louis 2017) [2017]
- KELLY L. HAWS, Anne Marie and Thomas B. Walker Jr. Chair; Professor of Marketing  
B.B.A., M.B.A. (Mississippi State 1999, 2000); Ph.D. (South Carolina 2007) [2013]
- MARTIN HEFLIN, Adjunct Professor of Management  
B.A. (Vanderbilt 1980); M.B.A. (Wake Forest 1986) [2007]
- JONI HERSCH, Professor of Law and Economics; Professor of Management; Co-Director, Ph.D. Program in Law and Economics  
B.A. (South Florida 1977); Ph.D. (Northwestern 1981) [2006]
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B.A. (San Diego State 1985); M.B.A. (California, Davis 1994); Ph.D. (Duke 2000) [2006]
- KEJIA HU, Assistant Professor of Operations Management  
B.S. (Fudan 2011); M.S. (California, Davis 2013); M.S., Ph.D. (Northwestern 2017) [2017]
- SHAYNA HUMPHREY, Adjunct Professor of Management  
B.S. (Vanderbilt 1993); M.Ed. (Virginia 1997) [2012]
- NANCY LEA HYER, Associate Dean of Curriculum and Learning, MBA Programs; Associate Professor of Operations Management  
B.A. (Richmond 1977); M.B.A., Ph.D. (Indiana, Bloomington 1981, 1982) [1992]
- DAWN IACOBUCCHI, E. Bronson Ingram Chair; Professor of Marketing  
B.S., M.S., M.A., Ph.D. (Illinois, Champaign 1982, 1985, 1985, 1987); M.T.S. (Garrett Evangelical Theological Seminary 1999) [2007]
- DEBRA C. JETER, Professor of Accounting, Emerita  
B.S., M.B.A. (Murray State College 1975, 1981); Ph.D. (Vanderbilt 1990) [1994]
- M. ERIC JOHNSON, Ralph Owen Professorship; Dean of the Owen Graduate School of Management; Bruce D. Henderson Chair in Strategy  
B.S., M.S. (Pennsylvania State 1986, 1987); Ph.D. (Stanford 1991) [2013]
- JESSICA KENNEDY, Assistant Professor of Management  
B.S. (Pennsylvania 2004); Ph.D. (California, Berkeley 2012) [2014]
- GRANT KINNETT, Adjunct Professor of Management  
B.A., M.B.A. (Vanderbilt 2000, 2007) [2009]
- MUMIN KURTULUS, Associate Professor of Operations  
B.S. (Koc University [Turkey] 1998); M.S. (Bilkent [Turkey] 2002); M.S., Ph.D. (Institut Européen d'Administration des Affaires (INSEAD) [France] 2002, 2005) [2005]
- HUNTER M. LAND, Assistant Professor of Management  
B.S., M.S. Accounting (Notre Dame 2007, 2009); M.S., Ph.D. Rochester 2015, 2019) [2019]
- MICHAEL A. LAPRÉ, Associate Professor of Operations Management  
Ph.D. (Erasmus [Netherlands] 1991); Ph.D. (Institut Européen d'Administration des Affaires (INSEAD) [France] 1997) [2001]
- MEGAN LAWRENCE, Assistant Professor of Strategy/Marketing  
B.S.E. (Princeton 2006); Ph.D. (Harvard 2016) [2016]
- LARRY J. LEBLANC, Professor of Operations Management  
B.S. (Loyola, New Orleans 1969); M.S., Ph.D. (Northwestern 1971, 1973) [1980]
- CATHERINE F. LEE, Adjunct Professor of Management  
B.S.E. (Princeton 2003); M.B.A., Ph.D. (Chicago 2007, 2013) [2013]
- JONATHAN L. LEHMAN, Adjunct Professor of Management  
A.B. (Colgate 1982); M.B.A. (Harvard 1986) [2005]
- CRAIG M. LEWIS, Madison S. Wigginton Professorship of Management; Professor of Management; Professor of Law  
B.S. (Ohio State 1978); M.S., Ph.D. (Wisconsin 1982, 1986) [1986]
- EDWARD W. LOMICKA, Adjunct Professor of Management  
M.B.A. (Vanderbilt 1998) [2014]
- PRAKASH LOUNGANI, Adjunct Professor of Management  
B.A. (Elphinstone [India] 1980); M.A., Ph.D. (Rochester 1983, 1986) [2001]
- JOHN M LUTZ, Adjunct Professor of Management  
A.B. (Harvard 1984)
- SALVATORE T. MARCH, David K. Wilson Professor of Management, Emeritus  
B.S., M.S., Ph.D. (Cornell 1972, 1975, 1978) [2000]
- VLADIMIR MARES, Visiting Professor of Management  
B.S. (Bucharest 1995); M.S., Ph.D. (Rutgers 1997, 2001) [2014]
- BRIAN T. MCCANN, David K. Wilson Professorship in Management; Associate Professor of Strategic Management  
B.A. (Wright State 1990); M.B.A. (Vanderbilt 2004); Ph.D. (Purdue 2009) [2009]
- DIRK MELTON, Adjunct Professor of Management  
B.A. (Ball State 1997); M.S. Real Estate (Johns Hopkins 2009) [2013]
- JODY MOODY, Adjunct Professor of Management  
B.A. (Vanderbilt 1993; M.B.A. (Emory 1999) [2015]



- BENJAMIN MUNYAN, Assistant Professor of Finance  
B.S., B.S. (Arizona State 2009, 2009); Ph.D. (Maryland 2015) [2015]
- DAVID A. OWENS, Professor of the Practice of Management and Innovation; Professor of the Practice of Engineering Management; Associate Professor of Radiology and Radiological Sciences  
B.S., M.S., Ph.D. (Stanford 1987, 1993, 1998) [1998]
- KIMBERLY PACE, Professor of the Practice of Management  
B.A. (Millsaps 1992); M.M. (Shenandoah University 1994) [2005]
- DAVID C. PARSLEY, E. Bronson Ingram Chair; Professor of Economics and Finance  
B.S. (Kentucky, Lexington 1977); A.M. (Indiana, Bloomington 1979); Ph.D. (California, Berkeley 1990) [1990]
- C. WRIGHT PINSON, Senior Associate Dean for Clinical Affairs, School of Medicine; Professor of Surgery; Professor of Management; Deputy CEO and Chief Health System Officer, VUMC; Adjunct Professor of Nursing  
B.A., M.B.A. (Colorado, Denver 1974, 1976); M.D. (Vanderbilt 1980) [1990]
- VERONIKA K. POOL, Visiting Professor of Management  
B.A. (Kossuth Lajos University, Hungary 1996); B.S., MS. (Murray State 2000); Ph.D. (Vanderbilt 2006)
- STEVEN S. POSAVAC, E. Bronson Ingram Chair; Professor of Marketing  
B.A. (Knox 1992); M.S., Ph.D. (Utah 1995, 1998) [2007]
- ERIN RACCAH, Adjunct Professor Management  
B.S., J.D. (Pennsylvania 1992, 1997) [2017]
- DAVID L. RADOS, Professor of Management, Emeritus  
B.S. (Massachusetts Institute of Technology 1955); M.B.A. (Harvard 1960); Ph.D. (Stanford 1968) [1977]
- RANGARAJ RAMANUJAM, Richard M. and Betty Ruth Miller Chair in Healthcare Management; Professor of Management; Professor of Health Policy  
B.E. (Anna [India] 1986); M.B.A. (Indian Institute of Management, Calcutta 1988); M.S., Ph.D. (Carnegie Mellon 1995, 2000) [2008]
- AMANDA M. ROSE, Professor of Law; Professor of Management  
B.A. (Lone Mountain College 1999); J.D. (California, Berkeley 2002); M.S. (Vanderbilt 2014) [2018]
- JOSEPH M. RYAN, Visiting Professor of Management  
B.A. (La Salle 1972); Ph.D. (Pennsylvania 1978) [2016]
- MARK E. SCHMADTKE, Adjunct Professor of Management  
B.B.A. (Furman 1986); [2011]
- BERK A. SENSOY, Hans Stoll Chair; Professor of Finance  
B.S. (Duke 1999); M.B.A., Ph.D. (Chicago 2006) [2017]
- CHRISTOPHER SERKIN, Associate Dean for Academic Affairs and Research, Vanderbilt Law School; Elisabeth H. and Granville S. Ridley Jr. Chair in Law; Professor of Law; Professor of Management  
A.B. (Yale 1993); J.D. (Michigan, Ann Arbor 1999) [2013]
- JAMES K. SEWARD, Adjunct Professor of Management  
Ph.D. (Wisconsin 1987) [2008]
- RITA B. SOWELL, Adjunct Professor of Management  
B.S. (Tennessee 1982); M.S. (Tennessee State 1991) [1994]
- HANS R. STOLL, Anne Marie and Thomas B. Walker Jr. Professor of Finance, Emeritus  
B.A. (Swarthmore 1961); M.B.A., Ph.D. (Chicago 1963, 1966) [1980]
- MICHAEL D. STUART, Assistant Professor of Management  
M.Acct., B.S. (Brigham Young 2002, 2002); Ph.D. (Arkansas 2013) [2013]
- RANDALL S. THOMAS, John S. Beasley II Professor of Law; Professor of Management; Director, Law and Business Program  
B.A. (Haverford 1977); Ph.D., J.D. (Michigan 1983, 1985) [2000]
- MELISSA C. THOMAS-HUNT, Vice Provost for Inclusive Excellence; Professor of Management  
B.S. (Princeton 1989); M.S., Ph.D. (Northwestern 1995, 1997) [2017]
- VIKRAM TIWARI, Adjunct Professor of Management  
B.S. (New Delhi 1993); M.B.A. (Illinois Institute of Technology 2002); Ph.D. (Indiana 2008) [2015]
- LARRY VAN HORN, Associate Professor of Management; Associate Professor of Law; Associate Professor of Health Policy; Faculty Director, Health Care Program; Co-Director, Center for Health Care Market Innovation  
B.A., M.P.H., M.B.A. (Rochester 1989, 1990, 1992); Ph.D. (Pennsylvania 1997) [2006]
- BART VICTOR, Cal Turner Chair in Moral Leadership; Professor of Management  
A.B. (California, Berkeley 1977); M.S. (Bank Street College of Education 1979); Ph.D. (North Carolina 1985) [1999]
- W. KIP VISCUSI, University Distinguished Professor of Law, Economics, and Management; Professor of Management; Professor of Economics; Co-Director, Ph.D. Program in Law and Economics  
A.B., M.P.P., A.M., Ph.D. (Harvard 1971, 1973, 1974, 1976) [2006]
- TIMOTHY J. VOGUS, Brownlee O. Currey Jr. Chair; Professor of Organization Studies  
B.A. (Michigan State 1995); Ph.D. (Michigan 2004) [2004]
- ROBERT E. WHALEY, Valere Blair Potter Chair; Professor of Finance; Professor of Management; Director of Financial Markets Research Center; Chairman, MSF Advisory Board  
B.Comm. (Alberta [Canada] 1975); M.B.A., Ph.D. (Toronto [Canada] 1976, 1978) [2006]
- JOSHUA T. WHITE, Assistant Professor of Finance  
B.S., M.B.A., Ph.D. (Tennessee 2007, 2008, 2012) [2017]
- CHERRIE C. WILKERSON, Assistant Dean for Young Professional Programs; Professor of the Practice of Management; Program Director, MSF Program  
B.A. (Vanderbilt 1978); M.B.A. (Dartmouth 1981) [2005]
- RICHARD H. WILLIS, Senior Associate Dean for Faculty; Anne Marie and Thomas B. Walker Jr. Chair; Professor of Accounting  
B.S. (South Alabama 1983); M.Stat. (Ohio State 1984); M.B.A. (Duke 1992); Ph.D. (Chicago 1998) [2006]
- BURCH S. WOOD, Adjunct Professor of Management; Director of Health Care Programs  
B.A., M.B.A. (Vanderbilt 1998, 2010) [2014]
- PHILIP WOODLIEF, Adjunct Professor of Management  
B.A. (University of the South 1975); M.B.A. (Indiana 1977); C.P.A. (1977) [2012]
- FREEMAN WU, Assistant Professor of Marketing  
B.Sc. (British Columbia 2011); M.S., Ph.D. (Arizona State 2014, 2018) [2018]

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