

## VII. COURSE DESCRIPTIONS

The courses listed below are normally offered during the academic year. The Freeman School reserves the right to add or cancel scheduled courses. Although all core courses are available routinely, some elective courses may not be offered every year.

### **Accounting and Taxation:**

**ACCN 601 External Reporting and Financial Analysis (2)** - This course introduces basic business financial statements from a user perspective. The concepts and relationships underlying the income statement, statement of cash flows, and balance sheet as instruments of communication are emphasized. Financial statement analysis is introduced.

**ACCN 602 Internal Reporting and Financial Analysis (2)** - Prerequisite: ACCN 601. This course introduces the basic concepts of internal reporting, including fixed vs. variable costs, differential analysis, capital budgeting, absorption vs. variable costing, financial budgeting, and performance evaluation. These concepts are then applied to the financial analysis operating leverage and the preparation of pro-forma financial statements.

**ACCN 711 Auditing (3)** - Current professional developments in auditing are examined with particular attention given to the auditor's decision-making process. Fundamental auditing concepts are studied to provide a framework for the development and application of practical audit procedures. *Note: A student who has already taken intermediate accounting as an undergraduate, has a CPA, or has the consent of the instructor, may take ACCN 711.*

**ACCN 712 Advanced Financial Accounting (3)** - Prerequisites: ACCN 601 and ACCN 602. Advanced and problem areas in financial accounting and reporting are examined. Topics include the equity method of reporting investments, accounting for mergers and acquisitions, consolidated financial statements, accounting for partnerships, foreign currency transactions, and accounting for governmental and other not-for-profit organizations.

**ACCN 713 Financial Statement Analysis (3)** - Prerequisites: ACCN 601 and ACCN 602. This course provides an overview of the use of financial accounting information for evaluating past performance and predicting future performance of a company or division. Managerial incentives affecting various accounting and reporting policy choices are considered, as well as the related regulatory and ethical issues. While a significant part of the course centers on estimating the value of publicly-traded common stocks, the techniques covered in the course can be used in many other settings, such as credit analysis, management consulting, and auditing. *Note: Students may not receive credit for both ACCN 713 and ACCN 723.*

**ACCN 714 Advanced Managerial Accounting (3)** - Prerequisites: ACCN 601 and ACCN 602. The first third of this course expands upon the material covered in ACCN 602. The remainder of the course is devoted to the study of advanced managerial accounting concepts and their applications.

**ACCN 715 Accounting Information Systems (3)** - Prerequisites: ACCN 601 and ACCN 602. Concepts of accounting and computer systems are integrated to develop an understanding of accounting information systems. Through extensive use of computer systems, this course emphasizes the development, use, and maintenance of such systems.

**ACCN 718 Competing for Customers and Capital (3)** - Prerequisites: ACCN 601 and MKTG 601. This course develops and applies a theory of competition for customers and capital. You will learn to apply the theory to the financial accounting data of public companies to estimate optimal marketing expenses, maximum earnings market share, and competitive stock price. The applications in the course are drawn from a wide variety of industries. These are reported in a series of articles posted on the companion web log at <http://customersandcapital.com>. The industries range from airline travel to commodities trading, from computing to manufacturing, from the Internet to newspapers. The companies included are Apple, Bristol-Meyers Squibb, Chicago Board of Trade, DuPont, Ebay, IBM, Morgan Stanley, New York Times, Southwest Airlines, Toyota Motors, Wal-Mart, and their major competitors. The analyses are based on Standard & Poor's COMPUSTAT. You can access these data anywhere on the planet through Wharton Research Data Services (WRDS). *Note: Cross-listed with MKTG 718.*

**ACCN 723 Financial Accounting Seminar (3)** - Prerequisite: ACCN 601. This course covers the role of accounting and the accounting profession in the larger context of capital markets and the value of the firm. Financial Accounting Standards Board (FASB) and the Securities and Exchange Commission (SEC) pronouncements are applied to analyze firms, and current issues in the accounting and financial analyst profession are evaluated. This is a practical, hands-on course for future accountants and financial analysts. *Note: Students may not receive credit for both ACCN 723 and ACCN 713.*

**ACCN 742 Government and Not-for-Profit Accounting (3)** - Prerequisite: ACCN 601. This course covers generally accepted accounting principles (GAAP) that govern the reporting of assets, liabilities, revenues, transfers, expenditures, gains, losses, and net assets of governmental and not-for-profit entities. Discussion of the theoretical underpinnings of GAAP, as well as the "disconnects" still present in governmental GAAP vs. "for profit" GAAP, will be included in this course.

**ACCN 755 Public Accounting Internship (3)** - Prerequisites: ACCN 711 and TAXN 725. The busy season internship is a full-time, paid internship with a major accounting firm in the spring semester. Typically, the internship takes place in the city and state in which the student plans to live and work. Students earn three graduate-level credit hours for the internship, which runs from approximately January 1 through April 15. Because this internship is full-

time, students may *not* take course work while participating in the internship. Following completion of the internship, students return to campus for nine credit hours of intensive graduate-level accounting course work until the end of May. The busy season internship provides students with a realistic introduction to the accounting profession. Since seniority in most CPA firms is primarily measured by the number of busy seasons worked, graduates who pursued the internship will have a professional advantage over students who graduated the previous May. Students should seek approval for ACCN 755 from Professor Beau Parent.

**ACCN 756 Professional Accounting Internship (1-3)** - The corporate accounting internship lasts for at least 10 weeks and includes, but is not limited to, accounting-related functions in industry, banking, hospitals, government, not-for-profit, universities, CPA firms, or service organizations. The corporate internship can be part-time and may be taken at any time after a student begins taking graduate course work. The internship carries responsibilities above entry-level and involves the same difficulty of work and training that any new full-time hire experiences when entering a firm. This internship may sometimes be a paid internship. The student and the firm agree on the schedule of hours, financial arrangements, and field supervision. Students should seek approval for ACCN 756 from Professor Beau Parent.

**ACCN 790 (1-3)** - Independent study: Accounting.

**TAXN 725 Tax Planning for Corporate Decisions (3)** - The history of taxation in the United States is traced, including government and court interpretations. Tax treatment of transactions associated with the creation, operation, and liquidation of corporate and partnership entities is analyzed. Emphasis is placed on the motivation of these transactions from the legislative, financial, and managerial viewpoints.

**TAXN 726 Taxation of Individuals (3)** - An examination of the federal system of taxation as it relates to individuals. The course uses a problem approach, wherein students analyze the facts presented and synthesize rules and concepts in arriving at a solution to individual tax problems. The course is "Code" (Internal Revenue Code) oriented, emphasizing the primary authorities that govern tax matters.

**TAXN 728 Research in Taxation (3)** - Specialized methods of tax research and the use of tax materials are covered in this case course. Specific sections of the Internal Revenue Code are examined, including income taxation of individuals, estates, corporations, and partnerships. *Note: Cross-listed with 4LAW 671.*

**TAXN 729 Taxation of Partnerships and S-Corporations (3)** - Partnership tax topics include asset contributions, liability assumption, distributions, operations, transfer of partners' interests, special allocations of tax attributes, partnership interests received for services, special basis adjustments, and analysis of the entity and aggregate approaches found in the law. Also included is a comprehensive study of the law of S-Corporations and how it compares to the law governing partnerships.

**TAXN 792 (1-3)** - Independent study: Taxation.

**Business and Law:**

**LGST 721 Business Law (3)** - This course provides an overview of the laws that affect private business relationships, including contracts, torts, sales, negotiable instruments, secured transactions, principle-agency relationships, types of business organizations, antitrust, securities regulation, labor laws, administrative laws, and bankruptcy.

**LGST 792 (1-3)** - Independent study: Business Law.

**MCOM 601 Management Communication (2)** - This course is a blend of principles and practice, subject and skill. Students apply communication theories to relevant business situations to develop specific behaviors and skills. The successful manager must analyze communication situations, develop communication strategies, and demonstrate appropriate behavior leading to intelligent, flexible decisions. Specifically, students evaluate communication issues in both internal and external environments, and communicate orally and in writing both as an individual employee and as a member of a work group. In addition, the course examines corporate communication issues such as communication management, image, identity, reputation, and media relations.

**PERS 601 Career Development (0)** - This seminar is designed to provide students with the tools and information to identify appropriate career goals. Additionally, students will begin the development of their internship and job search strategies. Topics include: networking skills development, business etiquette/protocol, and interviewing skills.

**PERS 603 Writing Skills Assessment (0)** - The MBA writing assessment is a case-based exercise that tests students' business-writing skills. The writing assessment provides MBA students with feedback on their business-writing skills at the beginning of the program. The assessment is pass/fail. Students who receive a low score will attend a series of writing labs before retaking the assessment. A passing score on this assessment is a requisite for graduation.

**Consumer Behavior:**

*Note: MKTG 601 is a prerequisite for all 700-level MKTG electives.*

**MKTG 601 Marketing Management (2)** - Marketing management introduces students to the fundamental theoretical concepts and techniques of marketing. The course surveys the roles of advertising, distribution channels, pricing, and product policy as they affect marketing programs. Students will also gain valuable marketing management experience by applying their newly acquired skills to real-life marketing cases.

**MKTG 710 Consumer Behavior (3)** - This course examines how marketing influences the purchasing behavior of consumers. Topics include decision making, low- versus high-involvement learning, consumer perceptions of marketing stimuli, principles of attention and memory, consumer attitude theory, persuasion models, segmentation, positioning, and new product introduction decisions based on understanding the consumer.

**MKTG 711 Marketing Research (3)** - Marketing research helps organizations understand their consumers and markets, and is an important input in the formulation and implementation of marketing strategy decisions (e.g., segmentation, targeting, positioning, and marketing mix design). An interaction of marketing management, behavioral sciences, and statistics, this project-based course deals with the collection, analysis, and interpretation of information. It familiarizes the student with important concepts in research, introduces the student to statistical analysis software (e.g., SPSS), and provides some experience with real-world research problems.

**MKTG 712 Sales Management (3)** - Marketing is in its essence persuasion. A considerable proportion of this persuasion occurs through salespeople. What salespeople are better at persuasion and what motivates them to perform at peak levels? How do the tasks and supervisors they are assigned to affect salespeople's motivation and ability? Can unethical selling be considered effective? What are the important criteria of effectiveness: sales, profit, job satisfaction of salespeople, better customer relationships? These are some of the questions that will be asked in this class. Cases, lectures, and a simulation game will be the pedagogical tools used to arrive at answers.

**MKTG 713 International Marketing (3)** - This course deals with the different stages and challenges of a firm's international expansion efforts. The course is organized around four topics: 1) international marketing in the early stages of a firm's expansion, including analysis and understanding of the business environmental factors (such as cultural, political, and legal issues) that affect marketing decisions; 2) the role of research for growth and for detecting opportunities across markets; 3) the dilemma of product/service adaptation vs. marketing program standardization for consumer/business markets across specific countries; and 4) how to plan, organize, and implement a global marketing program.

**MKTG 715 Brand Promotion Strategies (3)** - Brand promotion coordinates advertising, public relations, personal selling, and sales promotion programs for both consumer and industrial goods and services. This course investigates the value and uses of traditional and innovative communication technologies to promotional problems and opportunities at the brand level. Projects include secondary research of the field of brand promotion, weekly reports on students' interpretation of the elements of that field, and the production of a real brand's promotional campaign.

**MKTG 718 Competing for Customers and Capital (3)** - Prerequisite: ACCN 601. This course develops and applies a theory of competition for customers and capital. You will learn to apply the theory to the financial accounting data of public companies to estimate optimal marketing expenses, maximum earnings market share, and competitive stock price. The applications in the course are drawn from a wide variety of industries. These are reported in a series of

articles posted on the companion web log at <http://customersandcapital.com>. The industries range from airline travel to commodities trading, from computing to manufacturing, from the Internet to newspapers. The companies included are Apple, Bristol-Meyers Squibb, Chicago Board of Trade, DuPont, Ebay, IBM, Morgan Stanley, New York Times, Southwest Airlines, Toyota Motors, Wal-Mart, and their major competitors. The analyses are based on Standard & Poor's COMPUSTAT. You can access these data anywhere on the planet through Wharton Research Data Services (WRDS). *Note: Cross-listed with ACCN 718.*

**MKTG 742 Marketing Planning and Implementation (2)** - This course focuses on the development of a practical brand plan for an operating organization experiencing opportunities or difficulties in its market environment. The course begins with a theoretical review of marketing's brand-support choices. Then, student teams draw on this information, as well as knowledge acquired from earlier marketing courses, to characterize a real client's internal and external environments. Finally, based on the characterization, student teams develop a coherent brand plan and a set of tactical recommendations based on the proposed plan. The marketing level on which teams concentrate is based on the level of the manager's concern, so that some teams may investigate a global marketing program, while others may concentrate on more concrete areas such as sales management or promotion. *Note: Cross-listed with MGMT 622.*

**MKTG 798 (1-3)** - Independent study: Marketing.

**Energy:**

**ENRG 710 Energy Markets, Institutions, and Policy (3)** - Prerequisite: FINE 601. This course covers a range of energy-related topics including major challenges and policy issues facing the industry, history and structure of the industry, company profiles and strategies, energy economics, energy markets, energy regulation, energy technology, and sustainable development. Faculty associated with the Tulane Energy Institute will lecture on the history, structure, and economics of the energy sector and its importance in the growth of modern economies. The course also includes a series of presentations by industry participants including energy economists, sell-side analysts, industry regulators, upstream oil and gas operators, midstream and downstream participants, as well as representatives of the myriad companies that provide services to the direct participants. *Note: This course is required for the energy specialization.*

**ENRG 720 Energy Fundamentals and Trading (3)** - Prerequisites or corequisites: FINE 601 and FINE 704. The course will cover the fundamentals of energy production, transportation, refining, and the related marketing and trading activities. Structure of physical and financial markets, risk management practices, and portfolio modeling will be covered. The course will include interactive trading in the Freeman School's state-of-the-art trading room, which will focus on the futures market of the New York Mercantile Exchange (NYMEX) to test student-developed trading strategies, mark-to-market models, options, and risk management tactics used in today's fast-paced energy trading environment.

**ENRG 730 Advanced Energy Trading and Finance** - Prerequisite: ENRG 720. The course will cover advanced energy trading techniques, including technical analysis, electronic trading algorithms, and the trading of energy derivatives. In addition, the course will cover the use of energy derivatives in the area of energy finance, valuations, planning, credit, and risk management and will include interactive trading in the school's state-of-the-art trading facility.

**ENRG 740 Introduction to Electricity Markets (1.5)** - Prerequisite: FINE 601. This course focuses on the development and operation of electricity markets with a focus on policy as an agent of change. Industry experts and faculty within the Tulane Energy Institute will lecture on the electric industry structure and how its development has been guided by regulatory enactments. Historical lectures will span from the advent of electricity to current regulatory proceedings impacting the electric marketplace. The course will also include presentations about the current market structure, operations, and strategies in a deregulated wholesale generation market, as well as past practices in a regulated environment. Regulatory forces, from a municipal to federal level, will be studied with respect to their impact on the electric marketplace. This course will conclude with case studies on notable failures and successes in the deregulated wholesale power marketplace.

**Finance and Economics:**

**ECAN 794 (1-3)** - Independent study: Economics.

*Note: FINE 601 is a prerequisite for all 700-level FINE electives.*

**FINE 601 Financial Management (2)** - Prerequisites: ACCN 601 and STAT 601. This course provides a rigorous introduction to the field of financial economics. The first section of the course develops an analytical understanding of stocks, bonds, and investment projects using present value concepts. The second section focuses on capital markets including the statistical concepts of covariance and diversification and the capital asset pricing model. In the third section, the dividend policy, the capital structure policy, pricing of call and put options, futures, and an introduction to international financial management will be discussed.

**FINE 605 Corporate Finance (3)**- Prerequisite: ACCN 601. This course provides a rigorous introduction to the field of corporate finance. The first section of the course develops an analytical understanding of stocks, bonds, and investment projects using present value concepts. The second section focuses on capital markets including the statistical concepts of covariance and diversification and the capital asset pricing model. The third section focuses on capital structure policy and choices. An introduction to valuation will conclude this class.

**FINE 611 Managerial Economics (2)** - The purpose of this course is to apply the economic theory of the firm and consumer behavior to management decision making. This involves the development of a conceptual framework to analyze household and firm decisions related to product and factor markets and the application of that framework to

managerial decisions. Applications focus on market demand analysis and marketing strategy, production and cost efficiency, pricing, product quality and other competitive strategies, optimization under regulatory constraint, optimal employment decisions, and incentive structures. The applications are developed with cases and problems.

**FINE 701 Options (1.5)** - This course explains what options are and how they are priced. The course begins by explaining the basics of options and arbitrage restrictions on their prices. Topics include pay-off diagrams, put-call parity, and simple trading strategies. Next, the idea of replicating portfolios is introduced and shown to be useful in pricing options. The binomial option-pricing model is developed. Subsequent topics include factors affecting the pricing of options, delta and gamma, risk-neutral pricing, and the Black-Scholes option pricing model for stocks that do and do not pay dividends. Corporate applications of option pricing are also discussed. *Note: This course is required for a finance concentration.*

**FINE 702 Corporate Financial Policy (1.5)** - Corporate financial policy builds directly on the material covered in Financial Management (FINE 601). The course focuses on the key policy decisions made in corporate finance. Topics include ways to finance a firm's investment, optimal capital structure, cost of capital, factors affecting financing costs, how much, if any, of the firm's earnings should be paid out to shareholders, stock dividends and splits, and the economics of raising external capital. *Note: This course is required for a finance concentration.*

**FINE 703 Fixed Income Analytics (1.5)** - This course examines the pricing and yield determinants of various fixed income securities including Treasury bills, notes and bonds, strips, corporate bonds, munis, mortgages, and asset-backed securities. Topics include the term structure of interest rates, duration, convexity, immunization, and the various types of risk that can affect the pricing of fixed income securities. Arbitrage-free pricing methods are explained. The course is designed to give students the quantitative tools they need to evaluate streams of fixed-income cash flows. *Note: This course is required for a finance concentration.*

**FINE 704 Financial Modeling (1.5)** - This course translates textbook finance into a practical set of tools for solving real-world business problems. The course provides a patterned map for solving common financial models with spreadsheets. Each model will be examined and the student will be guided step-by-step through the model, showing how it can be solved in MS Excel. Areas covered include corporate finance problems, standard portfolio problems, option pricing and applications, duration and immunization, and VaR. Students must have a good grasp of Excel before taking this class. *Note: This course is required for a finance concentration.*

**FINE 705 Options and Derivatives (2)** - This course explains what options are and how they are priced. The course begins by explaining the basics of options and arbitrage restrictions on their prices. Topics include pay-off diagrams, put-call parity, and simple trading strategies. Next, the idea of replicating portfolios is introduced and shown to be useful in pricing options. The binomial option-pricing model is developed. Subsequent topics include factors affecting the pricing of options, delta and gamma, risk-neutral pricing, the Black-Scholes option pricing model for

stocks that do and do not pay dividends and Montecarlo Simulation. Corporate applications of option pricing and risk management concepts are also discussed.

**FINE 711 Investments (3)** - Prerequisites: FINE 701, FINE 702, and completion of, or concurrent enrollment in, FINE 704. This course focuses primarily on equity investments. It begins by examining the foundations of portfolio theory: risk and risk aversion, wealth allocation, and optimally risky portfolios. Various asset-pricing theories are discussed. The concept of market efficiency is introduced and empirical evidence for and against market efficiency is presented. The course continues with an examination of the theory and practice of portfolio management. Portfolio performance is discussed. *Note: This course is required for a finance concentration. It is also required for students who wish to be invited to participate in the Darwin Fenner Student Managed Fund (FINE 761).*

**FINE 721 Real Estate Planning, Finance, and Development (3)** - This course focuses on the real estate development process including: land acquisition, zoning, environmental impacts, valuation, financing alternatives, risk assessment, construction, management, leasing, and sale. Real estate decision making under changing economic conditions, environmental expectations, and tax legislation is also discussed.

**FINE 731 Cases in Real Estate (3)** - Prerequisite: FINE 721. This course explores the real estate development process in detail, from inception of an idea through construction completion and property management. Real-life case studies, group discussion, and lectures are the primary teaching methods. Student teams present development proposals at the conclusion of the course.

**FINE 742 Enterprise Valuation (2)** - This course introduces students to the practice of enterprise valuation using actual companies from the Burkenroad Reports universe and real-time data. The course emphasizes developing the practical skills needed to value a business enterprise. The course will prepare students for further participation in Burkenroad Reports, the Freeman School's unique sell-side analysis program. *Note: Cross-listed with MGMT 622. Students may only take this course prior to FINE 760.*

**FINE 743 Equity Analysis (2)** - Prerequisites or co-requisites: FINE 701, FINE 702, FINE 704, and FINE 742. In this course, students will review the fundamentals of equity valuation, including dividend discount and discounted cash flow models, rational analysis of performance, and evaluating future growth prospects. The course provides students with a valuable opportunity to gain hands-on experience in equity analysis by participating in Burkenroad Reports. Student analysts work in small teams, meeting with top management, visiting company sites, conducting financial analysis, and preparing a 12- to 24-page investment research report on selected under-followed companies in the region. Students also participate in the annual Burkenroad Reports Investment Conference. *Note: Cross-listed with MGMT 623.*

**FINE 760 Valuation and Financing Enterprises (3)** - Prerequisites: FINE 701, FINE 702, and FINE 704. This course studies advanced corporate valuation using discounted cash flow, comparables, and option techniques. Steady state valuation is followed by valuation when leverage is planned to rise then recede over time to a target level, as occurs in buyouts, takeovers, defensive repurchases, project finance, and other HLTs. Additional understanding of valuation in an international/cross-border setting is then pursued. Valuation in a project finance setting is also examined. Financing topics are interspersed, using equity, bank debt, complex debt, and hybrid securities. Lectures, mostly on valuation, and classes devoted to Harvard Business School cases focus on valuation of new investment, mergers, acquisitions, divestitures, LBOs/MBOs, IPOs, and projects with cross-border or emerging market elements. *Note: This course is required for a finance concentration. Students may not take MGMT 622 or FINE 742 (Enterprise Valuation) after completion of this course.*

**FINE 761 Darwin Fenner Student Managed Fund (3)** - Prerequisites: FINE 701, FINE 702, FINE 704, and FINE 711. This course combines academic study with actual investing. As part of the course, students manage a portfolio of stocks called the Darwin Fenner Student Managed Fund. State-of-the-art academic research papers and classic writings that have significantly influenced equity investing are studied. Through reading and discussing these papers, students develop a critical thinking process and proprietary investment models. Working in groups of three, students analyze all S&P 500 stocks in their assigned sector and give a buy or do not buy recommendation for each. Teams also evaluate the current portfolio holdings in their sector and make a sell or hold recommendation for each stock. The historic performance of the Darwin Fenner Student Managed Fund is also evaluated. *Note: Students must apply for enrollment in this course.*

**FINE 769 Topics in International Finance (3)** - This course provides a good understanding of the basic principles of international finance. These principles are reinforced through an ongoing study of the international transition to a market economy. A framework will relate the concepts of international financial markets, international financial risk and its management through various financial instruments, and international financing of corporations. *Note: This course is typically offered in conjunction with the Summer Abroad Program.*

**FINE 795 (1-3)** - Independent Study: Finance.

#### **Information Systems and Statistics:**

**INFO 601 Spreadsheet Skills (1)** - This course covers a full range of topics in Microsoft Excel. Students take the Microsoft Certified Application Specialist exam in Excel 2007 at the end of the course. This standardized, globally-recognized exam certifies that students meet a certain critical level of proficiency with Excel. Proficiency prepares students for other business courses that rely on Excel knowledge and the certification is a valuable resume addition in the job search process. Self-study materials (e-learning and practice exams) are provided prior to the start of the MBA program. All students must pass this course to qualify for graduation.

**INFO 710 Modeling in Excel and VBA (1.5)** - This course covers the use of Microsoft Excel and the programming language VBA (Visual Basic for Applications) within Excel for obtaining, managing, and processing information. Students will use these tools to implement decision support models. The course includes hands-on exercises and a final project in which students design a database management system to manage a business activity within an organization.

**INFO 788 (1-3)** - Independent study: Information Systems.

**STAT 601 Business Statistics (2)** - Methods for summarizing, analyzing, and making inferences from statistical data germane to management are learned. Topics include descriptive statistics, probability concepts, discrete and continuous probability distributions, sampling distributions, confidence intervals, hypothesis testing, simple and multiple regressions, and chi-squared tests. The methods are applied to management problems drawn from finance, marketing, accounting, operations management, human resources management, economics, and strategic planning.

**STAT 611 Econometrics (3)** - This course develops the necessary skills that allow the student to apply statistical methods to economics and finance. It covers all basic as well as some advanced concepts in econometrics. The material is concerned with developing techniques that can be used to estimate economic relationships, compare economic theories with facts, test hypotheses about economic behavior, and forecast economic variables. While the material is quantitative in nature, the course also emphasizes the practical application of economic methods. Throughout the course, students will learn to use statistical software packages, a must for the practicing econometrician. This knowledge will be applied in class examples and homework assignments related to the field of finance. Students will also work on a longer-term research project that is due at the end of the semester. The objective of the project is for students to apply the techniques of the course to an area of their interest.

**Management:**

**MGMT 601 Process Modeling & Technology Integration (2)** - Prerequisite: STAT 601. The effective integration of technology, people, and systems within and across firms to deliver products and/or services presents one of the most critical challenges to business leaders. This course focuses on the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Getting work done efficiently and effectively is largely a matter of technique. Consequently, time is devoted to mastering analytical methods. The deeper issues surrounding operations, such as integration of supplier firms, must be addressed through a broad and conceptual approach. Hence, this course will provide a mix of qualitative and quantitative treatments of the subject using lectures, case discussions, and in-class exercises.

**MGMT 611 Managing People (2)** - The course introduces students to some of the policies, practices, and procedures used to promote individual and group contributions to organizational effectiveness. The rationales as well as the assets and liabilities of such strategies are addressed.

**MGMT 614 Leadership & Ethics (3)** - This course concerns the ethical foundations of leadership in business and society. Students will gain an understanding of various academic perspectives on leadership, real-world examples of effective and ineffective leadership, and insights into their own leadership capabilities. The emphasis on ethics will include some moral philosophy, but will also involve the application of common sense morality to business leadership. This means that active student participation is essential in this course. The classroom experience will include much conversation, debate, disagreement, and dissent in response to provocative case studies, class exercises, and group projects. *Note: Students may not substitute ACCN 710 or FINE 730 for this requirement.*

**MGMT 621 Strategic Management-Practice of Management I (2)** - This course is designed to present strategic management from the point of view of the practicing general manager. It focuses on specific knowledge and skills that are required to understand strategy and the process by which it is developed in business organizations. It also provides information on the situation and context in which strategy is formed and implemented.

**MGMT 622 Marketing Planning and Implementation-Practice of Management II (2)** - Prerequisite: MKTG 601. This course focuses on the development of a practical brand plan for an operating organization experiencing opportunities or difficulties in its market environment. The course begins with a theoretical review of marketing's brand-support choices. Then, student teams draw on this information, as well as knowledge acquired from earlier marketing courses, to characterize a real client's internal and external environments. Finally, based on the characterization, student teams develop a coherent brand plan and a set of tactical recommendations based on the proposed plan. The marketing level on which teams concentrate is based on the level of the manager's concern, so that some teams may investigate a global marketing program, while others may concentrate on more concrete areas such as sales management or promotion. *Note: Students must choose either Marketing Planning and Implementation or Enterprise Valuation to satisfy MGMT 622. It is also possible to take both. Cross-listed with MKTG 742.*

**MGMT 622 Enterprise Valuation-Practice of Management II (2)** - Prerequisite: FINE 601. This course introduces students to the practice of enterprise valuation using actual companies from the Burkenroad Reports universe and real-time data. The course emphasizes developing the practical skills needed to value a business enterprise. The course will prepare students for further participation in Burkenroad Reports, the Freeman School's unique sell-side analysis program. *Note: Students must choose either Enterprise Valuation or Marketing Planning and Implementation to satisfy MGMT 622. It is also possible to take both. Cross-listed with FINE 742. Students may only take this course prior to FINE 760.*

**MGMT 623 Strategic Consulting-Practice of Management III (2)** - Prerequisite: MGMT 621. Strategic consulting aims to prepare students for internal and external management consulting positions. Topics include industry analysis, consulting skills development, consultant-client relationships, stages of consulting (contracting, data collection and diagnosis, feedback and the decision to act, developing client commitment, implementation, results, and

accountability), ethics of consulting, differences between internal and external consulting, understanding resistance, managing meetings, project management, and management of consulting firms. *Note: Students must choose either Strategic Consulting or Equity Analysis to satisfy MGMT 623. It is also possible to take both. Cross-listed with MGMT 743.*

**MGMT 623 Equity Analysis-Practice of Management III (2)** - Prerequisites or co-requisites: FINE 601, FINE 701, FINE 702, FINE 704, and FINE 742. In this course, students will review the fundamentals of equity valuation, including dividend discount and discounted cash flow models, ratio analysis of performance, and evaluating future growth prospects. The course provides students with a valuable opportunity to gain hands-on experience in equity analysis by participating in Burkenroad Reports. Student analysts work in small teams, meeting with top management, visiting company sites, conducting financial analysis, and preparing a 12- to 24-page investment research report on selected under-followed companies in the region. Students also participate in the annual Burkenroad Reports Investment Conference. *Note: Students must choose either Equity Analysis or Strategic Consulting to satisfy MGMT 623. It is also possible to take both. Cross-listed with FINE 743.*

**MGMT 624 New Venture Planning-Practice of Management IV (3)** - Prerequisite: MGMT 621. The primary objective of this course is to teach students to apply the skills learned in their functional area courses toward the goal of becoming an entrepreneur. Working alone or in teams, students learn to plan, finance, launch, manage, and harvest a new venture. Students will present their completed plans to a panel of experienced entrepreneurs. Students also enter the Tulane Business Plan Competition.

**MGMT 627 Internship (1)** - Prerequisite: Completion of first-year knowledge core courses or consent of the instructor. In this course, students will apply the intellectual capital obtained from core courses in a real business organization. The objectives of the course are to help the student integrate the concepts presented in separate functional area courses, to allow the student to experience how academic concepts are adapted to fit the realities of a particular business context, and to help the student understand how his or her academic training can help the organization. *Note: Internship credit does not count toward degree completion.*

**MGMT 651 Economic Environment of Global Business-Global Leadership I (2)** - This course examines the U. S. and world economy in relation to national income, international trade, and patterns of international investment. The emphasis is on open economy macroeconomic issues for managerial decisions. Topics include the determination of interest rates, inflation, foreign investment, wage levels, real output growth, exchange rates, and international trade patterns in the world economy. Also included is a study of the global institutions of world commerce – the WTO and the Bretton Woods institutions of the World Bank and the International Monetary Fund – as well as a study of regional and bilateral trade agreements and of governmental controls of capacity and currency flow. This course is intended to give the student an overview of the world economy and is the introduction to the global leadership module.

**MGMT 652 European Union-Global Leadership II (2)** - Competing internationally is a long established necessity for firms who decide to do business abroad. But today, even firms operating mainly in domestic markets realize that “globalization” is a source of additional competitive threats and also a source of new opportunities. The objective of this course is twofold: (1) Understanding the patterns of global competition, and (2) Examining the ways to design a strategy for competing efficiently in global markets. In a given industry, what are the forces pushing toward globalization? How do they affect the players and what are the factors underpinning the success of global competitors in the industry? How do you redesign the value chain of the firm across the globe? How do you successfully enter foreign markets? This course has a regional focus on the European Union and includes an international consulting project and a professional excursion to a major Western European city.

**MGMT 653 Latin America-Global Leadership III (2)** - This course provides a basis for understanding the international business environment and the mode of entry to foreign markets. The course is organized around three major topics: (1) The differences in the business environment across nations from a social, cultural, and political perspective as well as the effect of business environment on managerial decisions, (2) The methodology to select foreign markets for a firm’s expansion, and (3) Foreign market entry strategies and management implications of operating overseas. Although the course is based on general theory of international business, cases and lectures emphasize the Latin American business environment and the opportunities for Latin American companies worldwide. Direct experience for students is provided through a trip to a major Latin American city. The trip includes company visits and lectures by business leaders from the region.

**MGMT 654 Asia-Global Leadership IV (3)** - This course provides an overview and some in-depth study of management at the executive level (CEO or Managing Director) in Asia. With a conceptual base in current articles and brief lectures, it uses cases to present the most important issues and current situations for top-level management in China, India, Japan, Korea, and Southeast Asia. Direct experience for the student is provided through a trip to a major Asian city which includes interaction with MBA students from leading universities, site visits to companies, briefings from government officials, and discussions with executives of companies invested in Asia.

**MGMT 710 Corporate and Cooperative Strategy (3)** - Prerequisite: MGMT 621. This case-based course prepares students to make sound corporate strategy decisions. Corporate strategy involves defining the firm’s scope in terms of geography, markets, technology, and levels of integration. The desired changes in the scope can be achieved through several important tools of corporate strategy, including acquisitions, alliances, and internal development. The course takes an in-depth look at the strategic decisions that can maximize the value-creation potential of the M&A, alliances, and interorganizational networks. The course requirements include a term project that allows each student to focus on the aspects of corporate strategy that interest him or her most.

**MGMT 711 Negotiations (3)** - Prerequisite: MGMT 621. The behavioral processes and phenomena that are inherent in virtually all types of negotiations are explored. Emphasis is on systematic preparation of a negotiating strategy. In-class exercises, role plays, and simulations are used by students to test their strategies and tactics. *Note: This course may count toward concentrations in both consumer behavior and strategic management and leadership.*

**MGMT 712 Competition and Strategy (3)** - Prerequisite: MGMT 621. Analytical tools are presented for formulating competitive strategies. In-depth analysis of several industries and competitors is undertaken to help predict competitors' behavior and future industry evolution. Additional considerations include how government, technology, and other environmental factors affect competition. This course also provides analytical approaches to examine the corporate strategies of diversified firms. The principal focus will be on high technology industries and services.

**MGMT 715 Environment, Society, and Capitalism (3)** - Prerequisite: MGMT 621. This course takes a strategic planning perspective to investigate environmental management issues in the context of assessing and responding to competitive and social forces. This course examines a serious challenge to corporations competing in the global economy: how to maximize profitability and production in such a way that will allow the planet to support operations indefinitely. Emphasis will be on the company's ability to use both traditional management concepts and new sustainability practices to build and sustain a competitive advantage. Students will learn how an enterprise can meet sustainability goals while still fulfilling its financial and market objectives.

**MGMT 721 Management of Technology and Innovation (3)** - Prerequisite: MGMT 621. Maintaining or creating a competitive advantage requires innovation in process and product technologies. In many industries, top companies in one decade are struggling or absent in the next due to an inability to deal effectively with innovation development. In many cases, top companies fade from prominence due to an inability to anticipate or adjust to the introduction of disruptive technologies by other firms. In this course, frameworks and tools for managing technology advancement are introduced.

**MGMT 725 Strategic Human Resource Management (3)** - Prerequisite or co-requisite: MGMT 611. This course develops an understanding of how human resource management influences organizational success, how human resource strategy should align with the strategic goals of an organization, and the skills that general managers need in order to successfully manage human resources. This course will draw on economics, psychology, sociology, and legal issues to inform students about recruiting, selecting, training, placing, compensating, and managing employees in order to develop and maintain a highly committed and high performing workforce. Students will engage in a variety of exercises and projects which require the application of course material.

**MGMT 732 Executive Leadership (3)** - Prerequisite: MGMT 621. This course provides an opportunity to explore leadership from the point of view of a senior business executive. The starting point will be a set of leadership challenges that are currently faced by business executives. Examples include responding to a business crisis, leading an integration following a merger or acquisition, making a highly consequential strategic decision, implementing a workforce reduction, finding value from diversity and inclusiveness, creating a change in operating culture, accessing a new foreign market, and negotiating the sale of a company. Students will work in teams to develop a response to their assigned challenge. Students will present their response to the class and receive feedback from the professor, their peers, and executive leaders who have actually faced that specific situation. In addition, throughout the course, perspectives on leadership from research and academic frameworks are analyzed. This approach puts students “in the trenches” and develops a practical understanding of the functions of executive leaders.

**MGMT 743 Strategic Consulting (2)** - Prerequisite: MGMT 621. Strategic consulting aims to prepare students for internal and external management consulting positions. The topics include industry analysis, consulting skills development, consultant-client relationships, stages of consulting (contracting, data collection and diagnosis, feedback and the decision to act, developing client commitment, implementation, results, and accountability), ethics of consulting, differences between internal and external consulting, understanding resistance, managing meetings, project management, and management of consulting firms. *Note: Cross-listed with MGMT 623.*

**MGMT 769 Topics in International Management (3)** - This course studies international business by focusing on the recent changes that have occurred in the area and changes that are occurring now. The history, current political/economic events, and several industries of the region are studied from a global perspective. Students have the opportunity to meet and discuss current situations with top executives and government leaders. *Note: This course is typically offered in conjunction with the Summer Abroad Program.*

**MGMT 791 (1-3)** - Independent study: General Management.

**MGMT 793 (1-3)** - Independent study: Organizational Behavior.

Every effort has been made to include an accurate description of the offerings for the 2009-2010 academic year. The Freeman School’s schedule is, however, subject to limited changes after this handbook goes to press.

