



# Owen Graduate School of Management

Vanderbilt  
University  
2012/2013

Containing general information  
and courses of study  
for the 2012/2013 session  
corrected to 20 August 2012  
Nashville

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# Owen Graduate School of Management (OGSM)

## Academic Policies

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

### Professional Standards

OGSM students are expected to meet standards of personal and professional integrity. This bulletin is designed to acquaint OGSM students with the expectations of them and their responsibilities as members of the university community. This bulletin is available online on Blackboard, *Owen Catalog 2012-2013*, and all students receive a copy during orientation. It is the student's responsibility to become aware of this bulletin's contents. Ignorance of a policy or regulation is not an excuse for failure to observe it.

### The Honor System

Vanderbilt students are bound by the Honor System inaugurated in 1875 when the university opened its doors. Fundamental responsibility for the preservation of the system inevitably falls on the individual student. It is assumed that students will demand of themselves and their fellow students, complete respect for the university Honor System. OGSM students are expected to become familiar with the university Honor System described in the *Student Handbook* available at [vanderbilt.edu/student\\_handbook](http://vanderbilt.edu/student_handbook).

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

### Student Conduct

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

The policies concerning student conduct matters can be found in the *Student Handbook* available at [vanderbilt.edu/student\\_handbook/student-conduct](http://vanderbilt.edu/student_handbook/student-conduct). The university's Graduate Student Conduct Council has original jurisdiction in all cases of non-academic misconduct involving graduate and professional students. For detailed information, see Vanderbilt Graduate Student Conduct Council at [vanderbilt.edu/student\\_handbook/2006\\_2007/Conduct\\_System.htm#four](http://vanderbilt.edu/student_handbook/2006_2007/Conduct_System.htm#four).

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 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 the Dean for referral to the Vanderbilt Graduate Student Conduct Council.

### Student Records

Vanderbilt University is subject to the provisions of federal law known as the Family Educational Rights and Privacy Act (also referred to as FERPA). This act affords matriculated students certain rights with respect to their educational records. The student's rights are listed in the *Student Handbook* available at [vanderbilt.edu/student\\_handbook](http://vanderbilt.edu/student_handbook). Questions about the application of the provisions of the Family Educational Rights and Privacy Act should be directed to the University Registrar or to the Office of University Relations and 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 and Regulations Office, U.S. Department of Education, Washington, D.C. 20202.

### Transcripts

Academic transcripts are supplied by the University Registrar on written authorization from the student. Details are available at [registrar.vanderbilt.edu/transcripts.htm](http://registrar.vanderbilt.edu/transcripts.htm). All students are assessed a one-time lifetime transcript fee of \$30.00 during their first semester. There is no additional fee for a transcript. All transcripts are printed on security paper and mailed in sealed envelopes with the University Registrar's signature across the back flap.

### 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.htm](http://registrar.vanderbilt.edu/registration.htm). A student whose registration choices are denied or altered (cancelled class, lack of prerequisite courses, etc.) may select alternate courses during the open enrollment registration period. It is the student’s responsibility to ensure that their registration accurately reflects their intended enrollment. If a student’s name does not appear on the instructor’s roster, it is assumed that the student is not enrolled. Students will not be permitted to attend classes for which they are not enrolled or to visit classes on an ad hoc basis.

### Credit Hours

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

### Course Change Period—Drop/Add

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

### Class Attendance

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

### Auditing Courses

Auditing a course is subject to the following conditions:

1. Consent of the instructor before the end of open enrollment.
2. The instructor sets the conditions under which a course may be audited. Failure to meet those conditions is justification for withdrawal of the audit designation.
3. Audits carry no credit. No grade is recorded for a course that has been audited, although the course will appear on the student’s transcript.
4. Grading status may not be changed after open enrollment ends (i.e., an audited course cannot be changed to a graded course or vice versa).
5. Auditing is not permitted for courses with a waiting list.

### Course Withdrawal

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

### Examinations

Each module is followed by three reading days and an official exam period. All students must take the exam at the scheduled time, as the Owen School does not publish an alternate exam schedule. It is imperative that students do not make travel plans that interfere with the exam week. 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 and is published on Blackboard.

### Incomplete Grades

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

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

### Course Evaluations

Ten minutes of class time is provided at the beginning of each class in the seventh (last) week of the module for completing course evaluations. The new online course evaluation system has automatic reminders customized to each student. Student feedback is essential both to instructors and to the Owen administration.

### Online Course Materials (Blackboard)

Students should not expect to have access to online course materials beyond the end of the course. For most courses, online 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.

### 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 numbered 200 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 OGSM student in the joint B.A./MBA degree program.

### Financial Clearance

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

### Honors

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

### Performance Reviews

Students are expected to maintain at least a 3.0 cumulative GPA during the program and must have a 3.0 GPA to graduate. Students who are consistently at the lower grade levels will

be reminded of Owen's expectations and encouraged to seek extra help to improve their performance.

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

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

In the event that a student reaches the strike limit, the student will be withdrawn from any remaining (incomplete) courses. If a course in which an *F* is earned is successfully repeated at Owen then the strike associated with the initial *F* will be excluded in calculating the student's cumulative strike total.

### Good Standing

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

### Failure of a Course

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

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

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

### Leave of Absence

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

informed of their plans to return to school. Students on leave who wish to return must inform the school of their plans no later than July 1 for the fall semester or November 1 for the spring semester. In consultation with the Student Achievement Committee, the Office of Academic Programs may extend a leave of absence.

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

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

### **Dismissal**

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.

### **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.

# 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.

### Residence Requirement

The MBA program requires eight modules—the equivalent of four semesters—of full-time study. Students may not enroll in more than 10 credit hours per module and must be enrolled in a minimum of 12 credit hours per semester to maintain full-time status in the MBA program. Students may not exceed 18 credit hours per semester. (Short courses are excluded from the 18-hour maximum.) Residence for two academic years is required. The residence requirement is one and one-half academic years for students in some joint 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 311 Introduction to Financial Accounting, MGT 381 Managerial Statistics, and MGT 322 Managerial Economics, the Office of Academic Programs reviews all incoming student transcripts to determine whether the student is exempt by credential. Exemption of MGT 312 Introduction to Managerial Accounting and MGT 321 Business in the World Economy is predicated on passing the exemption exam. The Office of Academic Programs notifies all students regarding the schedule of exemption exams and exam results. Students receive no credit for exempted courses.

### Elective Courses

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

### Pass/Fail Courses

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

### Project Work and Independent Study Courses

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

### Transfer Credit

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

### Grades

Faculty use the following recommended grade distribution:

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

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

### Grade Point Average (GPA)

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

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

MBA degree candidates must successfully complete a minimum of 62 credit hours, including all required courses, with at least a 3.0 cumulative grade point average. Exempted courses, incompletes, and the grade Pass in Pass/Fail courses are not included in the computation of grade point averages. The grade Fail in Pass/Fail courses is entered into the GPA calculation.



## Required Courses

MBA students must complete the core and an ethics course:

Course Number	Course Title	Credit Hours
<b>MOD I</b>		
MGT 311	Introduction to Financial Accounting	2
MGT 331	Managerial Finance	2
MGT 342	Leading Teams and Organizations	2
MGT 351A	Management Communication	1
MGT 381	Managerial Statistics	2
<b>MOD II</b>		
MGT 322	Managerial Economics	2
MGT 361	Marketing Management	2
MGT 371	Operations Management	2
<b>MOD III</b>		
MGT 312	Introduction to Managerial Accounting	2
MGT 355	Strategic Management	2
<b>MOD IV</b>		
MGT 321	Business in the World Economy	2
	An ethics course (described next)	2
<b>Total Required Course Credit Hours</b>		<b>23</b>

The student's chosen concentration or the specialization in health care determines the ethics requirement. For students completing more than one concentration, the student must satisfy the ethics requirement in at least one concentration.

Concentration/Specialization	Ethics Requirement
Accounting	MGT 456 (Ethics)
Finance	MGT 456 (Ethics)
General Management	MGT 456 (Ethics)
Health Care	MGT 456 (Ethics)
Human and Organizational Performance	MGT 456 (Ethics), or MGT 544 (Controversies and Debates in Business, Management, and Society)
Marketing	MGT 456 (Ethics)
Operations	MGT 456 (Ethics)
Strategy	MGT 456 (Ethics), or MGT 544 (Controversies and Debates in Business, Management, and Society)

## 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 bulletin and with the Office of Academic Programs. The following concentrations are offered:

Accounting  
Finance  
General Management  
Human and Organizational Performance  
Marketing  
Operations  
Strategy

Students may double count one elective across two concentrations. For example, Corporate Valuation can be counted as an elective in Finance *and* Strategy.

## Accounting

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 411A	Financial Reporting I	2
MGT 411B	Financial Reporting II	2

### ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 412	Taxation of Business and Investment Transactions	2
MGT 413	Advanced Management Accounting	2
MGT 417	Accounting Information Systems	2
MGT 511	Advanced Financial Reporting and Analysis	2
MGT 512	Taxation of Corporations and Shareholders	2
MGT 513	Financial Statement Analysis	2
MGT 514	Taxation of Joint Ventures, Partnerships, and Other "Flow-Through" Entities	2
MGT 518	Accounting and Finance for Entrepreneurs	2
MGT 539F	Federal Income Taxation of Mergers and Acquisitions	2

## Finance

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 431	Investments	2
MGT 432A	Corporate Valuation	2

### ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 432B	Corporate Financial Policy	2
MGT 433A	International Financial Markets and Instruments	2
MGT 435A	Equities Markets	2
MGT 435B	Bond Markets	2
MGT 435C	Derivatives Markets	2
MGT 436	Financial Institutions (Not offered 2012/2013)	2
MGT 437	Real Estate Financial Analysis	2
MGT 439	Real Estate Finance and Capital Markets	2
MGT 507	Health Care Finance and Accounting	2
MGT 530	Mergers and Acquisitions	2
MGT 531	Venture Capital/Private Equity (short course)	1
MGT 532	Risk Management	2
MGT 534	Financial Data Analysis	2
MGT 535A	Derivative Securities Valuation	2
MGT 536	Active Portfolio Management	2
MGT 539F	Federal Income Taxation of Mergers and Acquisitions	2
MGT 539G	Corporate Restructuring for Distressed Firms (short course)	1
MGT 539H	Hedge Funds	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.

## Human and Organizational Performance

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 440	Strategic Alignment of Human Capital	2
MGT 540	Leading Change	2

### ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 441	Organization Design and Effectiveness	2
MGT 442	Talent Management (Not offered 2012/2013)	2
MGT 443	Power and Influence in Organizations (Not offered 2012/2013)	2
MGT 444	Leadership: Theory and Practice	2
MGT 445	Talent Sourcing and Acquisition	2
MGT 446	Compensation Decision Making	2
MGT 447	Labor and Employee Relations (Not offered 2012/2013)	2
MGT 448	Negotiation	2
MGT 449	Innovation Strategy	2
MGT 456	Ethics in Business	2
MGT 544	Controversies and Debates in Business, Management, and Society	2
MGT 546	Executive Coaching (Not offered 2012/2013)	1
MGT 547	Training Systems Management (short course)	1
MGT 549A	Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC	2

## Marketing

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 461B	Survey Design and Analysis	2
MGT 462	Consumer Analysis	2

### ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 460	Marketing Communications: Advertising	2
MGT 461A	Qualitative Marketing Research	2
MGT 461C	Marketing Models	2
MGT 464	Sales Promotion and Personal Selling	2
MGT 467	New Product Development	2
MGT 468	Brand Management	2
MGT 560	Marketing Strategy	2
MGT 562	Customer Relationship Management (Not offered 2012/2013)	2
MGT 568	Pricing Strategies	2

## Operations

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 472	Supply Chain Management	2
MGT 479	Management of Service Operations	2

### ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 473	Health Care Operations	2
MGT 475	Operations Strategy	2
MGT 478	Essentials of Project Management (Not offered 2012/2013)	1
MGT 541	New Product Design and Development	2
MGT 550A/B	Consulting for Strategy and Operations (and Project)	4

MGT 572	Strategic Management of Technology	2
MGT 574	Spreadsheets for Business Analytics	2
MGT 577	Managing and Improving Processes	2

## Strategy

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 425	Game Theory and Business Strategy	2
MGT 526	Corporate Strategy	2

### ELECTIVES

8 additional hours from the following:

Course Number	Course Title	Credit Hours
MGT 420	The Future of Energy Markets in a Low Carbon Economy	2
MGT 421	Financial Analysis of ESG Data	2
MGT 423	Corporate Strategies for Environmental, Social, and Governmental Issues	2
MGT 432A	Corporate Valuation	2
MGT 449	Innovation Strategy	2
MGT 457	Fast Growing Businesses (Not offered 2012/2013)	2
MGT 475	Operations Strategy	2
MGT 503	Health Care Economics and Policy	2
MGT 507	Health Care Finance and Accounting	2
MGT 530	Mergers and Acquisitions	2
MGT 540	Leading Change	2
MGT 550A/B	Consulting for Strategy and Operations (and Project)	4
MGT 554B	Writing a Business Plan	2
MGT 554D	Launching the Venture	2
MGT 560	Marketing Strategy	2
MGT 565	Internet Marketing (short course)	1
MGT 568	Pricing Strategies	2
MGT 572	Strategic Management of Technology	2

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

## 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  
 Health Care  
 Human and Organizational Performance  
 Investment Management

### Brand Management

#### REQUIRED

Course Number	Course Title	Credit Hours
MGT 460**	Marketing Communications: Advertising	2
MGT 461A*	Qualitative Marketing Research	2
MGT 461B*	Survey Design and Analysis	2
MGT 461C*	Marketing Models	2
MGT 462*	Consumer Analysis	2
MGT 464**	Sales Promotion and Personal Selling	2
MGT 468*	Brand Management	2

\* Recommended in Year One

\*\* Recommended in Year Two

#### ELECTIVES

Choose three courses from the following:

Course Number	Course Title	Credit Hours
MGT 459E	Health Care Marketing	2
MGT 467	New Product Development	2
MGT 560	Marketing Strategy	2
MGT 562	Customer Relationship Management (Not offered 2012/2013)	2
MGT 565	Internet Marketing (short course)	1
MGT 568	Pricing Strategies	2

Highly recommended electives that do not count toward the specialization:

Supply Chain Management (MGT 472)  
 Game Theory (MGT 425)  
 Negotiation (MGT 448)

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

Financial Statement Analysis (MGT 513)  
 Financial Reporting (MGT 411A and MGT 411B)  
 Advanced Management Accounting (MGT 413)

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

Leadership Theory and Practice (MGT 444)  
 Leading Change (MGT 540)  
 Power and Influence in Organizations (MGT 443) (Not offered 2012/2013)  
 Organization Design and Effectiveness (MGT 441)

## Corporate Finance

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 411A*	Financial Reporting I	2
MGT 411B*	Financial Reporting II	2
MGT 412**	Taxation of Business and Investment Transactions	2
MGT 431*	Investments	2
MGT 432A*	Corporate Valuation	2
MGT 432B**	Corporate Financial Policy	2
MGT 435C**	Derivatives Markets	2
MGT 530**	Mergers and Acquisitions	2
MGT 531**	Private Equity/Venture Capital (short course)	1
MGT 539G**	Corporate Restructuring (short course)	1

\* Recommended in Year One

\*\* Recommended in Year Two

### ELECTIVES

Choose one course from the following:

Course Number	Course Title	Credit Hours
MGT 433A	International Financial Markets and Instruments	2
MGT 436	Financial Institutions	2
MGT 539H	Hedge Funds	2

Highly recommended electives that do not count toward the specialization:

Bond Markets (MGT 435B)  
 Equities Markets (MGT 435A)  
 Taxation of Corporations and Shareholders (MGT 512)  
 Financial Statement Analysis (MGT 513)  
 Federal Income Taxation of Mergers and Acquisitions (MGT 539F)

## Health Care

Students earning the health care specialization must have earned 20 hours and must also earn a concentration in one of the disciplines.  
 (See Concentrations.)

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 501	Health Care Clinical Immersion	2
MGT 503	Health Care Economics and Policy	2

### ELECTIVES

Choose 16 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 459C/D	Health Care Quality Improvement	2
MGT 459E	Health Care Marketing	2
MGT 459F	Health Care Delivery Organizations	2
MGT 473	Health Care Operations	2
MGT 500	Medical Devices and Health Sciences	2
MGT 502	Health Care Innovation and Evaluation	2
MGT 504	Financial and Strategic Analysis: Applications to Health Care Services (Not offered 2012/2013)	2
MGT 505	Health Care Law and Regulation	2
MGT 506	Health Care Information Technology	2
MGT 507	Health Care Finance and Accounting	2
MGT 509	Modeling and Analysis of Health Care Data	2
MGT 605A/B	Practice of Transplant Administration	4

## Human and Organizational Performance

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 440*	Strategic Alignment of Human Capital	2
MGT 442**	Talent Management (Not offered 2012/2013)	2
MGT 445**	Talent Sourcing and Acquisition	2
MGT 446*	Compensation Decision-Making	2
MGT 447**	Labor and Employee Relations (Not offered 2012/2013)	2

Choose one course from the following:

Course Number	Course Title	Credit Hours
MGT 441**	Organization Design and Effectiveness	2
MGT 540**	Leading Change	2

### ELECTIVES

Choose 4 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 441**	Organization Design and Effectiveness	2
MGT 443	Power and Influence (Not offered 2012/2013)	2
MGT 444	Leadership: Theory and Practice	2
MGT 448	Negotiation	2
MGT 459F	Health Care Delivery Organizations	2
MGT 540	Leading Change	2
MGT 549A	Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC	2
MGT 546	Executive Coaching (Not offered 2012/2013)	1
MGT 547	Training Systems Management (short course)	1

\* Recommended in Year One

\*\* Recommended in Year Two

## Investment Management

### REQUIRED

Course Number	Course Title	Credit Hours
MGT 411A*	Financial Reporting I	2
MGT 411B*	Financial Reporting II	2
MGT 431*	Investments	2
MGT 432A*	Corporate Valuation	2
MGT 433A**	International Financial Markets and Instruments	2
MGT 435A**	Equities Markets	2
MGT 435B**	Bond Markets	2
MGT 435C*	Derivatives Markets	2

\* Recommended in Year One

\*\* Recommended in Year Two

### ELECTIVES

Choose 2 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 532	Risk Management	2
MGT 535A	Derivative Securities Valuation	2
MGT 536	Active Portfolio Management	2
MGT 539H	Hedge Funds	2

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

## SECONDARY ELECTIVES

Choose 2 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 432B	Corporate Financial Policy	2
MGT 436	Financial Institutions (Not offered 2012/2013)	2
MGT 513	Financial Statement Analysis	2
MGT 530	Mergers and Acquisitions	2

Highly recommended electives that do not count toward the specialization:

- Taxation of Corporations and Shareholders (MGT 512)
- Venture Capital and Private Equity (MGT 531)
- Federal Income Taxation of Mergers and Acquisitions (MGT 539F)
- Corporate Restructuring (MGT 539G) (short course)
- Taxation of Business and Investment Transactions (MGT 412)

## Emphases

An emphasis allows students to gain exposure to an additional area of interest. Emphases are prescribed by area faculty. Emphases require eight hours of course work and do not replace the requirement that at least one concentration 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 Courses of Study section of this bulletin and with the Office of Academic Programs. The following emphases are offered:

- Entrepreneurship
- International Studies
- Real Estate

### Entrepreneurship

8 hours of course work from the following:

Course Number	Course Title	Credit Hours
MGT 428	Social Enterprise and Entrepreneurship	2
MGT 449	Innovation Strategy	2
MGT 453	Small Business Management	2
MGT 502	Health Care Innovation and Evaluation	2
MGT 518	Accounting and Finance for Entrepreneurs	2
MGT 541	New Product Design I	2
MGT 554A	Introduction to Entrepreneurship	2
MGT 554B	Writing a Business Plan	2
MGT 554D	Launching the Venture	2

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

Course Number	Course Title	Credit Hours
MGT 444	Leadership: Theory and Practice	2
MGT 479	Management of Service Operations	2

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



## International Studies

8 hours of course work from the following:

Course Number	Course Title	Credit Hours
MGT 423	Corporate Strategies for ESG Issues	2
MGT 433A	International Financial Markets and Instruments	2
MGT 475	Operations Strategy	2
MGT 526	Corporate Strategy	2
MGT 555	International Business Seminar	2
MGT 557	Global Business Association Immersion Trip	1
MGT 559A	Project Pyramid	2
MGT 559D	Project Pyramid Trip	1
MGT 903	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 (numbered 200 or higher) 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 437	Real Estate Financial Analysis	2
MGT 438	Real Estate Investment and Development	2
MGT 439	Real Estate Finance and Capital Markets	2

ELECTIVES

Choose 2 credit hours from the following:

Course Number	Course Title	Credit Hours
MGT 439B	Property Law for Business Students	1
MGT 439C	Commercial Real Estate Transactions	1
MGT 439D/F	Real Estate Capstone	4

Students may request to take courses in the Law School for credit toward the Real Estate Emphasis. Approval is required.

## Exchange Programs

Owen participates in exchange programs with the following universities. Semester 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.

### Latin America

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

PONTIFICIA UNIVERSIDAD CATÓLICA DE CHILE (PUC)  
Santiago, Chile  
<http://www.sol.facea.puc.cl>

UNIVERSIDADE DE SÃO PAULO (USP)  
São Paulo, Brazil  
<http://www.usp.br>

### Europe

ÉCOLE SUPÉRIEURE DES SCIENCES ÉCONOMIQUES ET  
COMMERCIALES (ESSEC)  
Cergy-Pontoise, France  
<http://www.essec.fr>

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

BOCCONI UNIVERSITY  
Milan, Italy  
[www.unibocconi.it](http://www.unibocconi.it)

MANCHESTER BUSINESS SCHOOL  
Manchester, England  
<http://www.mbs.ac.uk>

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

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

OTTO BEISHEIM GRADUATE SCHOOL OF MANAGEMENT,  
WHU-KOBLENZ  
Vallendar, Germany  
<http://www.whu-koblenz.de>

VIENNA UNIVERSITY OF ECONOMICS AND BUSINESS  
ADMINISTRATION  
Vienna, Austria  
<http://www.wu-wien.ac.at>

ERASMUS UNIVERSITY, ROTTERDAM SCHOOL OF MANAGEMENT  
Rotterdam, The Netherlands  
<http://www.fbk.eur.nl>

### Africa

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

### Asia

GUANGHUA SCHOOL OF MANAGEMENT, PEKING UNIVERSITY  
Beijing, P. R. China  
<http://w3.gsm.pku.edu.cn/en/>

NATIONAL UNIVERSITY OF SINGAPORE  
Singapore  
<http://www.mba.nus.edu.sg/>

INTERNATIONAL UNIVERSITY OF JAPAN  
Niigata, Japan  
<http://www.iuj.ac.jp>

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

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

### Australia

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

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

## Joint Degree Programs

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

### Management/Divinity

A joint 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 joint-degree program. It is recommended that students begin their joint program at the Divinity School, given the tuition arrangements in both schools. As with other joint professional and graduate degrees, the number of hours required to earn the MBA 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 joint 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. Joint 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. While there are no formal prerequisite courses for the MBA program, applicants are urged to complete course work in algebra and calculus as part of their curriculum at Fisk 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/Law

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 joint program on a full-time basis in either the Law School or the Owen School. Students should begin their joint degree studies in the Law School and then attend the Owen School in their second year. All applicants to the joint program should notify the Owen School of their joint status at the time of application.

The Owen School requires 62 hours for graduation and the Law School requires 88 hours. The 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 joint program must make application to and be admitted by each school separately. Rejection by one school does not negate acceptance by the other school, but this acceptance would then be for the regular degree program, not the joint-degree program.

### Management/Medicine

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

Joint-degree students spend their first three years in the School of Medicine and apply to Owen in their third year. They then enroll in the Owen School for year four and 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 joint MBA/M.D. students complete additional course work and rotations in the summer semesters, students should contact the School of Medicine for curriculum guidelines.

### Management/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.

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

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

The College of Arts and Science will not grant credit for MGT 321 to students who have successfully completed Econ 232 or 234. The Owen School may grant exemption from MGT 321 to joint-degree students who have successfully completed Econ 232. 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). In the last semester of the fourth year (eighth semester), seniors in absentia pay the minimum semester tuition of the College of Arts and Science as well as the regular tuition of the Owen School.

Students must apply to the Owen School for admission to the five-year program during their junior year. Students are subject to normal Owen School admission requirements, and no student is assured of admission to the Owen School by virtue of completion of the requirements listed above. Students who are accepted will be registered in the Owen School for three semesters (a minimum of 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 Student Services for an advising appointment. The Office of Academic Programs will review undergraduate courses and arrange for transfer of those credits toward the student's MBA.

### Financial Aid

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

### Planning for the Program

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

### Management/Blair School of Music

The five-year joint program with the Blair School of Music allows a small cohort of particularly motivated students to overlap their undergraduate coursework with work toward the MBA, facilitating the earning of both the undergraduate and graduate degrees in five years (ten semesters). By combining

three and one-half years in Vanderbilt's Blair School of Music with one and one-half years of study in the Owen School, students may obtain both the bachelor of music and the master of business administration in five years. The baccalaureate from the Blair School is awarded at the end of the fourth year, and the MBA from the Owen School after the fifth year. Students interested in pursuing this program must be enrolled in the musical arts major. This program follows the model adopted by the College of Arts and Science and the School of Engineering, in which a student spends his or her undergraduate time to "pursue intellectual curiosity and develop analytic and communication skills—without regard to subject matter," completing all of the requirements of an established undergraduate major. Thus, students in this Blair-to-Owen program will continue to fulfill all of the B.Mus. degree requirements in musical arts, but choose course offerings (particularly in their academic electives) that will facilitate a rapid completion of the MBA requirements.

Required course work includes the normal Blair course work for the musical arts major, plus Business of Music (MUSO 100) and a graded internship (MUSO 280A or 280B), for a minimum of 80 credit hours in music. The liberal arts core will also follow the requirements for the major, but must include the following specific requirements:

- Calculus (1 semester)
- Statistics, e.g., Econ 150: Economic Statistics
- Econ 100: Principles of Macroeconomics
- Econ 101: Principles of Microeconomics
- Econ 231: Intermediate Microeconomic Theory

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 3+2 applicants prior to matriculating at Owen.*

Students who are accepted to the 3+2 program will remain registered as B.Mus. students through spring of junior year and fall of senior year, and will register as Owen students in spring of senior year. However, academically, students will take a full semester load of required business courses both in fall and spring of senior year while completing the final B.Mus. degree requirements (normally, lessons and ensembles) in the musical arts major. The completion of the B.Mus. degree requirements prior to fall of the student's fifth year is required for continuation in the MBA program.

### *Tuition and Financial Aid*

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

### *Planning for the Program*

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

## Academic Awards and Academic Scholarships

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

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

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

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

H. IGOR ANSOFF AWARD is endowed by several members of the Owen class of 1972, in honor of the first Dean of the Graduate School of Management, and presented to a graduating student for original and creative contributions to the Owen School. The award is not given every year; it is reserved for recognition of extraordinarily exceptional service.

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

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

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

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.

CLARCOR SCHOLARSHIP recognizes rising second-year MBA students who have demonstrated academic accomplishment and leadership in activities that contribute to the achievements, interests, and goals of the school.

J. DEWEY DAANE SCHOLARSHIP honors 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 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 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.

## 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 [www.vanderbilt.edu/stuaccts/summer\\_refund.html](http://www.vanderbilt.edu/stuaccts/summer_refund.html).

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

## Calendar

### MBA

(Information and dates subject to change)

#### Summer 2012

U.S. Business Communication  
and Culture Program

July 23-August 3, Monday-Friday

#### Fall Semester 2012

Orientation  
First Day of Classes, Module I  
Labor Day  
Last Day of Classes, Module I  
Module I Exam Period  
Immersion Week Classes  
First Day of Classes, Module II  
Thanksgiving Break  
Last Day of Classes, Module II  
Module II Exam Period

August 6-10, Monday-Friday  
August 13, Monday  
September 3, Monday. Classes in session.  
September 29, Thursday  
October 1-5, Monday-Friday  
October 8-12, Monday-Friday  
October 15, Monday  
November 16-25, Friday-Sunday  
December 6, Thursday  
December 10-14, Monday-Friday

Winter Break

December 15, 2012-January 6, 2013

#### Spring Semester 2013

First Day of Classes, Module III  
MLK Holiday—No Classes  
Last Day of Classes, Module III  
Module III Exam Period  
Spring Break  
First Day of Classes, Module IV  
Last Day of Classes, Module IV  
Module IV Exam Period  
Commencement

January 7, Monday  
January 21, Monday; classes will be held on Friday, January 25.  
February 21, Thursday  
February 25-March 1, Monday-Friday  
March 2-10, Saturday-Sunday  
March 11, Monday  
April 25, Thursday  
April 29-May 3, Monday-Friday  
May 10, Friday

# 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, two-year program. Students matriculate in July and depart in July, two years later. Executive MBA students attend classes on alternating Saturdays from 7:50 a.m. to 6:30 p.m., including two summer sessions. Students have a four-week break each December and from mid-July through early August between Year 1 and Year 2.

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt MBA through the EMBA program must receive the favorable recommendation of the Owen School faculty, earn a minimum of 60 credit hours, successfully complete all required courses, earn a cumulative grade point average of 3.0, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at the July Math and Statistics Camp, the week in residence in August, the international residency, and all class meetings are required. All requirements must be completed within three calendar years of the matriculation date.

### Residence Requirement

The EMBA program requires six terms of full-time study—two fall and spring semesters and two summer terms. Students must be enrolled in 32 credit hours in the first year and 28 credit hours in the second year to maintain full-time status. Residence for two calendar years is required.

## Required Courses

Course Number	Course Title	Credit Hours
<b>Year 1, Fall</b>		
EMGT 744	Leadership	2
EMGT 711	Financial Accounting	4
EMGT 722	Managerial Economics	4
EMGT 782	Managerial Statistics	4
<b>Year 1, Spring</b>		
EMGT 731	Managerial Finance	2
EMGT 777	Operations Management	4
EMGT 749	Organizational Behavior	2
EMGT 712	Managerial Accounting	2
EMGT 732	Corporate Value Management	2
<b>Year 1, Summer</b>		
EMGT 761	Marketing Management	4
EMGT 721	Macroeconomics	2
<b>Year 2, Fall</b>		
EMGT 755	Business Strategy	4
EMGT 733	Corporate Financial Policy	2
EMGT 742	Strategic Alignment of Human Capital	2
EMGT 728A	Global Enterprise I	2
EMGT 779	Service Operations	2
<b>Year 2, Spring</b>		
EMGT 757A	Strategy Project I	2
EMGT 728B	Global Enterprise II and International Residency	4
EMGT 762	Marketing Strategy	2
EMGT 754	Creating and Launching the Venture	2
<b>Year 2, Summer</b>		
EMGT 757B	Strategy Project II	2
EMGT 758	Negotiation	2
EMGT 799A	Special Topics in Executive Management	2
<b>Total Required Course Credit Hours</b>		<b>60</b>

## Exemptions

Course exemptions are not permitted.

## Pass/Fail Courses

There is one Pass/Fail course in the EMBA curriculum: EMGT 744 Leadership. 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 60 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.

## 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.

CLARCOR SCHOLARSHIP recognizes rising second-year MBA students who have demonstrated academic accomplishment and leadership in activities that contribute to the achievements, interests, and goals of the school.

## Refunds of Tuition Charges

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

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



## Calendar

### Executive MBA

(Information and dates subject to change)

#### Summer 2012

Math and Statistics Camp,  
 Family BBQ follows  
 on July 14                      June 30, July 7, 14, and 21, Saturdays

#### Fall Semester 2012

Week in Residence (New Harmony, Ind.)	August 5-11, Sunday-Saturday
First Day of Classes at Owen	August 25, Saturday
Second Day of Classes	September 8, Saturday
Third Day of Classes	September 22, Saturday
Fourth Day of Classes, Partner Day follows	October 6, Saturday
Fifth Day of Classes	October 20, Saturday
Sixth Day of Classes	November 3, Saturday
Seventh Day of Classes	November 17, Saturday
Eighth Day of Classes	December 1, Saturday
Ninth Day of Classes	December 8, Saturday

#### Spring Semester 2013

First Day of Classes	January 5, Saturday
Second Day of Classes	January 19, Saturday
Third Day of Classes	February 2, Saturday
Fourth Day of Classes	February 16, Saturday
Fifth Day of Classes, Dinner Dance follows	March 2, Saturday
Sixth Day of Classes	March 16, Saturday
Seventh Day of Classes	March 30, Saturday
Eighth Day of Classes	April 13, Saturday
Ninth Day of Classes	April 29, Saturday
Tenth Day of Classes	May 4, Saturday

#### Summer Semester 2012

First Day of Classes	May 18, Saturday
Second Day of Classes	June 1, Saturday
Third Day of Classes	June 15, Saturday
Fourth Day of Classes	June 29, Saturday
Fifth Day of Classes, Family BBQ follows	July 13, Saturday
Friends and Family Celebration Ceremony	August 4, Saturday

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

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

The Vanderbilt AMBA program is a full-time, two-year program. Students matriculate in July and depart in May, two years later. For the first year, Americas MBA students attend classes on alternating Saturdays from 7:50 a.m. to 6:30 p.m., including one summer session. Students have a four-week break each December and from mid-July through early August between Year 1 and Year 2. In the second year, students attend four “in-country” immersions—one at each host school: Brazil (São Paulo), Mexico (Mexico City), Canada (Vancouver) 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 60 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.

### Residence Requirement

The AMBA program requires six terms of full-time study. Residence for two calendar years is required.

## Required Courses

Course Number	Course Title	Credit Hours
<b>Year 1, Fall</b>		
EMGT 744	Leadership	2
EMGT 711	Financial Accounting	4
EMGT 722	Managerial Economics	4
EMGT 782	Managerial Statistics	4
<b>Year 1, Spring</b>		
EMGT 731	Managerial Finance	2
EMGT 777	Operations Management	4
EMGT 749	Organizational Behavior	2
EMGT 712	Managerial Accounting	2
EMGT 732	Corporate Value Management	2
<b>Year 1, Summer</b>		
EMGT 761	Marketing Management	4
EMGT 721	Macroeconomics	2
<b>Year 2, August</b>		
EMGT 752	Global Strategy	2.5
EMGT 751	Cross Cultural Management	2.5
<b>Year 2, October</b>		
EMGT 723	Corporate Social Responsibility	2.5
EMGT 724	Strategic Management for Emerging Markets	2.5
<b>Year 2, February</b>		
EMGT 753	Family Business	2.5
EMGT 726	Competitiveness and Strategy	2.5
<b>Year 2, April</b>		
EMGT 756	Creating and Launching New Ventures	2.5
EMGT 743	Leading a Global Innovation Strategy	2.5

Capstone Project—EMGT 750A [2], 750B [2], 750C [2], and 750D [2]—runs throughout the program

**Total Required Course Credit Hours 60**

## Exemptions

Course exemptions are not permitted.

## Pass/Fail Courses

There is one Pass/Fail course in the AMBA curriculum: EMGT 744 Leadership. 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

AMBA candidates must successfully complete the 60 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.

## 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.

## Refunds of Tuition Charges

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

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

## Calendar

### Americas MBA

(Information and dates subject to change)

#### Summer 2012

Math and Statistics Camp,  
Family BBQ follows  
on July 14                      June 30, July 7, 14, and 21, Saturdays

#### Fall Semester 2012

Week in Residence (New Harmony, Ind.)	August 5-11, Sunday-Saturday
First Day of Classes at Owen	August 25, Saturday
Second Day of Classes	September 8, Saturday
Third Day of Classes	September 22, Saturday
Fourth Day of Classes, Partner Day follows	October 6, Saturday
Fifth Day of Classes	October 20, Saturday
Sixth Day of Classes	November 3, Saturday
Seventh Day of Classes	November 17, Saturday
Eighth Day of Classes	December 1, Saturday
Ninth Day of Classes	December 8, Saturday

#### Spring Semester 2013

First Day of Classes	January 5, Saturday
Second Day of Classes	January 19, Saturday
Third Day of Classes	February 2, Saturday
Fourth Day of Classes	February 16, Saturday
Fifth Day of Classes, Dinner Dance follows	March 2, Saturday
Sixth Day of Classes	March 16, Saturday
Seventh Day of Classes	March 30, Saturday
Eighth Day of Classes	April 13, Saturday
Ninth Day of Classes	April 29, Saturday
Tenth Day of Classes	May 4, Saturday
AMBA Vanderbilt Residency	April 19-28, 27, and May 4

#### Summer Semester 2012

First Day of Classes	May 18, Saturday
Second Day of Classes	June 1, Saturday
Third Day of Classes	June 15, Saturday
Fourth Day of Classes	June 29, Saturday
Fifth Day of Classes, Family BBQ follows	July 13, Saturday
Friends and Family Celebration Ceremony	August 4, Saturday

# 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 (MAcc Valuation) students.*

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

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

## Academic Policies

### Degree Requirements

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

### Residence Requirement

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

## Required Courses

Course Number	Course Title	Credit Hours
<b>PRE-MOD 1</b>		
MGT 315	Communication, Leadership, and Ethics in Accounting	1
MGT 401	Financial Economics	2
<b>MOD I</b>		
MGT 316	Engagement Documentation	1
MGT 405	Financial Modeling	2
MGT 411A	Financial Reporting I	2
MGT 415E	Audit Institutions	1
MGT 431	Investments	2
<b>IMMERSION WEEK</b>		
MGT 415E	Audit Institutions, continued	
<b>MOD II</b>		
MGT 411B	Financial Reporting II	2
MGT 412	Taxation of Business and Investment Transactions	2
MGT 414A	Research in Financial Reporting	2
MGT 432	Corporate Value Management	2
MGT 419A	Financial Reporting and Analysis for the CFA Exam	2*
<b>MOD III</b>		
MGT 415G	Accounting Valuation Internship or electives	8
<b>MOD IV</b>		
MGT 413	Advanced Management Accounting	2
MGT 418	Strategic Management	2
MGT 511	Advanced Financial Reporting	2
MGT 556	Introduction to Law and Business	2
<b>Total Required Course Credit Hours</b>		<b>35</b>

\*Credit toward CPA licensure only

## SUMMER (May through July)

Becker CPA review course and Uniform CPA Exam

## Exemptions

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

## Electives

Substitute courses taken in place of exempt courses and courses that replace Internship Credits are 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

There is one Pass/Fail course in the MAcc Valuation curriculum: MGT 415G Audit Internship. No other course taken in the Owen Graduate School of Management and used to meet graduation requirements may be taken on a Pass/Fail basis.

## Independent/Directed Study and Project Courses

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

## Transfer Credit

Transfer credit is not permitted.

## Grades

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

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

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

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

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

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

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

## MAcc Valuation Academic Awards

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

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

## Refunds of Tuition Charges

University policy for the refund of tuition charges provides a percentage refund based on the time of withdrawal. Students who withdraw officially or who are dismissed from the university may be entitled to a partial refund in accordance with the established refund schedule, which may be viewed at [www.vanderbilt.edu/stuaccts/summer\\_refund.html](http://www.vanderbilt.edu/stuaccts/summer_refund.html).

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

## Calendar

### Master of Accountancy

(Information and dates subject to change)

#### Fall Semester 2012

Financial Economics for MAcc Valuation	July 30–August 10, Monday-Friday
Orientation	August 6-10, Monday-Friday
First Day of Classes, Module I	August 13, Monday
MAcc Fall Advisory Board Meeting and MAcc Student Welcome Reception	August 16-17, Thursday-Friday
Labor Day	September 5, Monday. Classes in session.
MAcc Partner Firm Receptions	Throughout September
Last Day of Classes, Module I	September 27, Thursday
Module I Exam Period	October 1-5, Monday-Friday
Immersion Week Classes; MAcc Internship Interviews and Receptions	October 7-12, Sunday-Friday
First Day of Classes, Module II	October 15, Monday
MAcc Internship Office Interviews	Late October through November
Thanksgiving Break	November 16-25, Friday-Sunday
Last Day of Classes, Module II	December 6, Thursday
Module II Exam Period	December 10-14, Monday-Friday
Winter Break	December 15-early January

#### Spring Semester 2013

MAcc Internship	Early January–mid March
First Day of Classes, Module III	January 7, Monday
Last Day of Classes, Module III	February 21, Thursday
Module III Exam Period	February 25–March 1, Monday-Friday
First Day of Classes, Module IV	March 11, Monday
Last Day of Classes, Module IV	April 25, Thursday
Module IV Exam Period	April 29–May 3, Monday-Friday
Commencement	May 10, Friday

#### Summer Semester 2012

Becker CPA Review Course (at Vanderbilt) and CPA Exam	May 12–August
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# Master of Accountancy (Accountancy) 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 (Accountancy) students.*

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

Students in the Master of Accountancy (Accountancy) program aspire to careers in public accounting.

## Academic Policies

### Degree Requirements

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

### Residence Requirement

The Master of Accountancy 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 Courses

Course Number	Course Title	Credit Hours
<b>ORIENTATION WEEK</b>		
MGT 315	Communication, Leadership, and Ethics in Accounting	1
<b>MOD I</b>		
MGT 316	Engagement Documentation	1
MGT 331	Managerial Finance	2
MGT 411A	Financial Reporting	2
MGT 415A	Audit Institutions and Processes	2
MGT 417	Accounting Information Systems	2
<b>IMMERSION WEEK</b>		
MGT 415B	Advanced Audit Topics	2
<b>MOD II</b>		
MGT 317	Business Ethics in Accounting	1
MGT 322	Managerial Economics	2
MGT 411B	Financial Reporting II	2
MGT 412	Taxation of Business and Investment Transactions	2
MGT 414A	Research in Financial Reporting	2
<b>MOD III</b>		
MGT 415C	Audit Internship (or electives)	6
<b>MOD IV</b>		
MGT 413	Advanced Management Accounting	2
MGT 418	Strategic Management	2
MGT 511	Advanced Financial Reporting	2
MGT 512	Taxation of Corporations and Shareholders	2
MGT 556	Introduction to Law and Business	2
<b>Total Required Course Credit Hours</b>		<b>37</b>

### SUMMER (May through July)

Becker CPA review course and Uniform CPA Exam



## Exemptions

Exemptions of required courses are determined on an individual basis in consultation with the faculty director and the Office of Academic Programs. A substitute course(s) must be taken in place of the exempt course(s). The Office of Academic Programs reviews all incoming student transcripts to determine whether the student is exempt by credential from MGT 322 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).

## Electives

Substitute courses taken in place of exempt courses and courses that replace internship credits are 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

There is one Pass/Fail course in the Master of Accountancy curriculum: MGT 415C Audit Internship. No other course taken in the Owen Graduate School of Management and used to meet graduation requirements may be taken on a Pass/Fail basis.

## Independent/Directed Study and Project Courses

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

## Transfer Credit

Transfer credit is not permitted.

## Grades

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

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

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

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

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

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

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

## Master of Accountancy Academic Awards

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

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

## Refunds of Tuition Charges

University policy for the refund of tuition charges provides a percentage refund based on the time of withdrawal. Students who withdraw officially or who are dismissed from the university may be entitled to a partial refund in accordance with the established refund schedule, which may be viewed at [vanderbilt.edu/stuaccts/summer\\_refund.html](http://vanderbilt.edu/stuaccts/summer_refund.html).

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

## Calendar

### Master of Accountancy

(Information and dates subject to change)

#### Fall Semester 2012

Orientation	August 6-10, Monday-Friday
First Day of Classes, Module I	August 13, Monday
MAcc Fall Advisory Board Meeting and MAcc Student Welcome Reception Labor Day	August 16-17, Thursday-Friday September 5, Monday. Classes in session.
MAcc Partner Firm Receptions	Throughout September
Training the Street	September 14-16, Friday-Sunday
Last Day of Classes, Module I	September 27, Thursday
Module I Exam Period	October 1-5, Monday-Friday
Immersion Week Classes; MAcc Internship Interviews and Receptions	October 7-12, Sunday-Friday
First Day of Classes, Module II	October 15, Monday
MAcc Internship Office Interviews	Late October through November
Thanksgiving Break	November 16-25, Friday-Sunday
Last Day of Classes, Module II	December 6, Thursday
Module II Exam Period	December 10-14, Monday-Friday
Winter Break	December 15-early January

#### Spring Semester 2013

MAcc Internship	Early January–mid March
First Day of Classes, Module III	January 7, Monday
Last Day of Classes, Module III	February 21, Thursday
Module III Exam Period	February 25–March 1, Monday-Friday
First Day of Classes, Module IV	March 11, Monday
Last Day of Classes, Module IV	April 25, Thursday
Module IV Exam Period	April 29–May 3, Monday-Friday
Commencement	May 10, Friday

#### Summer Semester 2013

Becker CPA Review Course (at Vanderbilt) and CPA Exam	May 12–August
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# Master of Management in Health Care (MMHC) Program

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

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

## Academic Policies

### Degree Requirements

Candidates for the Vanderbilt MMHC degree must receive the favorable recommendation of the Owen School faculty, earn a minimum of 30 credit hours, successfully complete all required courses, earn a cumulative grade point average of at least 3.0, earn fewer than three “strikes,” and meet all financial obligations to Vanderbilt University. Attendance at all class meetings is required. All requirements must be completed within two calendar years of the matriculation date.

### 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 Courses

Course Number	Course Title	Credit Hours
<b>MOD I</b>		
EMGT 803	Economics of Health Care Delivery	2
EMGT 821	Managerial Economics	2
EMGT 855	Capstone Project	1
<b>MOD II</b>		
EMGT 862	Strategic Marketing of Health Care Services	2
EMGT 861	Services Marketing	2
EMGT 855	Capstone Project (continued)	1
<b>MOD III</b>		
EMGT 809	Health Care Accounting	2
EMGT 811	Financial and Managerial Accounting	2
EMGT 855	Capstone Project (continued)	1
<b>MOD IV</b>		
EMGT 818	Financial Management of Health Care Institutions	2
EMGT 831	Managerial Finance	2
EMGT 855	Capstone Project (continued)	1
<b>MOD V</b>		
EMGT 878	Configuring and Optimizing Health Care Operations	2
EMGT 871	Operations Management	2
EMGT 855	Capstone Project (continued)	1
<b>MOD VI</b>		
EMGT 857	Strategies for High Performance Organizations	2
EMGT 842	Leading Teams in Organizations	2
EMGT 855	Capstone Project (continued)	1
<b>Total Required Course Credit Hours</b>		<b>30</b>

**Exemptions**

Course exemptions are not permitted.

**Pass/Fail Courses**

Pass/Fail courses are not permitted.

**Transfer Credit**

Transfer credit is not permitted.

**Grades**

Faculty use the following recommended grade distribution:

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

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

**Grade Point Average (GPA)**

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

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

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

**MMHC Academic Award**

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

**Refunds of Tuition Charges**

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

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

## CALENDAR

### Master of Management in Health Care

(Information and dates subject to change)

#### Fall Semester 2012

Orientation	August 11, Saturday
Module I	August 16-October 4, Thursdays September 7-8 and October 5-6, Friday, Saturday
Module II	October 18-December 13, Thursdays* *No class November 22, Thursday November 9-10, December 14-15, Friday, Saturday
Thanksgiving Break	November 16-25, Friday-Sunday
Winter Break	December 16-January 10

#### Spring Semester 2013

Module III	January 10-February 28, Thursdays February 1-2, March 1-2, Friday, Saturday
Module IV	March 14-May 2, Thursdays April 5-6, May 3-4, Friday, Saturday

#### Summer Semester 2013

Module V	May 16-July 11, Thursdays (July 4th holiday—no classes) June 7-8, July 12-13, Friday, Saturday (July 4th holiday—no classes)
Module VI	July 18-September 5, Thursdays August 8-9, September 6-7, Friday, Saturday
Friends and Family Celebration	September 21, Saturday

# Master of Science in Finance (MSF) Program

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

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

## Academic Policies

### Degree Requirements

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

### 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 Courses

Course Number	Course Title	Credit Hours
<b>ORIENTATION WEEK</b>		
MGT 401	Financial Economics I	2
<b>MOD I</b>		
MGT 311	Introduction to Accounting	2
MGT 402	Financial Economics II	2
MGT 403A	Econometrics	2
MGT 405	Financial Modeling	2
<b>MOD II</b>		
MGT 403B	Econometrics	2
MGT 432A	Corporate Value Management	2
MGT 435C	Derivatives Markets	2
<b>Total Required Course Credit Hours</b>		<b>16</b>

## Electives

MSF students are required to take at least 16 credit hours of elective courses. A minimum of eight credit hours must be chosen from the list of finance elective courses. Elective courses approved by the MSF Program Committee may be used to meet graduation requirements. To enroll in and receive credit for a course that is not an approved elective, students should consult with the Faculty 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).

## Electives

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

Course Number	Course Title	Credit Hours
MGT 432B	Corporate Financial Policy	2
MGT 433A	International Financial Markets and Instruments	2
MGT 435A	Equities Markets	2
MGT 435B	Bond Markets	2
MGT 436	Financial Institutions	2
MGT 530	Mergers and Acquisitions	2
MGT 531	Venture Capital / Private Equity (short course)	1
MGT 532	Risk Management	2
MGT 534	Financial Data Analysis	2
MGT 535A	Derivative Securities Valuation	2
MGT 536	Active Portfolio Management	2
MGT 539G	Corporate Restructuring (short course)	1
MGT 539F	Federal Income Taxation of Mergers and Acquisitions	2
MGT 539G	Corporate Restructuring for Distressed Firms	2

## Other Approved Electives

Course Number	Course Title	Credit Hours
MGT 321	Business in the World Economy	2
MGT 322	Managerial Economics	2
MGT 411A/B	Financial Reporting I and II	4
MGT 412	Taxation of Business and Investment Transactions	2
MGT 413	Advanced Management Accounting	2
MGT 421	Financial Analysis of Environmental, Social and Governance Issues	2
MGT 423	Corporate Strategies for Environmental, Social and Governance Issues	2
MGT 425	Game Theory and Business Strategy	2
MGT 437	Real Estate Financial Analysis	2
MGT 438	Real Estate Development	2
MGT 439	Real Estate Finance and Capital Markets	2
MGT 439B	Property Law for Business Students (short course)	1
MGT 439C	Commercial Real Estate Transactions (short course)	1
MGT 448	Negotiation	2
MGT 456	Ethics in Business	2
MGT 511	Advanced Financial Reporting and Analysis	2
MGT 512	Taxation of Corporations and Shareholders	2
MGT 513	Financial Statement Analysis	2
MGT 514	Taxation of Joint Ventures, Partnerships and Other "Flow-Through" Entities	2
MGT 524AB	Seminar in Monetary and Fiscal Policy	2
MGT 556	Introduction to Law and Business	2
MGT 575	Advanced Spreadsheets for IT Applications	2

## Exemptions

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

## Pass/Fail Courses

No credit-hour course taken in the Owen Graduate School of Management and used to meet graduation requirements may be taken on a Pass/Fail basis.

## Independent/Directed Study and Project Courses

Independent/directed study and project courses cannot be used to meet graduation requirements.

## Transfer Credit

Transfer credit is not permitted.

## Grades

Faculty use the following recommended grade distribution:

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

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

## Grade Point Average (GPA)

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

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

MSF degree candidates must successfully complete a minimum of 32 credit hours, including all required courses, with at least a 3.0 cumulative grade point average. Exempted courses, incompletes, and the grade Pass in Pass/Fail courses are not included in the computation of grade point averages. The grade Fail in Pass/Fail courses is entered into the GPA calculation.

## MSF Academic Awards

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

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

## Refunds of Tuition Charges

University policy for the refund of tuition charges provides a percentage refund based on the time of withdrawal. Students who withdraw officially or who are dismissed from the university may be entitled to a partial refund in accordance with the established refund schedule, which may be viewed at [www.vanderbilt.edu/stuaccts/summer\\_refund.html](http://www.vanderbilt.edu/stuaccts/summer_refund.html).

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



## CALENDAR

### Master of Science in Finance

(Information and dates subject to change)

U.S. Business Communication and Culture  
Program and Financial Economics I July 23-August 3, Monday-Friday

#### Fall Semester 2012

Orientation	August 6-10, Monday-Friday
First Day of Classes, Module I	August 13, Monday
Labor Day	September 3, Monday—Classes in session.
Last Day of Classes, Module I	September 27, Thursday
Module I Exam Period	October 1-5, Monday-Friday
Immersion Week Classes	October 8-12, Sunday-Friday
First Day of Classes, Module II	October 15, Monday
Thanksgiving Break	November 16-25, Friday-Sunday
Last Day of Classes, Module II	December 6, Thursday
Module II Exam Period	December 10-14, Monday-Friday
Winter Break	December 15-January 6

#### Spring Semester 2013

First Day of Classes, Module III	January 7, Monday
MLK (Martin Luther King Jr.) Holiday	January 21, Monday—No classes. Classes will be held on January 25, Friday.
Last Day of Classes, Module III	February 21, Thursday
Module III Exam Period	February 25-March 1, Monday-Friday
Spring Break	March 2-10, Saturday-Sunday
First Day of Classes, Module IV	March 11, Monday
Last Day of Classes, Module IV	April 25, Thursday
Module IV Exam Period	April 29-May 3, Monday-Friday
Commencement	May 10, Friday

# Courses of Study: Fall 2012 through Spring 2013

## MBA, MAcc, and MSF

**MGT 200. U.S. Business and Communication Culture Program.** A program for non-native English speaking students offered in late July and early August each summer. Students enhance their language and writing skills and are exposed to many activities typical in a U.S. culture. No credit. Staff.

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

**MGT 312. Introduction to Managerial Accounting.** Focuses on internally available, generally proprietary, accounting information, which is not required for disclosure in the external financial statements. Users of these internal information sources are managers, directors, investment bankers, consultants, internal and external auditors, and others. This course is divided into two parts: decision making and performance evaluation. We begin the course with a discussion of the basic vocabulary and mechanics of managerial accounting systems. For the remainder of the course, we focus on identifying and extracting relevant information from managerial accounting systems as an input to decision making and performance evaluation. Course objectives are reinforced through the course readings, case write-ups and discussions, problem solving, and exams. Prerequisite: MGT 311. [2] Willis.

**MGT 315. Communication, Leadership, and Ethics in Accounting (MAcc).** The course focuses on helping students develop their communication abilities, leadership skills, and ethical foundation to become successful accounting professionals. This interactive learning experience incorporates videotaped presentations, detailed evaluations, and peer feedback. [1] Pace.

**MGT 316. Engagement Documentation (MAcc).** This course develops the concept "audit evidence" then hones communication skills essential to obtaining and documenting audit evidence. The context is understanding and testing 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 315. [1] Schmadtke.

**MGT 317. Business Ethics in Accounting (MAcc).** 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 315. [1] Victor.

**MGT 321. Business in the World Economy.** Addresses the impact of national and global economic developments on the business environment. The determinants of national income, inflation, interest rates, unemployment rates, business cycles, exchange rates, and foreign investment are discussed, with particular attention to the increasingly important linkages 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] Parsley.

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

**MGT 331. Managerial Finance.** 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] Christie.

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

**MGT 351A. Management Communication.** 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] Pace.

**MGT 352. Managerial Writing.** 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] Cracraft, J.

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

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

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

**MGT 381. Managerial Statistics.** 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] Cool.

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

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

**MGT 403A. Econometrics (MSF).** 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] Ball.

**MGT 403B. Econometrics (MSF).** 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] Ball.

**MGT 404. Professional Development and Communications (MSF).** 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] Pace.

**MGT 405. Financial Modeling (MSF).** Financial modeling 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] Barraclough.

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

**MGT 411B. Financial Reporting II.** 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 311 will be reviewed, and the more complex issues surrounding these elements will be unpacked, analyzed, and interpreted. In addition, students will be exposed to the link between the economics of corporate transactions and how those transactions are accumulated, summarized, and reported in the financials of firms. The course considers the financial reporting framework that has been established by International Financial Reporting Standards but will primarily focus on the financial reporting standards established by the Financial Accounting Standards Board (US GAAP). By the completion of this course, students will be comfortable with the preparation of financial statements and the accompanying notes, as well as the economic implications of transactions that are included therein. Students will improve their familiarity with how accounting

information is used to evaluate economic conditions and make organizational decisions. Prerequisite: MGT 311. [2] Jeter.

**MGT 412. Taxation of Business and Investment Transactions.** 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. 311 or consent of the instructor. [2] Henderson.

**MGT 413. Advanced Management Accounting.** This course builds on the tools learned in Mgt 312, Introduction to Managerial Accounting. The course has more of a marketing focus than a manufacturing one and develops skills managers need to make profit enhancing decisions. It uses case studies to explore in depth the actual application of managerial accounting techniques to real world management problems. The cases relate to companies whose managers have developed innovative ways of using financial data to run their companies. Students studying Marketing or Operations would find this course very useful. Prerequisite: MGT 311. [2] Böer.

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

**MGT 415A. Audit Institutions and Processes (MAcc).** This course 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] Hackenbrack.

**MGT 415B. Advanced Audit Topics (MAcc).** This course advances students' understanding of selected audit-related topics. Potential topics include professional ethics, professional liability, boards of directors, and fraudulent financial reporting. Prerequisite: MGT 415A. [2] Hackenbrack.

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

**MGT 415E. Audit Institutions.** This course fosters the development of a fundamental understanding of the assurance service market. 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, and (3) the conceptual and practical problems attest providers face. The emphasis throughout the course is professional judgment as opposed to off-the-shelf mechanical rules. [1] Hackenbrack.

**MGT 415G. Accounting Valuation Internship.** This supervised ten-week internship promotes the application of concepts learned in the classroom to real-world settings through an apprenticeship in the valuation service line of a public accounting firm. The experience hones technical skills, fosters professional development, and enhances communication, critical-thinking, and teamwork skills. Prerequisite: MGT 415E and instructor approval. [8] Hackenbrack.

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

**MGT 418. Strategic Management (MAcc).** This course will cover the fundamental issues in business strategy with additional focus on how company strategies reveal themselves in financial statements. In addition, this course will look at strategies for particular industries to help auditors better recognize issues unique to particular settings. [2] Scudder.

**MGT 419. Directed Study (MAcc).** This course is in-depth exploration of a topic pertinent to the practice of public accounting. Prerequisite: Instructor approval. [1] Hackenbrack.

**MGT 419A. Financial Reporting and Analysis for the CFA Exam (MAcc Valuation).** This course is an in-depth study of financial reporting topics covered in the level 1 CFA exam but not otherwise covered in the curriculum. Successful completion of the related Kaplan Schweser materials is necessary. [1] Hackenbrack.

**MGT 420. The Future of Energy Markets in a Low Carbon Economy.** 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 and 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] Cohen.

**MGT 421. Financial Analysis of ESG Data.** 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] Cohen.

**MGT 423. Corporate Strategies for Environmental, Social, and Governance Issues.** 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] Cohen.

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

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

**MGT 431. Investments.** Studies solutions to fundamental problems faced by individual and institutional investors. First, we cover a number of topics in fixed income markets including the different ways of computing bond yields, forecasts of interest rates using the yield curve, and duration and convexity as measures of bond risk. Second, we solve the asset allocation problem to determine an optimal portfolio mix. We review the relevant theory, use an advanced spreadsheet to find an answer, and discuss issues faced by portfolio managers. Third, we use two methods to value options, the Black-Scholes formula and the binomial tree, and show how investors can use options to customize their risk-reward profile. This course is equivalent to MGT 403B, so it is not available for MSF students. Prerequisite: MGT 331. [2] Ball.

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

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

**MGT 433A. International Financial Markets.** 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: MGT 431. [2] Palacios.

**MGT 435A. Equities Markets.** 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 431. [2] Whaley.

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

**MGT 435C. Derivatives Markets.** 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. The reason is that it is only through understanding valuation and its assumptions that risk exposures can be measured. And, it is only through accurate risk measurement that risk can 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 431. [2] Sagi, Whaley.

**MGT 436. Financial Institutions.** This course focuses on the managerial issues in banking and other financial services firms. It examines the specialized contracts used in the financial services industry and the interplay between information, technology, taxation, and regulation in shaping the structure and markets for these contracts. Prerequisite: MGT 431. [2] (Not offered 2012/2013)

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

**MGT 438. Real Estate Development.** This course will provide an introduction to the practices of real estate investment and development. The course will start by presenting the characteristics of the various types of real estate and will make an effort to introduce students to real-world examples of each property type. The course will then focus on real estate development, from both an academic and a practical perspective. From an academic perspective, we will examine the development of real estate as a component of the greater spectrum of available real estate investments. We will then put this academic understanding to work by examining the practicalities of developing real estate through a series of cases and real-world situational examples. Finally, the course will explore careers in real estate, from the perspective of MBA students looking to enter this fun and exciting field. This class does not count toward the finance concentration. Prerequisite: MGT 432A and MGT 437. [2] Kinnett and McDaniel.

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

**MGT 439B. Property Law for Business Students.** This course provides insights into some of the main issues or problems in American property law that can have the largest impact on real estate development and leasing. Some foundational concepts and vocabulary are reviewed, and then the course focuses on potential legal pitfalls in the formation and

interpretation of real estate contracts, achieving compliance with zoning and environmental remediation requirements, the role of easements and covenants (especially in the contexts of condominiums and homeowners associations), and potential risks from and responses to condemnation of property by the government and changes in regulations that reduce market value, such as down-zoning or building moratoria. One goal of the course is to provide students with the resources to be intelligent consumers of legal advice and, in particular, to know when potentially difficult legal issues are implicated and an expert legal analysis is required. This class is offered in a short course format. Prerequisite: MGT 331. [1] Dana.

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

**MGT 439D. Real Estate Capstone Project.** This is a project-oriented, two-mod course offered in conjunction with the University of Tennessee-Knoxville's School of Architecture. Students will be involved in proposing a comprehensive plan for a large-scale real estate development project. There are no formal lectures for this course. Instead, Owen student teams will be expected to work to meet various deadlines, together with their counterparts at UT Knoxville. The deadlines will consist of presentations of various aspects of the project as it progresses in stages. The presentations will be made to a mixed audience of real estate professionals. This course does not count toward the finance concentration. [2] McDaniel.

**MGT 439F. Real Estate Capstone Project.** Second half of capstone project. See description for 439D. Prerequisite: 439D. [2] McDaniel.

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

**MGT 441. Organizational Learning and Effectiveness.** Examines the effects of organization design on organizational learning and performance. Traditional as well as innovative designs for organizational structures and processes will be explored. Topics include the impact of environment, technology, culture, and power and politics on organizational design, and the emergence of new organizational designs. Prerequisite: MGT 342. [2] Ramanujam.

**MGT 442. Talent Management.** The study of the process by which firms project their human resource needs and the policies and practices they use to meet these needs. Firms must identify, acquire, develop, and allocate scarce and difficult-to-retain talent to ensure the achievement of business objectives. Topics include employment branding, lateral hiring, talent shortages, career paths, internal development, and managing non-traditional sources of labor. This class will allow current and future entrepreneurs, general managers, and human resource professionals to design and implement effective, cutting-edge talent management systems. [2] (Not offered 2012/2013)

**MGT 444. Leadership: Theory and Practice.** Focuses on leadership theory and its application to students' careers. Leadership concepts include traits, situations, communication, power, vision, integrity, emotional intelligence, and courage. Students develop a fundamental understanding of theory and research, and acquire skills and self-insight to become effective leaders. Prerequisite: MGT 342. [2] McCullough, T.

**MGT 445. Talent Sourcing and Acquisition.** Talent sourcing and acquisition is the process by which organizations identify, recruit, evaluate, engage, and deploy talent. Students will develop a practical understanding of employment law, job and competency analysis, labor market segmentation, employment branding, internal and external recruitment, talent assessment methods (bio data, personality testing, performance testing, structured interviews, and assessment centers), and utility analysis. Emphasis will be placed on developing talent sourcing and acquisition systems that are reliable, valid, legal, and useful. Prerequisite: MGT 342. (2) Payne, J.

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

**MGT 447. Labor and Employee Relations.** This course has two parts. The first half covers the basics of labor relations, including organizing, collective bargaining, and the grievance process. It also covers the decline of unions and some of the issues that have developed as a result of that decline. The second half covers the broader area of "employee relations" including arbitration, mediation, employee layoffs, performance appraisal, managing diversity, implied contracts, and statutory rights. The course uses cases, but also is highly experiential, including simulations for grievance handling, arbitration, and performance appraisal. Labor and Employee Relations (LER) is useful for HR students, but also for operations students (since many factories deal with the issues we cover in this class) and those who expect to be managing large groups of employees (including those who may become corporate managers, or expect to manage their own companies). For all students who are enrolled in the Human Capital Career Specialization, LER is a required course. Prerequisite: MGT 342. [2] (Not offered 2012/2013)

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

**MGT 449. Innovation Strategy.** 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] Owens.

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

**MGT 455A. The Law and Business of Climate Change.** 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 U.S. and abroad. In addition, much private regulation of firm environmental behavior occurs in the shadow of public environmental laws. Whether due to pressure from consumers, investors, or the public at large, firms are voluntarily reducing greenhouse gas emissions as well as other forms of

pollution beyond what is currently required under the law. The course will draw on theoretical and empirical literature to explore the incentives for firms to comply and over-comply with environmental laws, to participate in voluntary programs, and to address environmental issues in corporate transactions. The course is designed for both Owen and Law students. It will be highly interdisciplinary, drawing upon fields such as law, business, economics, and social psychology. Part one of a two-mod course (Mod 1 and 2). [1] Cohen and Vandenberg.

**MGT 455B. The Law and Business of Climate Change.** 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 U.S. 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. [1] Cohen and Vandenberg.

**MGT 456. Ethics in Business.** 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] Barry, Victor.

**MGT 459C. Health Care Quality Improvement.** 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 Vanderbilt's CELA lab and have access to resources at VUMC to bring a real-world perspective to the course. This is a two-mod course: 459C and D. [1] Ramanujam.

**MGT 459D. Health Care Quality Improvement.** 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 Vanderbilt's CELA lab and have access to resources at VUMC to bring a real-world perspective to the course. This is the second half of a two-mod course. [1] Ramanujam.

**MGT 459E. Health Care Marketing.** Health Care Marketing is designed to demonstrate the strategic uses of marketing for health care enterprises, to outline the key practices and tools available for marketing and to apply those marketing concepts and tools to solving strategic problems for health care service and product management teams. It is an advanced marketing seminar that builds on the material covered in the core marketing course (MGT 361) and the Health Care Landscape course (MGT 503). The course will explore the unusual constraints, regulations, market forces and industry environment that make marketing in health care a unique and idiosyncratic discipline. 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 is most valuable for students who will work for a health care organization, will consult with health care organizations, or are with a company that offers health care-related products or services. Others interested in understanding the dynamics of the market-driven forces in health care will also benefit. Prerequisite: MGT 361 or permission of instructor. [2] Lee.

**MGT 459F. Health Care Delivery Organizations.** 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] Ramanujam.

**MGT 460. Marketing Communications: Advertising.** This course covers the overall communications strategy with prime emphasis on the role of advertising and theories of how advertising works. Typical topics covered include targeting, creative strategy, media strategy, including an emphasis on social media, budgeting, setting communications objectives, and advertising agency management. Complements MGT 464, Sales Promotion and Personal Selling. Assignments include readings, cases, written case reports, and advertising group projects. Prerequisite: MGT 361. [2] Escalas.

**MGT 461A. Qualitative Marketing Research.** This course is designed to provide an overview of qualitative marketing research and its use in making effective marketing decisions. Because MBA students are not typically training for careers in market research, the course emphasizes two things that are very relevant for a marketing manager: (1) how to evaluate the design of research studies to assess whether the results are valid and meaningful, and (2) how to analyze and interpret market research data for marketing decision making. 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 361. [2] Escalas.

**MGT 461B. Survey Design and Analysis.** This course is designed to provide an overview of survey research and its use in making effective marketing decisions. Because MBA students are not typically training for careers in market research, the course emphasizes the analysis and interpretation of market research data for marketing decision making, and the design of research studies so that the results are both meaningful and valid. The course focuses on descriptive research, primarily survey research, as well as touching briefly on causal research (e.g., experimentation and test marketing). The best way to learn the material in this course (even for a marketing manager who may not actually engage in data analysis in the future) is through a “hands on” experience. Towards this end, students will design and implement a questionnaire, collect data, and analyze the data using statistical software. The course will apply many of the statistical techniques learned thus far in the Owen MBA program, such as t-tests, ANOVA, regression, and correlation. Additionally, we will discuss data reduction (e.g., factor analysis), scale reliability (e.g., Cronbach alpha) and more advanced marketing data analysis techniques, such as conjoint analysis, perceptual mapping, and cluster analysis. The emphasis in this course will be on the interpretation and proper use of marketing research techniques, with the goal of training knowledgeable marketing managers who can evaluate the quality of marketing research conducted by others and use the information effectively in making strategic marketing decisions. [2] Dotson.

**MGT 461C. Marketing Models.** Marketing decisions are primarily the purview of CEOs, CMOs, consultants, and marketing managers, but, increasingly, marketing has permeated throughout companies such that all managers must consider their customers. Marketing decisions are optimal when they are fact based, and marketing models are informed by both data and judgment. Models will be studied, created, and tested for all elements of marketing: clustering customers into segments, forecasting

market sizes, customer relationship management database systems, diffusion rates for new products, advertising budgeting, pricing models, etc. Prerequisite: MGT 461B. [2] Iacobucci.

**MGT 462. Consumer Analysis.** 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 361. [2] Escalas, Hoefler, Posavac.

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

**MGT 467. New Product Development.** The new product development process is examined from idea to launch, covering elements such as idea generation and screening to market scoping and testing. As part of the course, students will collaborate in teams to work on a new product development project for an actual company. Multiple techniques will be applied, including concept testing, conjoint analysis, forecasting, new product diffusion structures and rates, etc. Prerequisite: MGT 361. [2] Ratchford.

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

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

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

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

**MGT 478. Essentials of Project Management.** Using a mix of lectures, cases, and hands-on exercises, this intensive, multi-day short course covers key concepts and issues in project management. The course emphasizes practical tools and techniques for leading a team through the initiation, planning, execution, and close-out phases of a project. As part of the course, students will collaborate in applying selected team-based project management tools to a multi-segment case scenario. Specific course topics include the role of projects in supporting organizational strategy, understanding and measuring project success, elements of effective project initiation, stakeholder management, the work breakdown structure, project uncertainty assessment, project scheduling techniques, tools for project monitoring, project closure and learning, and the skills and capabilities of the effective project manager. This class is offered in a short course format. [1] (Not offered 2012/2013)

**MGT 479. Management of Service Operations.** The service sector has become the dominant sector in the global economy, yet productivity growth in the service sector has consistently lagged that of the manufacturing sector. Consequently, there is a big opportunity for service firms to better manage their operations. Service operations differ fundamentally from manufacturing operations. For example, customers are often present and can participate in the delivery of a service. The course focuses on three aspects of managing service operations: design of service delivery systems, management of service capacity and demand, and service quality and growth. The course uses a mix of lectures, cases, and simulations. The course covers a wide variety of service settings. Grades are based on class participation, a simulation, two case write-ups (done in groups), and a group project. Prerequisite: MGT 371. [2] Lapré.

**MGT 480. Business Forecasting.** Includes smoothing methods, multiple regression, and ARIMA models. Statistics elective. Prerequisite: MGT 381. [2] (Not offered 2012/2013)

**MGT 492. Data Management and Business Intelligence.** 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, and heterogeneous databases) are also addressed. [2] (Not offered 2012/2013)

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

**MGT 501. Health Care Immersion.** 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] Van Horn.

**MGT 502. Health Care Innovation and Evaluation.** Health care is evolving with wave after wave of new technologies, insurance models, information systems, governmental regulations, genetic discoveries, and institutional arrangements continuously impacting the system. Entire organizations in health care are devoted either to promoting innovations (selling the latest drug, imaging

system, medical device, software package, or Internet site) or preventing innovations from disrupting the status quo (by counter-detailing, keeping drug reps away from doctors, requiring certificates of need, or disallowing reimbursement). Successful innovation hinges on numerous factors, including serendipity of discovery, wise paths taken in the past, investment decisions in the present, a vision of the future, and access to new technologies via mergers and acquisitions and strategic alliances. These factors manifest themselves in terms of favorable market structures, the possession of key resources and capabilities, and successful ties with other organizations upstream and downstream in the value chain. This course focuses on the current state of innovation within the health care industry worldwide with very specific emphasis on the state of health care innovation in the U.S. [2] Burcham.

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

**MGT 505. Health Care Law and Regulation.** This course 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] Cooper and Van Horn.

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

**MGT 507. Health Care Finance and Accounting.** This course will examine the unique aspects of the financial issues involved in the management of the health care service sector. We will look at: Hospital ownership structures, operational metrics and financial analysis. We will review the markets served by the hospital industry as well as income statements and balance sheet statements. Focus will also be given to pricing and costs in the health care organizations, contracting structures of hospitals versus MCOs, and capital deployment. [2] Goodman.

**MGT 509. Modeling and Analysis of Health Care Data.** 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 an organizational and market level. Students will be required to develop a basic familiarity with SAS programming. [2] Van Horn.

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



**MGT 512. Taxation of Corporations and Shareholders.** 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. 311 or consent of the instructor. Mgt. 412 is highly recommended. [2] Jones.

**MGT 513. Financial Statement Analysis.** 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. [2] Woodlief.

**MGT 514. Taxation of Joint Ventures, Partnerships, and other “Flow-Through” Entities.** This course focuses on the fundamental concepts of (1) federal income taxation of flow-through entities, such as the joint venture, partnership, LLC, and S corporations; (2) the federal gift and estate taxes; and (3) family tax planning. A “cradle to grave” approach is used for flow-through entities, emphasizing their formation, operation, sale or exchange, and liquidation. Gift and estate topics include transfers subject to tax, valuation, exclusions, credits, procedural matters, and computation of tax. Family tax planning topics include minimizing gift, estate, and income taxes; valuation of specific assets; and estate liquidity. The objectives of the course are not to make students tax experts, but to educate them on the role taxes play in making good decisions; provide them with a working knowledge of those principles of tax law that are of wide application and importance; and develop their appreciation of tax planning as a process for maximizing wealth. 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. 311 or consent of the instructor. [2] Jones.

**MGT 518. Accounting and Finance for Entrepreneurs.** Covers the accounting and financial issues faced by rapidly growing start-up firms. It deals with accounting systems, cash planning systems, and financial issues managers must handle for the firm as it grows its annual sales from zero to 20 million. Students learn how to dissect a term sheet that investors may offer, how to locate sources of startup funds, and how to select the right investor. This course does not count for credit toward a Finance concentration. Prerequisite: MGT 311. [2] Böer.

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

**MGT 524A. Seminar in Monetary Fiscal Policy.** Second half of MGT 524. [1] Daane.

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

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

**MGT 531. Venture Capital.** This course examines the financial, economic, and legal strategies that underlie private equity transactions in the United States and other countries. The course begins by examining how private equity firms raise money from institutional and individual investors and structure private equity funds. We will discuss the legal, financial, and economic motivation for the different types of private equity fund structures. The course then turns to how private equity funds select, invest, and manage their portfolio companies. We will discuss how venture capital firms, a particular (and very important) type of private equity investor, provide capital to start-up firms, and how other private equity firms provide capital to help more established companies, both public and private, grow and restructure. One common theme that runs through this course is how financial instruments and legal contracts between the parties involved in private equity transactions address predictable conflicts of interest. The course will center on the study of cases that highlight important concepts and issues in private equity transactions using actual historical situations. Students are expected to do fundamental analysis of the companies and transactions presented in the cases as well as to discuss how the legal environment at the time of the case affects their recommendations. This class is offered in a short course format. Prerequisite: MGT 432A. [1] Megginson.

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

**MGT 534. Financial Data Analysis.** Introduces students to the many databases used in empirical research in finance, including CRSP, Compustat, TAQ (NYSE, Amex, and Nasdaq-NMStranaction data) and NAS-TRAQ (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] Schenzler.

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

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

**MGT 539F. Special Topics in Accounting: Federal Income Taxation of Mergers and Acquisitions.** 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. 311 or consent of the instructor. [2] Jones.

**MGT 539G. Corporate Restructuring.** This course is designed to provide students with a general understanding of a variety of financial restructuring and reorganization techniques. Each topic that we discuss describes a transaction that restructures or reorganizes the firm in some particular way. The specific objectives of the course include (1) to help build a framework for analyzing various corporate restructuring transactions primarily through techniques of financial analysis, (2) to provide a broad overview of corporate restructuring approaches which can then be critically applied to solve business problems, and (3) to establish an economic perspective from which to assess the corporate and social consequences of alternative corporate restructuring and reorganization techniques. While corporate restructuring and reorganizations have become common, mainstream transactions, the course material is also designed to help students solidify their understanding of how modern corporations should be managed under conditions of financial distress. In order to fully understand financial and economic aspects of the bankruptcy process, we will also examine the legal framework created by the Bankruptcy Code. This link is important because the Code exerts an important influence on the behavior of corporate managers in financially distressed corporations. MGT 432A, Corporate Valuation, should be taken before enrolling in this class. This class is offered in a short course format. [1] Seward.

**MGT 539H. Hedge Funds and Institutional Investing.** This course provides a rigorous study of the theory and practice of investing in hedge funds. Professor Bollen will review current research on hedge fund risk and return measurement with a focus on performance appraisal. Matthew Wright, Vanderbilt's Vice Chancellor for Investments, will introduce students to the challenges faced by institutional investors when selecting managers, navigating illiquid markets, and managing risk. Prerequisite: MGT 431. [2] Bollen and Wright.

**MGT 540. Leading Change.** 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 342 or permission of instructor. [2] Daft.

**MGT 541. New Product Design I: Need Finding and User-Based Design.** This is the first in a two-course sequence in product design and development. Part 1 of the sequence teaches a framework and uses tested methods that aspiring innovators, entrepreneurs, and new product developers can use to understand the needs that drive adoption by users of a new product or service. The students will work in teams to produce a design brief accompanied by a detailed set of specifications for a new product or service. This requires us to choose a user group, to gather a sufficient quantity and variety of data to understand them, to analyze the data, and then to articulate our findings in ways that make them actionable and useful to designers. Methods we will learn and employ will include camera studies, interviews, creating composite character profiles, brainstorming, and user-driven prototyping. [2] Owens.

**MGT 542. Design for Sustainability.** This interdisciplinary course provides students with a hands-on project-based understanding of the process of new product and service development. Students in the class work in small project teams to design, develop, prototype, and test a new product, process, or service to be presented in a product fair at the end of

the course. The course builds upon skills developed in MGT 541 that are fundamental to meaningful participation in cross-functional design teams; to making informed strategic decisions about design-related business issues; and to the commercialization and launch of product, process, and service innovations in traditional and start-up environments. Prerequisite: MGT 541 highly recommended. [2] Owens. (Not offered 2012/2013)

**MGT 543. New Product Design II—Development and Commercialization.** This is the second in the two-course sequence in product design and development. Part 2 of the sequence takes as its input the design brief and detailed specifications for an established user need, and then guides students through an industry-tested process for developing a complete product in prototype form. The process phases include generating and testing product concepts, developing a prototype, modeling the product and overall project financial returns, securing intellectual property, developing appropriate retail packaging, performing market testing, and establishing an optimum product price. The course culminates in a product fair in the Owen lobby where invited product development and consumer marketing experts, acting as retail buyers, simulate the competitive process that decides those products will end up on shelves (and those that won't). Prerequisite: MGT 541 (no exceptions). [2] Owens. (Not offered 2012/2013)

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

**MGT 546. Executive Coaching.** Coaching is the application of a set of concepts, skills, and activities to develop employee knowledge, skill, or ability and to move employees from current performance to a higher level. The use of coaching to develop employees has grown dramatically in recent years. As McKinsey & Company's "War for Talent" survey reveals, executives believe that coaching is important for their development and is far more beneficial than traditional training. However, most executives believe their companies do not do a good job of providing coaching, and most employees report wanting more coaching and better quality coaching than they are currently getting. This course focuses on the concepts, skills, and activities that constitute effective coaching and how to use coaching both to work on areas that need improvement and to build on employee strengths. In particular, we will explore the following topics: theories of coaching, types of coaching, characteristics of helping relationships, listening, questioning, assessment, feedback giving, goal setting, action planning, and ongoing support. [1—short course] Cannon. (Not offered 2012/2013)

**MGT 547. Training Systems Management.** Corporations invest over \$50 billion per year for training and development programs with estimates for increased funding needed for new employees as baby boomers begin to retire. As companies 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. This class is offered in a short course format. [1] Vosburg.

**MGT 549A. Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC.** 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 Ray Friedman for permission to register) and is offered in the fall and the spring. [1] Friedman.

**MGT 549B. Special Topics in Organization Studies: Practicum on Employment Discrimination: EEOC.** The second half of 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 Ray Friedman for permission to register) and is offered in the fall and the spring. [1] Friedman.

**MGT 550A. Strategy and Operations Consulting.** This course focuses on the introduction to, and overview of, general management consulting. The course is composed of two primary facets: 1) an overview of the management consulting industry (predominantly in North America, but important global factors will be included as well); and 2) an introduction to practical dimensions of a consulting project, including required capabilities. The overview of the industry explores origin/background, current industry and segments, principal participants, trends, critical success factors and future predictions. The second section of the course in mod II, MGT 550B, covers the entire life-cycle of a consulting engagement. This course is delivered across mod I and II. Due to the structure of the course practicum, students must enroll in both courses. Students may be asked to withdraw at the end of mod I if they are unable to be effective team members. Prerequisite: MGT 355 and MGT 371. [2] Fassinger and Smiley.

**MGT 550B. Strategy and Operations Consulting Project.** This is the second half of the course, MGT 550A, that began in mod I. MGT 550B covers the entire life-cycle of a consulting engagement, including: the sales process, issue identification, interview/data collection, hypotheses development, analysis selection and execution, solution/recommendation development, implementation planning and implementation initialization. This section includes specific training material on these topics as well as an actual client/project environment. Embedded topics include client relationship management, work plan development and management, resource management, quality management and performance evaluation. The project scope includes the dimensions of process, people, finance, and technology. Project teams consist of up to six individuals. Prerequisite: MGT 550A. [2] Fassinger and Smiley.

**MGT 554A. Introduction to Entrepreneurship.** 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] Böer.

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

**MGT 554D. Launching the Venture.** Studies the critical post-business plan and funding, pre-revenue stage of a start-up venture, an extremely busy time in the company's life. This segment of the company's life is often referred to as the B-to-C round funding phase. This course assumes that you, the entrepreneur, have your initial business plan and your initial funding and that your venture is getting underway. It focuses on the "execution" of the venture including product or service development, developing your "go to market" strategy, company and product/service positioning, identifying the market influencers and developing effective strategies to win them

over, company introduction to the market, product and service introduction, later-stage business plan strategies, and later-stage funding strategies. The course will run as a live simulation. Prerequisite: MGT 321. [2] Burcham.

**MGT 554F. Business Models in the Music Industry.** (MGT 554F and MGT 554G is a two-course sequence.) The entertainment industry is in the midst of a digital revolution. The ways that we create, discover, distribute, and consume entertainment are changing rapidly and forever. This two-course sequence will examine the effects of this revolution on current and historical business models. Using the music industry as our example, we will look at the problems that the conventional models are facing and study some of the industry's attempts to solve them. MGT 554F (Module III, 2 hours) will look specifically at the record company, music publishing, and songwriting segments. MGT 554G (Module IV, 2 hours) will examine the artist management, touring, and concert promotion segments. Students must take MGT 554F to be eligible to take MGT 554G. Exceptions will be made only with permission of the instructor. Our emphasis will not be on the technology itself but on changes it forces in the current models. We will also examine the entrepreneurial opportunities that exist in this rapidly changing environment. The courses will consist of lectures, guest speakers, and case studies. [2] (Not offered 2012/2013)

**MGT 554G. Artist Management.** (This is a continuation of 554F.) Module IV, 2 hours, will examine the artist management, touring, and concert promotion segments. Students must take MGT 554F to be eligible to take MGT 554G. Exceptions will be made only with the permission of the instructor. [2] (Not offered 2012/2013)

**MGT 555. International Seminar.** 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] Cohen.

**MGT 556. Introduction to Law and Business.** 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] McElroy.

**MGT 557. Global Business Immersion Trip.** 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. Students must apply for academic credit each year once the trip proposal has been approved by a faculty member. [1] Parsley.

**MGT 559A. Project Pyramid.** Introduction to the problem of poverty alleviation through business development. Topics include understanding the problem of poverty and developing a framework for business applications for alleviating poverty. An overview of the business models to be developed during the course including micro-finance, marketing, supply chain, and information technology. Students will also explore the range of context factors which contribute to creating the conditions of poverty and may pose obstacles to its alleviation. [2] Victor.

**MGT 559C. Project Pyramid.** Students explore the range of factors which contribute to conditions of poverty and work toward methods of alleviation. [1] Victor.

**MGT 559D. Project Pyramid Immersion Course.** Students travel to areas where conditions of poverty are present and complete projects that aim to help with poverty alleviation. [1] Victor.

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

**MGT 562. Customer Relationship Management.** Provides an introduction to the study of customer satisfaction and customer relationship management. Topics addressed included satisfaction measurement, linking satisfaction to firm performance, customer profitability and lifetime value, and predictive analytics for database marketing. This course is taught from a quantitative perspective, with particular emphasis placed upon measuring (and ultimately optimizing) the behavioral and financial impact of customer satisfaction and loyalty programs. To this end, a variety of data analysis techniques will be utilized throughout the term, including logistic regression, simulation, and optimization. Measurement (survey) methods and issues are also an integral focus of the course. Prerequisite: MGT 460 or 462 or consent of instructor. [2] (Not offered 2012/2013)

**MGT 565. Internet Marketing Strategy.** 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. This class is offered in a short course format. Prerequisite: 361. [1] Cleek.

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

**MGT 572. Strategic Management of Technology.** This course 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] Scudder.

**MGT 574. Spreadsheets for Business Analytics.** Uses Microsoft Excel 2010 (with a comparison to 2011 for Mac users) to demonstrate the power of fast analytics for business intelligence. Advanced features of Excel are covered: pivot tables, data tables, subtotals, form controls, auto and advanced filters, charts, numerous advanced worksheet functions (including array functions), and efficient downloading of data from the internet. Knowledge of these capabilities contributes to a culture of data-driven decision making within companies. Illustrations from actual company projects demonstrate the power and versatility of course concepts. Applications include optimization modeling (linear, 0-1, and nonlinear programming) and simulation of financial and operations problems. Financial applications include portfolio optimization, short-term cash flow planning, capital budgeting, and arbitrage models. Operations applications include supply chain optimization, aggregate production planning, facility location, and personnel scheduling. Prerequisite: A knowledge of Excel SUM, MIN,

MAX, and AVERAGE functions, copying and pasting formulas with relative and absolute cell references (such as \$A\$1), and formatting the number of decimal places in data cells. A test is available from the instructor to determine whether students will be able to keep up with the class. A tutorial and assistance from the instructor are available for those wanting to improve their prerequisite skills. [2] LeBlanc.

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

**MGT 577. Managing and Improving Processes.** 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 371. [2] Hyer.

**MGT 599C. Special Topics in Information Technology: Advanced Business Research.** 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 will 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. This course is offered in a short course format. [1] Staff.

**MGT 605A. Practice of Transplant Administration.** 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. This is a two-mod course, 605 A and B. [2] Zavala.

**MGT 605B. Practice of Transplant Administration.** 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. This is a two-mod course, 605 A and B. [2]. Zavala.

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

## Executive MBA and AMBA

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

**EMGT 712. Managerial Accounting.** Focuses on internally available, generally proprietary, accounting information, which is not required for disclosure in the external financial statements. Users of these internal information sources are managers, directors, investment bankers, consultants, internal and external auditors, and others. This course is divided into two parts: decision making and performance evaluation. We begin the course with a discussion of the basic vocabulary and mechanics of managerial accounting systems. For the remainder of the course, we focus on identifying and extracting relevant information from managerial accounting systems as an input to decision making and performance evaluation. Course objectives are reinforced through the course readings, case write-ups and discussions, problem solving, and exams. Prerequisite: MGT 711. [2] Willis.

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

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

**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) [2.5] Staff.

**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) [2.5] Staff.

**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 levels

of competitiveness, and clarify the interaction between these different levels. The course will provide alternative frameworks for analyzing the competitive environment, as well as tools to create and implement strategic alternatives to prosper within a changing environment. (ITAM) [2.5] Staff.

**EMGT 728A. Managing the Global Enterprise I.** Examines motives and problems with entering and competing in foreign markets including strategies for entry, operating in foreign markets, and cross-culture communication, as well as global marketing and staffing issues. [2] Bowling.

**EMGT 728B. Managing the Global Enterprise II.** Studies the management of the global organization including the international economic environment and international operations. Related topics include international finance and economic strategies, the foreign exchange market and factors affecting exchange rates, management of foreign exchange exposure, capital budgeting and financing of foreign projects, and management of intra-corporate fund flows. The course is designed to prepare you to manage global financial risk whether executing an international strategy, sitting on a board of directors, or managing investment assets, and begin to prepare you for the next financial crisis. An international study trip is an integral part of this course. [4] Parsley.

**EMGT 731. Managerial Finance.** (First course in a three-course sequence) 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] Christie.

**EMGT 732. Corporate Value Management.** (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] Lewis.

**EMGT 733. Corporate Financial Policy.** (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] Ovtchinnikov.

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

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

**EMGT 744. Leadership.** Focuses on leadership and change in organizations. Taught as an intensive two-day module, plus additional coursework throughout the first year, the course examines leadership qualities such as vision, courage, mindfulness, communication, influence, team building, and relationship building. It covers strategies for leading change, including how to create readiness, promote the vision, empowerment, building

consensus, and short-term wins. The course will include personal assessments, videos, readings, cases, and techniques for improving personal leadership. [2] Daft.

**EMGT 749. Organizational Behavior.** 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] Friedman.

**EMGT 750A. Capstone Project (AMBA).** Part one of a four-part series. This course is an integrated cross-cultural strategy project that spans the entire curriculum. [2] Staff.

**EMGT 750B. Capstone Project (AMBA).** Part two of a four-part series. This course is an integrated cross-cultural strategy project that spans the entire curriculum. [2] Staff.

**EMGT 750C. Capstone Project (AMBA).** Part three of a four-part series. This course is an integrated cross-cultural strategy project that spans the entire curriculum. [2] Staff.

**EMGT 750D. Capstone Project (AMBA).** Part four of a four-part series. This course is an integrated cross-cultural strategy project that spans the entire curriculum. [2] Staff.

**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 implications 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 752. Global Strategy (AMBA).** [2.5]

**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) [2.5]

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

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

**EMGT 756. Creating and Launching New Ventures (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 implications of global business, including the significance of multinational complexity and diversity (cultural, economic, demographic, etc.) as well as the interplay among human resource functions (employee procurement, allocation, utilization), types of employees, and countries of operation. [2.5]

**EMGT 757A. Business Strategy Project.** The second half of a two-course sequence on business strategy. Students start with some formal instruction then choose a firm 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. [2] Furse.

**EMGT 757B. Business Strategy Project.** 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. [2] Furse.

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

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

**EMGT 762. Marketing Strategy.** Examines the role of marketing in the firm. Topics include marketing, planning and decision making, product life cycles, brand management and service decisions, pricing, channels of distribution, and marketing communication. [2] Hoeffler.

**EMGT 777. Operations Management I.** An overview for executive students of operations management in both service and manufacturing organizations. Topics include process analysis, quality control, queuing, enterprise planning systems, managing capacity and inventory, supply chain management, lean manufacturing, and time-based competition. [4] Kurtulus.

**EMGT 779. Management of Service Operations.** The service sector has become the dominant sector in the global economy, yet productivity growth in the service sector has consistently lagged that of the manufacturing sector. Consequently, there is a big opportunity for service firms to better manage their operations. This introductory course on service operations covers design of service delivery systems, management of service capacity and demand, management of quality in services, and management of global service operations. The course will further your case analysis skills. [2] Lapré.

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

**EMGT 799A. Special Topics in Executive Management.** A variety of topics relevant to business and management. [Variable credit] Böer.

## MMHC

**EMGT 803. Economics of Health Care Delivery.** 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] Van Horn.

**EMGT 809. Health Care Accounting.** 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] Leone.

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

**EMGT 818. Health Care Finance.** 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] Ekdall.

**EMGT 821. Economics.** 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] Froeb.

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

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

**EMGT 855A. Capstone Project A—MMHC.** Students engage in a year-long strategy project using a team-based format. [1] Frisse.

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

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

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

**EMGT 855E. Capstone Project E—MMHC.** [1] Frisse.

**EMGT 855F. Capstone Project F—MMHC.** [1] Frisse.

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

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

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

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

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

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# *Vanderbilt University Administration*

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# Owen Graduate School of Management

## Administration

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KARL E. HACKENBRACK, Associate Professor of Management; Faculty Director, MAcc Program; Associate Dean of Evaluation and Program Development

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JANET L. JORDAN, Executive Assistant to the Dean

## Endowed Chairs

### THE BROWNLEE O. CURREY PROFESSOR OF MANAGEMENT

*Currently held by Raymond A. Friedman*

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

### THE BROWNLEE O. CURREY JR. PROFESSOR OF MANAGEMENT

*Currently held by Richard L. Daft and Bruce Barry*

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

### THE CAL TURNER PROFESSOR IN MORAL LEADERSHIP

*Currently held by Bart Victor*

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

### THE FRANCES HAMPTON CURREY PROFESSOR OF FINANCE

*Currently held by William G. Christie*

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

### THE FRANK K. HOUSTON PROFESSOR OF FINANCE

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

### THE E. BRONSON INGRAM PROFESSOR OF ACCOUNTING

*Currently held by Paul Chaney*

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

*Currently held by David Parsley*

### THE E. BRONSON INGRAM PROFESSOR OF FINANCE

*Currently held by Nick Bollen*

### THE E. BRONSON INGRAM PROFESSOR OF MARKETING

*Currently held by Dawn Iacobucci and Steve Posavac*

### THE E. BRONSON INGRAM PROFESSOR OF OPERATIONAL MANAGEMENT

*Currently held by Michael Lapré*

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

### THE WILLIAM C. OEHMIG PROFESSOR OF FREE ENTERPRISE AND ENTREPRENEURSHIP

*Currently held by Luke M. Froeb*

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

### THE RALPH OWEN PROFESSOR OF MANAGEMENT

*Currently held by James W. Bradford*

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

### THE JUSTIN POTTER PROFESSOR OF AMERICAN COMPETITIVE ENTERPRISE

*Currently held by Gary Scudder*

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

### THE VALERE BLAIR POTTER PROFESSOR OF MANAGEMENT

*Currently held by Robert Whaley*

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

## JAMES A. SPEYER PROFESSOR OF PRODUCTION MANAGEMENT

*Currently held by Joseph A. Blackburn, Emeritus*

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

THE VANDERBILT FINANCIAL MARKETS RESEARCH CENTER  
ASSOCIATE PROFESSOR OF FINANCE

*Currently held by Jacob Sagi*

THE ANNE MARIE AND THOMAS B. WALKER JR. ASSOCIATE  
PROFESSOR OF ACCOUNTING

*Currently held by Richard Willis*

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

*Currently held by Hans Stoll*

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

THE MADISON S. WIGGINTON ASSISTANT PROFESSOR  
OF MANAGEMENT

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

## THE DAVID K. WILSON PROFESSOR OF MANAGEMENT

*Currently held by Salvatore T. March*

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

## Faculty

- YASIN ALAN, Assistant Professor of Management (Operations)  
B.Sc. (Texas A & M 2006) M. Sc, M.Sc., Ph.D. (Cornell 2008, 2012, 2012) [2012]
- CLIFFORD A. BALL, Professor of Management (Finance and Statistics);  
Faculty Director, Ph.D. Program  
B.Sc., M.Sc. (Nottingham 1974, 1975); Ph.D. (New Mexico 1980) [1990]
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