

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

SPECIAL TOPICS FOR SUMMER 2003

(This is a preliminary list. Please see official schedule for final class and time listings.)

LINCOLN CENTER CAMPUS

COMMUNICATIONS AND MEDIA MANAGEMENT:

Call #10477 CMBG7599-001 "The Music Business"

Thur. 5:50pm

Taught by: Professor Shulman.

The Music Business – An overview of the history, current state and probable future of the recorded music industry including its strategic direction, operational practices, management, marketing and distribution platforms. The role of intellectual property and copy right including competition from digital sources is considered. Focus is on the business aspects of this media content industry as well as legal and regulatory issues.

FINANCE:

Call # 10627 FNGB7499-001 "Financial Modeling"

Tue. 5:50pm

Prerequisite: FNGB7421 Taught by Professor Sengupta

In this course you will learn to develop (using Excel) the type of financial models that businesses use everyday to analyze a wide range of financial problems and make decisions. We will use cases and problems that closely resemble real-life situations and will challenge you to make innovative use of your knowledge of financial theory. You will also make written and oral presentations of your models and solutions to develop and practice skills you will need to have a successful career in finance. Some knowledge of programming using Excel97's macro language (VBA) or some other programming language (e.g., Basic) is desirable, but not essential. Students planning to take this course should brush up their Excel skills, especially of using the built in functions, and try to familiarize themselves with the Excel macro language (VBA) before the beginning of the course.

Call # 10628 FNGB7499-002 "Investments for Individuals"

Tue. 8:00pm

Prerequisite: FNGB7421 Taught by Professor Sengupta

In this course we will develop a comprehensive investment management program for individuals based on the results of the last thirty years of research in securities markets, portfolio theory, and behavioral finance. The course will be practice oriented, and after finishing the course you will be able to use what you learn to manage your investment portfolio and advise clients and others on the same with confidence. But the course will also be theoretically rigorous, and some of the theoretical and empirical topics we will cover are: basics of portfolio theory, comparison of the historical returns on different classes of assets, evidence of stock market efficiency and inefficiency, measurement and management of risk, measurement of risk-adjusted performance for investment portfolios and mutual funds, and active and passive investment management. We will address the issue of asset allocation in detail because it is one of the key determinants of the risk an investor takes and the return he can expect to earn in the long run. To take full advantage of the course, you should be prepared to participate in the class discussions, which will constitute an important part of the course.

Call # 10629 FNGB7499-003 "Venture Capital Financing"

Tue. 5:50pm

Prerequisite: FNGB7421 Taught by Professor Perlin

When it comes to raising capital for early stage companies, entrepreneurs, venture capitalists, agent bankers and their research analysts alike often consider themselves at cross purposes. By examining the issues of valuation, structure and control in this course, it is expected that students will gain the perspective needed in the fundraising process. Given that objective, team case studies will be chosen that illustrate how the different viewpoints can be reconciled.

FINANCE MINI-COURSES:

Call # 10632 FNGB8405-001 "Deleveraged Finance" Wed. 5:50pm
Prerequisite: FNGB7421; Taught by Professor T. Kennedy (5/7 - 6/18)

Call # 10633 FNGB8405-002 "Deleveraged Finance" Wed. 8:00pm
Prerequisite: FNGB7421; Taught by Professor T. Kennedy (6/25 - 8/6)

This course discusses and traces the evolution and use of financial leverage in a wide range of leveraged finance transactions. Special emphasis will be placed upon the excessive use of debt in LBOs, recapitalization, restructuring, and refinancing. Utilizing case study information from several public highly leveraged firms, practical insights will be critically reviewed. Appropriate comments will be made in D.I.P. (Debtor in Possession) financing and likely financial restructuring trends emerging for the 1990s.

Call # 10634 FNGB8406-001 "Financial Strategy" Wed. 8:00pm
Prerequisite: FNGB7421 Taught by Professor T. Kennedy (5/7 - 6/18)

Call # 10635 FNGB8406-002 "Financial Strategy" Wed. 5:50pm
Prerequisite: FNGB7421 Taught by Professor T. Kennedy (6/25 - 8/6)

This course will address a variety of corporate finance issues faced by firms today such as: funding alternatives, spin-offs, valuation techniques, equity carve-outs and cost of capital. Case studies will be utilized to reinforce these concepts. A computerized model will be used to perform valuation analysis.

Call # 10630 FNGB8414-001 "Modern Financial Analysis and Valuation Techniques" Wed. 8:00pm
Prerequisite: FNGB7421 Taught by Professor Zirpolo (5/7 - 6/18)

Call # 10631 FNGB8414-002 "Modern Financial Analysis and Valuation Techniques" Wed. 8:00pm
Prerequisite: FNGB7421 Taught by Professor Zirpolo (6/25 - 8/6)

The main goal of this course is to illustrate the fundamentals of popular valuation techniques used by Wall Street practitioners. The class will also discuss applications of key valuation concepts such as EBITDA, Enterprise Value, WACC analysis, and accretion/dilution.

Call # 10636 FNGB8430-001 "Corporate Finance Simulation" Wed. 5:50pm
Prerequisite: FNGB7421 Taught by Professor F Werner (5/7 - 6/18)

Call # 10637 FNGB8430-002 "Corporate Finance Simulation" Wed. 8:00pm
Prerequisite: FNGB7421, Taught by Professor F Werner (6/25 - 8/6)

A computer simulation model of financial decision-making in an industrial corporation is the focal point of the course. Students are assigned to competing corporate teams. Lectures and guided working sessions aid strategy formulation. The model is used to illustrate, expand and integrate material presented in other corporate finance courses.

INFORMATION SYSTEMS:

Call # 10485 ICGB7999-001 "Data Warehousing"

ONLINE COURSE

Prerequisite: ICGB6910, E-Business designation, Taught by Professor RP/Saharia

The course will be conducted completely on-line using a distance-learning tool like Blackboard. Students would be required to attend virtual classrooms, participate in on line discussion groups.

There will be a number of exercises around a commercial data warehousing and data mining tools. It is widely recognized that information is necessary to survive and prosper in an increasingly competitive economy. Right information at the right time to the right person is the maxim. Increasingly, managers must understand how to organize and utilize the data that exists in enterprise systems and databases. The hardware and software needed to build and maintain data warehouses is now accessible to businesses of all sizes. There is a great need for individuals who understand how to design data warehouses and apply business intelligence techniques to extract information that can be used to understand business trends and market behavior. In this course, students will explore issues related to implementing a data warehouse for decision support applications. Topics discussed would include: use of decision support systems; separation between operational and decision support databases; analyzing, designing, and implementing data warehouses; loading and refreshing data warehouses; use of desktop tools to retrieve data from a warehouse; and use of online analytical processing (OLAP) and data mining tools to analyze data.

LEGAL AND ETHICAL STUDIES:

Call # 10464 BLGB7399-001 "Ethics in Business"

Thur. 8:00pm

Prerequisite: BLGB6310, Taught by Jackson

Studies some key topics bearing on business law and business ethics. A central theme throughout the semester examines the relationship between law and morality and the implications of that relationship for the marketplace. After establishing a theoretical framework for systematic moral inquiry into and criticism of the law, a number of specific legal and ethical issues raised in case studies and current events, such as sexual harassment, deceptive advertising, employment discrimination and affirmation action, environmental regulation, and workplace privacy are addressed.

Call # 10465 BLGB7399-002 "International Business Ethics"

Thur. 5:50pm

Prerequisite: BLGB6310, International Business course, Taught by Professor K. Jackson

Explores current issues of ethics in the world marketplace. Specific topics will include analysis of ethical issues raised by practices such as bribery, high-technology transfer and employment rights. Discussion of special managerial problems posed by doing business in countries with cultural, moral, and legal standards that differ from the corporation's home-country standards, and inquiry into the moral authority of codes of conduct and other institution standards promulgated for transnational enterprises by regional and global organizations. Study of the basic human rights responsibilities that multinational corporations owe to various stakeholders in the global business environment.

Call # 10466 BLGB7399-003 "Sports and the Law"

Tue. 8:00pm

Prerequisite: BLGB6310 Taught by Professor M. Conrad

A class discussing the legal relationships between college and professional athletes, the teams they play for, the agents who represent them and the products they endorse. Issues involving the history of college and professional sports, theories of free agency, the present collective bargaining agreements between the major sports leagues and their players, and the rights and responsibilities of agents will be discussed and analyzed. Also, endorsements, not-team athletes and discrimination will be examined, as will be broadcasting and antitrust issues. The class will involve a term paper and several group exercises in contract and rule drafting.

Call # 10467 BLGB7399-004 "Employment Law"

Mon. 5:50pm

Prerequisite: BLGB6310 Taught by Professor Davis

Studies emerging theories of employer tort liability. Areas emphasized are sexual harassment, discrimination, including discrimination based on race, age, sex, and disability, the employment at will doctrine, negligent hiring, fraud and misrepresentation, defamation, and invasion of privacy resulting from intrusive testing procedures. While the course will also discuss strategies for avoiding exposure to tort liability in the workplace.

Call # 10468 BLGB7399-005 "White Collar Crime"

Wed. 5:50pm

Prerequisite: BLGB6310, Taught by Professor N. Berle

This course will focus on contemporary issues involving the emerging field of Awhite-collar crime, with special attention to crimes committed within corporations and other large organizations, both nationally and internationally. The initial focus will be on the substantive law and the primary federal statutes: conspiracy, mail and wire fraud, the federal securities laws, RICO, money laundering statutes, and the Foreign Corrupt Practices Act. A second focus will be on corporate criminal responsibility. Significant attention will also be given to insider trading, women and Awhite-collar crime, and organized crime infiltration of legitimate business organizations. A final analysis will be on the causes, extent, and future of Awhite-collar crime in today's work place from both a legal and ethical perspective.

MANAGEMENT:

Call # 10508 MGGB7699-001 "Essentials of Leadership"

Tue. 3:40pm

Taught by Professor Marossis

The key to success in any business is good management. In a small business, the owner usually learns on the job or faces certain failure. This course will briefly define the objective of good management, review and practice skills necessary for good management, and place the context in a small business. The training will concentrate on personal skills (self-awareness, stress, problem-solving), interpersonal skills (supportiveness, power and influence, conflict management), and group skills (empowerment and delegation, team building).

While these skills are the same as those needed in any business, we will analyze them from the perspective of the business owner responsible to a family rather than shareholders. The course will emphasize how to achieve good management skills in an environment where a mistake won't be fatal.

Call # 10509 MGGB7699-002 "Management Skills for Entrepreneurs"

Mon.5:50pm

Taught by Professor Spiewak

The key to success in any business is good management. In a small business, the owner usually learns on the job or faces certain failure. This course will briefly define the objective of good management, review and practice skills necessary for good management, and place the context in a small business. The training will concentrate on personal skills (self-awareness, stress, problem-solving), interpersonal skills (supportiveness, power and influence, conflict management), and group skills (empowerment and delegation, team building).

While these skills are the same as those needed in any business, we will analyze them from the perspective of the business owner responsible to a family rather than shareholders. The course will emphasize how to achieve good management skills in an environment where a mistake won't be fatal.

Call # 10510 MGGB7699-003 "Total Quality Way of Life"

Mon. 5:50pm

Taught by Professor S. Ventrella

The Total Quality Way of Life (TQWL) suggests that the principles of Total Quality Management (TQM) as practiced by thousands of organizations around the world, can be applied to the individual. Traditional models of behavioral change have not been successful in improving overall quality of life. This course will look at the Awhat's and how's of transferring an organizational model of change (TQM) to a personal model of change (TQWL). This course will benefit students who have been exposed to ATQM≡ concepts and which to

experience a unique personal application. It will also benefit the many students who have been caught up in workplace chaos (i.e. mergers/acquisitions, downsizing, reengineering, reorganization, etc.) Who are looking for an effective approach to take more control of their lives. Previous exposure to TQM is not a prerequisite.

By the end of this course, you will have: a personal TQWL performance plan, providing you with a better sense of who you are, where you are headed in life, and how you will get there. A means for identifying barriers to personal progress and the tools to eliminate them. Knowledge of the process for identifying personal enhancements and the tools to successfully integrate them into your life. An understanding of the methods used to monitor progress, maintain control and, when necessary make adjustments. A means to building strong personal relationships.

Call # 10511 MGGB7699-004 "Managing a Family Business"

Wed. 5:50pm

Taught by Professor Diamond

Family businesses are a major force in today's global marketplace, accounting for more than 80% of all businesses in the world. Family-owned businesses have extremely complex cultures and the pressures in a family-owned business may be more intense than other businesses. The emotional factors caused by the dual relationships can affect processes such as promotion, decision-making, discipline, motivation, compensation, and succession planning. This course will explore the special dynamics and challenges that these organizations face as they move through their life cycles. A developmental model will be presented for understanding and managing patterns of change in family firms. Issues of organizational structure, leadership, strategy, financial management and organizational behavior in those enterprises will be highlighted, underscoring how they differ from those in public companies. Through selected reading and case studies, we will learn about how family businesses should be organized, what enables family-owned businesses to survive, how issues such as succession should be handled, and what role consultants can play in facilitating these challenging transitions in the family firm.

Call # 10512 MGGB7699-005 "E-Management"

ON-LINE COURSE

Taught by Professor Diamond **(Course is completely ON-LINE - Only TWO CLASS MEETINGS - SATURDAY, MAY 10 at 10:30 a.m. - 12:30p. m. and SATURDAY, August 2nd 10:30 am - 1:30 p.m. BOTH SESSION ARE MANDATORY ATTENDANCE.**

The most effective managers embrace change. The advent of the Internet has created dramatic changes in the workplace environment. Future managers who supervise ten or more employees must be prepared to manage some of those employees in a virtual setting; therefore, managing virtual teams is quickly becoming a core competency for managers. In this course students and instructor will explore the foundations of managing virtual teams including, understanding the difference between traditional and online management, assessing tools for online management, developing virtual teams and implementing e-training. **Requirements:** Participation in weekly bulletin board discussions; Participation in onsite conferences; Completion of weekly readings; Completion of 12-15 page research paper and presentation. **Sample course topics will include:** traditional managing vs. distance managing; The tools of managing virtual teams; Developing and maintaining virtual teams; Effects of distance on organizational culture; Developing and implementing e-training; Leadership online; Effective use of online recruiting; Etiquette online; Evaluating and giving feedback online

Call # 10687 MGGB7699-006 The Art of Consulting"

Tue. 5:50pm

Taught by Professor Tierney

Using the real world as a backdrop, this course will explore the crucial role a consultant can play in guiding and supporting managers. Class sessions will cover when and how to use management consultants; the primary skills needed by a consultant; matching the consultant's expertise to the problem; and finally, how to build effective partnerships. Common problem areas and stumbling blocks in working with consultants will be discussed. This course will also review the pros and cons of management consulting as a career/and/or as a stepping stone to becoming an effective manager.

MARKETING:

Call # 10455 MKGB7799-001 "Entrepreneurship Marketing"

Thur. 8:00pm

Prerequisite: MKGB6710;MKGB7799-005; permission of Instructor, Taught by Professor McKeown

This course is for those who know that they want to have their own for-profit business someday, as well as for those who may wish to found entrepreneurial not-for-profit organizations.

Call # 10456 MKGB7799-002 "Marketing Wonders and Blunders"

Tue.8:00pm

Prerequisite: MKGB6710; Taught by Professor Holden

Marketing "*Wonders and Blunders*" will examine a few outstanding new products (goods, services, ideas) from each decade of the 1880-2000 period. The focus is on how business developed and then marketed these products to target audiences, including cases where the effort was spectacularly unsuccessful. Lessons of the 120 years of marketing will be updated for today's marketing executives.

Call # 10677 MKGB7799-003 "Retailing Strategies"

Wed. 5:50pm

Prerequisite: MKGB6710; IB designation, Taught by Professor Devine

***For a description of course see Dr. Holden,
Area Chair of the Marketing Area***