The challenges around information assurance, data governance and under COBIT 5 will be discussed along with risk assessment techniques. Maintenance will also be covered. Technology processes supported controls, network safeguards, systems development and application of information systems, including operating system security, database technologies and controls relating to financial reporting. Key components will be discussed and analyzed. General IT and application and Information Assurance. Basic IT audit and information assurance concepts will be discussed and analyzed. General IT and application controls will be covered along with how the controls underlie SOX Section 404 Legislation. The course will also examine business processes, technologies and controls relating to financial reporting. Key components of information systems, including operating system security, database controls, network safeguards, systems development and application maintenance will also be covered. Technology processes supported under COBIT 5 will be discussed along with risk assessment techniques. The challenges around information assurance, data governance and privacy will be explored in detail.

ACGB 0001. FUND ACT I (PEKING UNIV). (4.5 Credits)

ACGB 719B. FORENSIC ACCOUNTING. (3 Credits)
This course will introduce the accounting student and finance student to the functions of the forensic accountant in preventing and investigating financial fraud, including securities fraud – specifically, financial statement fraud – tax fraud, bankruptcy fraud and employee theft.
Prerequisites: ACGB 7105, recommended ACGB 7171.
Prerequisites: ACGB 7105 or GBA Waiver Financial Acct with a score of 070.

ACGB 719C. FINANCIAL ACCOUNTING/FINANCIAL STATEMENT ANALYSIS. (3 Credits)
Study of financial accounting and financial statement analysis.

ACGB 719D. ACCOUNTING INFO SYSTEM. (3 Credits)
The purpose of this course is to introduce students to the subject of computer-based accounting information systems. The four critical objectives are a sound understanding in business processes, transaction cycles, internal controls and the systems components of each.
Prerequisites: ACGB 6111 or GBA Waiver Fundamentals Acct with a score of 070.

ACGB 719E. DATA-BASED OPERATION CONTROLS. (3 Credits)
The primary focus of the class will be on the use of data-driven analytics to help managers make key operating and strategic decisions. A secondary focus will be on the use of data-driven analytics for the purpose of internal control.
Prerequisite: ACGB 7155.

ACGB 719F. ACCOUNTING CONTROLS. (3 Credits)
The primary focus of the class will be on the use of data-driven analytics to help managers make key operating and strategic decisions. A secondary focus will be on the use of data-driven analytics for the purpose of internal control.
Prerequisite: ACGB 7155.

ACGB 719G. AUDIT DATA ANALYTICS. (3 Credits)
Introduces audit and accounting students to data analytics foundations, methods and tools. It reviews industry applications and trends. Students will do hands-on projects analyzing audit and other accounting data.

ACGB 719H. IT AUDIT & INFO ASSURANCE. (3 Credits)
This course will present an overview of the various elements of IT Audit and Information Assurance. Basic IT audit and information assurance concepts will be discussed and analyzed. General IT and application controls will be covered along with how the controls underlie SOX Section 404 Legislation. The course will also examine business processes, technologies and controls relating to financial reporting. Key components of information systems, including operating system security, database controls, network safeguards, systems development and application maintenance will also be covered. Technology processes supported under COBIT 5 will be discussed along with risk assessment techniques. The challenges around information assurance, data governance and privacy will be explored in detail.

ACGB 719J. INDUSTRY ANALYSIS AND STRATEGIC PLANNING. (3 Credits)
Discusses techniques for analyzing the long-term attractiveness of different industries and develops a framework to understand the nature of competition and the relative competitive position of firms within industries. Emphasizes global factors that affect industry attractiveness and competitive positioning. In particular, highlights the impact of differences in and the competitive advantages of nations and trade, as well as the development of global standards for the long-term profit potential of industries. While this course emphasizes the industry level, it also includes competitive factors of firms within industries to introduce a framework for strategic planning at the firm level.

ACGB 719L. SASB Sustainability Research and Reporting II. (3 Credits)
SASB Sustainability Research & Reporting II course is designed to enable students to develop a deep understanding of three to five SASB industry standards by examining current company disclosures and evaluating to what level such disclosures reflect the company's associated SASB industry standard. Additionally, students will form their own views on how companies' disclosures compare to the standards with respect to their relevance, fair representation, and decision-usefulness in helping investors assess performance on material sustainability topics.

ACGB 819A. ACCT &CORP FIN-VALUA&MODELING. (1.5 Credits)
This course expands on valuation techniques discussed in Modern Financial Analysis and Valuation Techniques. Students will have the opportunity to learn the modeling techniques used by today's Wall Street practitioners associated with Discounted Cash Flow Analysis, Merger Analysis, Purchase Price Allocations and Synergy DCFs. COREQUISITE: ACGB 719B.
Prerequisite: ACGB 819B (may be taken concurrently).

ACGB 819B. ISS IN FIN:MODERN FIN'AL ANA. (1.5 Credits)
Learn how the financial services industry applies valuation techniques in a deal context! In this mini-course, you will demystify the theory behind the analytics and ultimately appreciate the “art” and “science” of valuation analytics. What is a company worth? What is someone willing to pay? The answers depend on: who the seller is; who the potential buyer(s) is; the context of the transaction and the current market conditions.

ACGB 6111. Fundamentals of Accounting I. (3 Credits)
MBA CORE COURSE This core course in accounting is required of all Gabelli graduate students in every concentration. Provides insights into how accounting information can be used by investors and creditors to measure the results of business operations. Students requiring more in-depth accounting knowledge can select electives in financial and/or managerial accounting as their advisers suggest.
Mutually Exclusive: MMGB 6111.

ACGB 7105. FINANCIAL ACCOUNTING. (3 Credits)
Develops the ability to analyze and interpret financial statements and studies the effects of alternative accounting standards and practices on income statements, balance sheets and statements of cash flows.
Attribute: ABEP.
Prerequisites: ACGB 6111 or GBA Waiver Fundamentals Acct with a score of 070.
ACGB 7120. EXT FINL INFO & RPTG. (3 Credits)
Focuses on the theory and techniques utilized in corporate financial reporting. Examines the standards and pronouncements of the Financial Accounting Standards Board (FASB) and the Securities and Exchange Commission (SEC) with regard to their impact on financial statements. Emphasizes the analysis and understanding of financial reports rather than the mechanics of their construction. Designed primarily, but not exclusively, for students in the public accounting programs.
Prerequisites: (ACGB 7105 or GBA Waiver Financial Acct with a score of 070) and (FNGB 6411 or GBA Waiver Fin Environment with a score of 070).

ACGB 7125. FINANCIAL STATEMENT ANALYSIS. (3 Credits)
Gives students in the general MBA program a better understanding of financial statements and the information they communicate on the operating, investing and financing activities of corporations. Focuses on the impact of financial accounting principles, disclosure standards and alternative accounting practices on financial reports. Examines and evaluates traditional and non-traditional methods of financial statement analysis.
Prerequisites: (ACGB 6111 or GBA Waiver Fundamentals Acct with a score of 070) and (FNGB 6411 or GBA Waiver Fin Environment with a score of 070).

ACGB 7128. ADVANCED FINANCIAL STATEMENT ANALYSIS. (3 Credits)
Augments the concepts taught in ACGB 7125. Also introduces state-of-the-art tools based on modern financial theory for analyzing financial reports. Topics may include: off-balance-sheet financing; damage assessment and litigation regarding misrepresentation; new reporting standards; and international accounting standards and consolidation issues.
Prerequisite: ACGB 7125.

ACGB 7130. ADV EXT INFO & RPTG. (3 Credits)
Critically examines accounting principles and standards for corporate financial reporting with particular emphasis on mergers and other consolidations, asset sales and divestitures. Additional topics include fund accounting, foreign currency, partnerships and segment and interim reporting.
Prerequisites: (ACGB 7120 or GBA Waiver Ext FinInfoReprt with a score of 070).

ACGB 7136. INTERNATIONAL ACCOUNTING. (3 Credits)
Provides students with an understanding of accounting problems and issues encountered by multinational corporations (MNCs) operating in an international environment. Most businesses today, large and small, have customers or clients throughout the world. The course covers the general problems facing MNCs, which will prepare students to interpret financial statements of MNCs.
Attribute: ABIB.
Prerequisites: ACGB 6111 or GBA Waiver Fundamentals Acct with a score of 070.

ACGB 7140. CONTEMPORARY ISSUES IN FINANCIAL REPORTING. (3 Credits)
Familiarizes students with the process of developing Generally Accepted Accounting Principles (GAAP). The course covers the Financial Accounting Standards Board (FASB) and its interaction with the Securities and Exchange Commission (SEC). A major portion of the course is devoted to an analysis of current financial reporting issues being addressed by the FASB and the impact that alternative solutions could have on reported financial results. The course also includes a discussion of various international accounting standard-setting bodies and their roles in financial reporting, domestically and abroad.
Prerequisites: ACGB 7120 or ACGB 7125 or GBA Waiver Ext FinInfoReprt with a score of 070.

ACGB 7155. MANAGERIAL ACCTG ANAL. (3 Credits)
MBA FLEX CORE COURSE For students in the general MBA program, focuses on product and service cost determination and using cost analysis in management decision making, control and performance evaluation. Oriented toward the manager as a user and interpreter of accounting information. Teaching includes case analysis and problem-solving.
Attribute: ABEP.
Prerequisites: ACGB 6111 or GBA Waiver Fundamentals Acct with a score of 070.

ACGB 7160. INTERNAL REPORTING & CONTROL. (3 Credits)
The objective of this course is to provide students with an understanding of IT internal controls, including the IT audit function as it relates to Sarbanes Oxley. Emphasizes the identification of information technology control weaknesses as well as their impact on risk management.
Prerequisite: ACGB 7171 or equivalent.
Prerequisites: ACGB 7171 or GBA Waiver Audit Acct Sys1 with a score of 070.

ACGB 7171. AUDITING OF ACCTG SYS I. (3 Credits)
Familiarizes students with the audit procedures required under Generally Accepted Auditing Standards (GAAS). Among the topics covered are audit planning, evaluating internal control, auditing transaction cycles and audit reports. Directed toward students in the public accounting programs who plan to take the Uniform Certified Public Accountant examination. Corequisite: ACGB 7105.
Prerequisites: ACGB 7105 (may be taken concurrently) or GBA Waiver Financial Acct with a score of 070.

ACGB 7176. PLANNING AND MANAGING THE AUDIT. (3 Credits)
Focuses on audit-testing techniques and the current auditing environment. Audit-testing techniques include statistical sampling and analytical procedures. Also includes recent trends in audit litigation, IRS uses of statistical methods and forensic techniques. Conducted as a seminar, students work individually and in groups on case studies and a term paper. Oral and written presentations are required.
Prerequisites: GBA Waiver Audit Acct Sys1 with a score of 070 or ACGB 7171.

ACGB 7183. Derivatives & Their Accounting. (3 Credits)
This course is designed to provide a broad introduction to both the valuation of derivative securities and the accounting for derivative securities used for both speculative and hedging purposes.
ACGB 7184. INDIV & BUS ENTITY TAX. (3 Credits)
Explores the sources and ideas underlying tax laws and their development in relation to fiscal and social policy. Emphasizes the application of basic concepts in tax planning for individuals and businesses. Topics include gross income, exclusions, deductions, credits, property transactions, basis and the alternative minimum tax.
Attribute: ABEP.
Prerequisites: ACGB 6111 or GBA Waiver Fundamentals Acct with a score of 070.

ACGB 7185. Data Analytics for Accounting. (3 Credits)
This course focuses on developing students' analytical skills and capabilities with an "analytics mindset" framework. These skills and capabilities include the ability to identify the right questions in the relevant context, apply the ETL process to the relevant data, employ appropriate data analytics tools and techniques, and interpret and communicate findings to stakeholders. We use a variety of computer software and applications and examine data analytics applications in a variety of accounting settings such as financial, cost and managerial, auditing, and investigative forensic accounting.

ACGB 7186. Derivatives and Their Accounting. (3 Credits)
This course is designed to provide a broad introduction to both the valuation of derivative securities and the accounting for derivative securities used for both speculative and hedging purposes.

ACGB 7187. Valuation of Intangibles. (3 Credits)
This class focuses on the identification, economic characteristics, valuation, and accounting of intangible assets and intellectual property (IP). Valuation techniques include the analysis of transactions for comparable assets, discounted projected cash flows from use in operations or from royalty streams, and replication cost. Case studies are used to illustrate how intangible assets and IP are valued in practice and how merger and acquisition transactions can succeed or fail depending on whether intangible assets and IP are properly valued. The accounting analysis focuses on both the determination of cost and the periodic assessment for impairment.

ACGB 7811. ACCOUNTING -INTERNERSHIP. (1 to 3 Credits)
This course is intended for students with an Accounting internship for this trimester that wish to receive academic credit for it. The course will begin with an orientation session and will be followed by additional meetings with students. The course instructor will provide additional details to enrolled students.

ACGB 8999. INDEPENDENT STUDY. (3 Credits)

BEGB 6220. ECON ANALYSIS & BUS DECISIONS. (3 Credits)
MBA CORE COURSE Presents economic theories to examine business pricing, production, marketing, and profits within different market structures and environments. Topics include: consumer choice and demand; the behavior of firms; market power and structure; the efficiency of competitive markets; externalities and social costs; information and behavior under uncertainty. The course also discusses social costs and benefits of business actions and related ethical and regulatory issues. (Formerly Managerial Economics)

BEGB 7240. MONEY CRDT & INTREST. (3 Credits)
Studies the role of money, credit and interest rates in the efficient and ethical functioning of domestic and global financial markets. This building-block course assumes a background in macroeconomics and finance, and it establishes a foundation for further study in all areas of finance. Topics include: flow of funds and interdependency within the financial system; the Federal Reserve System and its role in money creation; interest rates; the links between interest rates and the growth of money; and the effects of inflation and term structure. Prerequisites: BEGB 6220 and FNGB 6411. Also offered as FNGB 7441.
Attribute: ABEP.
Prerequisites: (FNGB 6411 or GBA Waiver Fin Environment with a score of 070).

BEGB 7243. CONTEMP ISSUES GLOBAL FIN. (3 Credits)
Explores current issues relevant to the global financial system, including international commercial and investment banking and international investments. Emphasizes the underlying conditions and fundamental trends in various sectors of international finance. Also offered as FNGB 7458.
Attribute: ABIB.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

BEGB 7244. GLOBAL FINANCE. (3 Credits)
The first half of the course focuses on the theories and practices of world trade, including comparative advantage, the changing trade competitiveness of nations, and protectionism. The second half focus shifts to developing countries: including foreign investment and technology, and investment and trade opportunities, policies and regulations. For SATURDAY / HYBRID sections of this course, there will normally be 4 class meetings, and the balance on-line / contact the professor for further detail. Prerequisite: BEGB 6220.
Attribute: ABIB.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

BEGB 7251. INTL TRADE & DEVELOPMENT. (1.5 or 3 Credits)
The first half of the course focuses on the theories and practices of world trade. Topics include comparative advantage, the changing trade competitiveness of nations and protectionism. During the second half, the focus shifts to developing countries: the process of economic development, including the contribution of foreign investment and technology as well as investment and trade opportunities, policies and regulations.
Attributes: ABGS, ABIB.
Prerequisites: BEGB 6220 or GBA Waiver Managerial Eco with a score of 070.

BEGB 7300. TMBA: GLOBAL MANAGERIAL ECO. (3 Credits)

BLGB 739C. INTERNATIONAL BUSINESS ETHICS. (3 Credits)
In this course we analyze global business activities from a moral perspective. Also, we will examine debates about what it means for a multinational firm to compete successfully in the world marketplace with moral integrity, and what obligations it has to respect transnational laws, codes of conduct and ethical guidelines.
Attributes: ABGS, ABIB.
Prerequisites: BLGB 6310 or GBA Waiver Business Law I with a score of 070.
BLGB 739F. CONTEMPORARY ISS INTL BUS LAW. (3 Credits)
A study of the contemporary issues of international business law. Prerequisite: BLGB 6310.
Prerequisites: BLGB 6310 or GBA Waiver Business Law I with a score of 070.

BLGB 739M. BLOCKCHAIN, VIRTUAL CURRENCIES, AND TOKENS: AN EXAMINATION OF BUSINESS AND LEGAL ISSUES. (3 Credits)
The course is designed to provide students with an understanding of the current developments in the dynamic blockchain industry. We will explore new protocols, crypto currencies, and the development of new classes of digital assets including securities tokens, real estate and art tokenization. The students will learn how to analyze the business projects and associated legal issues relating to the blockchain industry. In order to understand where this fast paced industry is today as well as it's prospects for the future, the course will explore the development of blockchain as a vehicle for innovation, the legal issues surrounding blockchain projects, exchanges, and the business cases for both public and private blockchains through the examination of concrete cases. The course will debate topics including: the tension between innovation and regulation; the feasibility of decentralization; building networks based on trust. Guests speakers from top blockchain venture studios, governmental regulatory agencies and legal experts will join the classes to broaden the discussion of new projects and explore the opportunities and challenges facing the industry.
Attributes: ABBC, ABFO, LAWB.

BLGB 739N. RISK & RSPON IN ORGANIZATIONS. (3 Credits)
Ethics and compliance has emerged as a key discipline in preventative law, gathering increasing attention and corporate resources. With this growth, and as corporations face unprecedented lack of trust and scrutiny of their conduct, the role of the compliance officer has expanded. Compliance officers are increasingly grappling with questions of ethics that extend beyond legal risk, organizational culture, and voluntary CSR and human rights standards. It is often held that compliance officers are most likely to be successful when they are closest to the operations and decisions of core business lines. However, compliance teams are often forced to rely on second hand assessments of risk, reward and reason, and lack visibility of the myriad facts, circumstances and dilemmas faced by corporate managers and employees on the ground. This course will introduce key dimensions of organizational risk and responsibility — (sometimes called non-technical or non-financial risk). It will cover a range of established and emerging compliance issues, including corruption, political risk, human rights, CSR, leadership, culture and behavior. The course will include academic and business readings as well as interactive case studies, where students will apply practical solutions to real risk and corporate integrity challenges faced by multinational organizations in a variety of sectors, and explore the consequences for the compliance function.

BLGB 839A. CONTEMPORARY ETHICAL ISSUES IN BUSINESS. (1.5 Credits)
This course explains various ethical schools of thought and their application to business.
Prerequisites: BLGB 6310 or GBA Waiver Business Law I with a score of 070.

BLGB 6310. BUSINESS LAW I. (3 Credits)
MBA FLEX CORE COURSE Introduces the fundamental concepts and legal principles that are applicable to the American legal system, its development and inherent ethical considerations. Discusses the basis and structure of business contracts; the creation and characteristics of agencies, partnerships, limited liability companies and corporations; and the rights and liabilities of agents, partners, directors and shareholders. Students analyze cases and discuss and solve problems.

BLGB 6321. MARKETS, BUSINESS & SOCIETY. (3 Credits)
MBA CORE COURSE Markets, Business, and Society is about the responsibilities of businesspeople. It is based on the assumption that business, like law and medicine, is a profession whose practitioners carry out an important role in society. When individuals enter the profession, they take on a distinctive set of responsibilities that go with the role. The purpose of the course is to provide a realistic understanding of these responsibilities and a set of practical tools to help students carry them out. This is the only course at the MBA program focusing on the question: what is the right thing to do in business? Other courses explore the causes and consequences of wrongdoing and the institutions that regulate conduct in business. This course will also consider these empirical topics but only as background. Instead, the focus of Markets, Business, and Society is normative reasoning about gray area problems in business, which involve conflicts of values, clashing responsibilities, ambiguous standards, factual uncertainties, aggressive stakeholders, and intense time pressures, among others. The course will help students develop their decision-making principles and devise implementation plans that meet relevant economic, legal, and ethical responsibilities and fulfill the organization's values and commitments. Deciding on a course of action will require careful analysis, thoughtful deliberation, and, in some instances, difficult trade-offs. By working through the choices and dilemmas presented in the course, students will hone their skills in decision making and action planning while also building their own decision-making frameworks.

BLGB 7320. BUSINESS LAW II. (3 Credits)
Examines the legal aspects of business and focuses on personal property, sales, product liability, secured transactions, insurance, negotiable instruments, banking and bankruptcy. Students analyze applicable provisions of the Uniform Commercial Code and cases and problems on the above topics.
Attribute: ABEP.
Prerequisites: BLGB 6310 or GBA Waiver Business Law I with a score of 070.

BLGB 7325. LAW OF TRAD & NEW MEDIA. (3 Credits)
Analyses the legal parameters and constraints on freedom of expression that govern traditional and new communications technologies. Probes the various constitutional, statutory and regulatory protections accorded the Internet and more traditional media, such as print, broadcast and cable, as well as governmental attempts to regulate certain aspects of these technologies. Topics include modern First Amendment interpretation, defamation, privacy, commercial speech, indecency/obscenity, contracts, intellectual property and e-commerce. Also offered as CMGB 7556.
Attribute: ABEB.

BLGB 7400. TMBA:INTRNT'L BUS LAW & ETHICS. (3 Credits)

BLGB 8999. INDEPENDENT STUDY. (3 Credits)

BYGB 7811. FINANCE ANALYTICS INTERSHIP. (3 Credits)
Financial planning and analysis to consolidate disparate data sources.
BYGB 7967. DATA MINING FOR BUSINESS. (3 Credits)
Discusses data mining techniques and their use in strategic business decision making. A hands-on course that provides an understanding of the key methods of data visualization, exploration, association, classification, prediction, time series forecasting, clustering, induction techniques, neural networks, and other methods. Students work in teams on solving a business problem of their choice, using data mining tools and applying them to real data.
Prerequisite: BYGB 6910.

BYGB 7973. DATABASE MANAGEMENT. (3 Credits)
Covers the basics of database management, a critical element of all IT organizations. Databases are the foundation for operational/transaction systems and for management decision-making. Topics include types of databases and the database environment, database analysis and data modeling, database design with relational models, implementation issues such as SQL, data administration, the Internet database environment and distributed databases.
Prerequisite: BYGB 6910.

BYGB 7975. BUS ANALYTICS FOR MANAGERS. (3 Credits)
BYGB 7977. TEXT ANALYTICS. (3 Credits)
BYGB 7978. WEB ANALYTICS. (3 Credits)
Web analytics—also referred to as Web metrics, e-Metrics, or e-analytics—is the science of Internet audience measurement and analysis. It deals with the identification, gathering & formatting of Web usage data, the computation and presentation of metrics, and the exploitation of the results, in order to measure web site success. Meaningful insight is gained from traffic and visitor analytics data. It not only covers the unique measurement challenges associated with segmentation, but also comes with strategic recommendations for focusing the entire analytics process - from where to begin to what your larger, overall web analytics goals should be (Google Analytics, IBM ShowCase Web Analysis).
PREREQUISITE: BYGB-6910.

BYGB 7988. BUS PERF MGMT RISK ANALYTICS. (3 Credits)
BYGB 7990. BIG DATA ANALYTICS. (3 Credits)
BYGB 8999. TUTORIAL. (3 Credits)
Tutorial in Business Analytics.

CMGB 75AA. MEDIA EXEC PLAYBOOK. (3 Credits)
This course will take an in-depth look at the Strategies, Plans, and Programs developed and implemented by Media Industry Executives to help their businesses survive and thrive in an increasingly changing and competitive media industry environment. The course will include case studies, topic-specific projects, and reviews of current industry trends, issues, and opportunities. Media industry executives and subject matter experts will be asked to guest lecture certain classes to provide a practical perspective about how to address and solve industry challenges. The class will look at the business’ audience and marketplace dynamics, content offerings, media distribution and delivery platforms, branding, marketing, business models, and Operations. We will also review how a business’ Mission, Vision, Strategic Plan, Goals, Strategies, Priority Initiatives, Operating Plans, Financials, etc., create a successful business. The course includes lectures, discussion and guest speakers along with current articles and other readings, video materials, and digital sources. Whenever possible, the course draws on Fordham’s unique setting in New York City, the media capital of the world.

CMGB 75AB. THE POWER OF OPEN KNOWLEDGE. (3 Credits)
This is a hybrid course and include active participation in MOOC (Massive Open Online Learning Course). The goal of this course is to prepare business students to the foundations of open knowledge creation, use, dissemination, and evaluation, to collaborate with professionals from other cultures and disciplines, and to work effectively in rapidly changing knowledge environments. It has been designed to help students develop a high level of self-determination in their own learning, which is a critical skill for future professional success.

CMGB 75AC. ORGANIZATIONAL COMM & THEATER. (3 Credits)
In this course students critically analyze theatrical works about business and leadership issues using through the lens of organizational communication theories. Throughout the semester students analyze a range of theatrical works and performances through readings, guest lectures, and attendance at theatrical events outside of class. Upon completion of the course students will have developed a unique perspective on how theatrical works bring organizational communication concepts and theories to life.

CMGB 75AD. THE STORYTELLING PROJECT. (3 Credits)
In this course students apply narrative theories from multiple disciplines - communication, psychology, literature, neuroscience, and theater - to critically analyze the anatomy of effective and persuasive stories. Investigating historical folklore and contemporary narrative paradigms from the 21st century, students analyze why some stories and forms are more persuasive, inspiring, and mythic than others. Through practice and developmental coaching, students enhance their own repertoire of persuasive storytelling abilities and discover their own authentic and rhetorical voices.

CMGB 75AE. GRADUATE STUDY TOUR POLAND. (3 Credits)
Media and technology industries in Poland and Central Europe Study Tour Course for Graduate Business students Krakow, Poland.

CMGB 75AF. BUSINESS & ENTERTAINMENT. (3 Credits)
This course will give students the opportunity to analyze different entertainment artifacts (television programs, movies, theatrical productions, and written publications) using a curated body of academic organizational communication theories.

CMGB 75AG. INTENSIVE SECTOR ANALYSIS: TV. (3 Credits)
Television has been one of the cornerstones of media for over 75 years and has become a medium through which we understand and study our culture. From the Moon Landing to "Who Shot JR", to the White Ford Bronco chase, to the 2016 presidential election, television has helped to shape our industrial paradigms, social trends, and culture, and has served as a mirror to society. This class will study the sociocultural issues and effects associated with television by looking at it from various angles - including social, economic, political, and entertainment perspectives - and by reviewing the past, present, and future of television.

CMGB 75AH. PROFESSIONAL COMMUNICATION. (3 Credits)
This course will prepare you for communicating in the workplace with multiple levels in an organization. We will examine group communication, decision making in organizations, professional presentations, and strategic communication, including issues and solutions for each. This course is appropriate for multiple levels in an organization, and you do not need a background in communication. It will help you better communicate at work whether you are a seasoned communicator or a novice wanting to improve.
CMGB 75A.J. FINANCIAL MEDIA. (3 Credits)
Financial Media examines the complex interactions between business, politics, and the press. The course is designed to help students achieve a better understanding of how business content is delivered and retrieved in the current media environment. The course focuses on the dynamics of reporting about companies and business industry leaders who are using the media to deliver critical messages to several stakeholder groups, including investors and consumers. The course provides numerous examples of business or political leader interactions with the media and debates their communication strategy as well as their outcomes.

CMGB 75A.K. PERSUASIVE CORPORATE COMM. (3 Credits)
Business professionals have long known that the ability to influence is a critical business skill. Developing long-term relationships with clients and developing an effective corporate culture is highly valued. Students will critically examine contemporary scholarship from the academic and applied field detailing effective and ineffective practices for persuading stakeholders at various levels. Students will examine how different communication channels can impact the degree to which an audience is persuaded. The course will focus on internal and external organizational communication.

CMGB 75A.L. INVESTOR RELATIONS. (3 Credits)
A corporate Investor Relations program formulates and communicates the financial performance and strategic direction of diversified corporations to the global investment community. Investor Relations professionals are well versed in accounting, compliance, finance, governance, marketing and communications. They collaborate with senior management and the Board of Directors to convey and interpret corporate matters to the public. This course will teach students the skills and competencies required to become a corporate Investor Relations professional. The course utilizes a course textbook, case studies, investor relations guest speakers and participation in investor relations events.

CMGB 75B. SPORTS MEDIA & PROMOTIONAL COMM. (3 Credits)
Sports Media and Promotional Communication examines the mass media industry in relation to the sports field. The sports industry is unique in its economic structure and its consumers – the sports fans. The course focuses on the "off-the-field" industries of television, digital communication, advertising, sponsorship, marketing, and public relations that greatly impact all sports. The course looks at various sports as well as various forms of media and various promotional communication strategies. Students will get an understanding of the industry today, as well as learn about the history of the sports media and the pivotal people who helped shape the field.

CMGB 75L. COMM FOR ENTREPRENEURS. (3 Credits)
This advanced course, granted an "Entrepreneurship and Venture Initiation" (ENT) designation, will help you launch your venture. Specifically, this class will help you: (1) Pitch your ideas with clarity and confidence. (2) Sell your ideas to critical stakeholders. (3) Brand yourself and establish your credibility in less than 60 seconds. (4) Spin your ideas so they "stick" in a crowded marketplace. (5) Gain valuable feedback about your ideas, brand, and expertise.
Attribute: ABEP.

CMGB 7590. INTERNATIONAL COMM & NEG. (3 Credits)
Addresses three broad topics: 1. Culture and Behavior: How culture, and cultural differences, affect human behavior in general and communication in particular. 2. Culture and business communication needed adaptations in correspondence, presentations, and meeting behavior to accommodate cultural differences 3. Culture and Negotiation. How culture becomes a factor in business negotiations, how it changes "the game".

CMGB 759R. SOCIAL MEDIA. (3 Credits)
This course examines the phenomenon of social networking as a business as it has evolved from start-ups to large scale firms. Social networking is treated in the context of new, digital media generally with attention to business models, the role of advertising and other relevant issues. Benefits and hazards of social media, including search, will be discussed. The course will be taught by Athan Stephanopoulos of Gorillaspot.com, an interactive social media platform that allows content publishers and advertisers to reach audiences through the social web, and who has taught New Media courses at Fordham previously. Guest speakers will include leading executives and managers from New Media and social networking firms.
Attributes: ABEP, MEMG.

CMGB 759Z. GAINING GLOBAL BUS PERS: GALWAY. (3 Credits)
This course provides students the opportunity to travel to Galway, Ireland and participate in a week-long study program that will focus on global business from an Irish perspective. The objectives of the course include: Understand the business environment in Ireland, Understand the role of multinational versus start-up organizations within Ireland, Identify benefits to investing in Ireland, Practice key communication skills for global business. The course will include academic sessions and industry site visits. Participants of the course will include Executive MBA students, MBA students, eligible MS students, and executive education participants. Please click here for more information. Please contact Francis Petit, Associate Dean at petit@fordham.edu for additional information on registration, logistics and cost. Professor Dr. Meghann L. Drury, Ph.D., M.A., H.Dip.B.S. Assistant Professor, Communication and Media Management.
Attribute: ABIB.

CMGB 7500. MEDIA SYSTEMS & MARKETS. (3 Credits)
Introduces students to all of the key elements that constitute contemporary media systems and to the key stakeholders in— and evolving dynamics of—contemporary media markets. Includes comparative analyses of international media systems and the economic, technological and regulatory parameters under which they operate. Also provides historical, economic and technological perspectives on the evolution of media systems and markets. PREVIOUSLY TITLED: MEDIA & COMMUNICATION INDUSTRIES.
Attribute: ABEB.

CMGB 7525. CROSS CULT. NEG & COMM. (3 Credits)
Explores how cultural differences and international settings affect business communication and negotiation—key skills for managers who seek to get solutions accepted and implemented. The dimension of culture is used to increase the student-managers' self-awareness and reflection and to build flexibility in their conceptual understandings and skills. Emphasizes specific strategies, styles and techniques that help the negotiator/communicator.
Attributes: ABGS, ABIB.

CMGB 7530. INNOVATION IN MEDIA BUSINESS MODELS. (3 Credits)
This course examines the factors that have contributed to the emergence, institutionalization, and decline of traditional media business models, as well as to exploring, assessing, and critiquing the wide range of new and innovative business models that are emerging in the contemporary media environment. Students will draw upon these analyses to develop new business models or innovative variants of existing business models for discussion and critique.
Attribute: ABEP.
CMGB 7531. COMM CORP IMAGE RESPONSIBILITY. (3 Credits)
Demonstrates the value of pragmatic public relations activities through basic principles, case studies and guest speakers. Examines how inept communications and resulting public perceptions can create or deepen corporate crises. Stresses criteria for selecting outside counsel, establishing relationships with the media and communicating with employees and stockholders. Also offered as MKGB 7782.
Attributes: ABGS, MEMG.

CMGB 7534. LEADERSHIP WITH PR. (3 Credits)
Examines the use of public relations strategies to replace or augment more traditional communications efforts. Agency publicists and company representatives discuss this trend. Case studies illustrate how techniques such as video press releases, expert spokespeople and inventive news pegs are used as part of an overall communications plan.
Attribute: MEMG.

CMGB 7537. CRISIS COMM & MEDIA STRATEGIES. (3 Credits)
Explores the experiences of both instructor and guest speakers in managing public battles, including strategies, flash points, media relations, chains of causality and often-critical personalities. Crises include product poisonings, tanker groundings, nuclear accidents and other disasters that come without warning.
Attributes: ABIB, MEMG.

CMGB 7540. INTENSIVE SECTOR ANALYSIS: MUSIC BUSINESS. (3 Credits)
This course has a rotating focus each semester that it is offered; but in each instance will involve an intensive focus on a single industry sector. Specific sectors that will be the subject of semester-long intensive analysis include the Television Industry, the Music Industry, and the Motion Picture Industry. Students will apply the analytical skills and conceptual understandings developed in other courses in the curriculum to achieving a detailed understanding of the challenges and opportunities facing an individual media sector. Students will also gain a detailed understanding of the history, evolution, economics, and key stakeholder dynamics of these individual industry sectors.
Attribute: MEMG.

CMGB 7550. LEADERSHIP COMMUNICATION. (3 Credits)
MBA FLEX CORE COURSE A leader’s success hinges on the ability to communicate effectively with diverse stakeholders in divergent settings. This applied course introduces students to academic theories that describe, explain, and predict effective and ineffective leadership communication behaviors. Throughout the semester students solicit candid and constructive feedback about their leadership communication strengths and improvement opportunities. Then, they apply practical strategies, validated by academic research, to improve their communication effectiveness as leaders. Previously titled Management Communication.

CMGB 7554. CONSUMER ADOPT OF NEW MED. (3 Credits)
Examines new communications technologies using guest speakers, videotapes and case studies. Surveys cable, video, satellite transmission, digital television, Internet media and other new and emerging forms of information transmission, with particular emphasis on their interaction and impact on society and business. PREVIOUSLY TITLED: NEW MEDIA AND MASS COMMUNICATIONS.
Attribute: ABEB.

CMGB 7556. LAW OF TRAD & NEW MEDIA. (3 Credits)
Analyzes the legal parameters and constraints on freedom of expression that govern traditional and new communications technologies, focusing on the Internet. Probes the various constitutional, statutory and regulatory protections accorded the Internet and more traditional media, such as print, broadcast and cable, as well as governmental attempts to regulate certain aspects of them. Topics include modern First Amendment interpretation, defamation, privacy, commercial speech, indecency/obscenity, contracts, intellectual property and e-commerce. Also offered as BLGB 7325.
Attributes: ABEB, MEMG.

CMGB 7561. NEW MEDIA PRODUCT DEV PRAC I. (3 Credits)
Intended to help students understand the practical application and integration of compelling content and the various formats of modern media in business application. The course includes most forms of video, audio, and social media. Students will develop a media strategy, delivery plan, and create actual media to solve communications challenges for real companies.
Attribute: MEMG.

CMGB 7811. MEDIA MANAGEMENT INTERNSHIP. (1 to 3 Credits)
CMGB 8999. INDEPENDENT STUDY. (3 Credits)
DGGB 0001. MATH METH FOR BUS (PEKING U). (4.5 Credits)
DGGB 0002. STATISTICS (PEKING UNIV). (4.5 Credits)
DGGB 781A. STATISTICAL THEORY I. (3 Credits)
This course provides an introduction to mathematical Statistics and a foundation for acquiring the skills to apply advanced statistical models to many important areas of decision-making in business. The course focuses on developing an understanding of random variables, their distribution functions, and sampling theory.
Prerequisites: DGGB 6820 or GBA Waiver Statistics with a score of 070.
DGGB 781C. SAMPLING THEORY. (3 Credits)
This course is about the use of samples in research and statistical studies. Many courses teach how to analyze data. But, before you analyze it, you have to get it. Where do you get the data? Sampling is widely used for gathering information about various populations, be they people, animals, products, services or natural phenomenon, for industry, government, education, or service. The need to understand what is going on in the world today and predict what might happen in the future requires information and data on what exists today. Social and economic policies, health care planning, and corporate strategies all depend on statistical information. Scientific experiments, such as in medicine, must be constructed so as to provide valid information on which to base decisions about future availability of drugs, products, and services. This course provides a foundation in sample design and data collection for decision making. We study theoretical principles and applications, starting with definition of the population characteristic of concern, the frame, sampling methods, sample size, and sampling plan. We study also sampling and non-sampling errors and biases, problems of non-response, the half-open interval, and other methods to assure validity and usefulness of our data. Assignments will involve constructive criticism of studies in the press and company reports today. An end-term assignment will require writing a sample design for a study of your own.
Prerequisite: DGGB 6820.
DGGB 6800. PRE-MBA BASIC STATISTICS. (0 Credits)

DGGB 6810. MATH METHODS FOR BUS. (3 Credits)
(MBA program prerequisite) Studies the fundamental methods of mathematics applied in business statistics and operations research. The course concentrates on linear algebra and differential and integral calculus.

DGGB 6820. STATISTICS. (3 Credits)
MBA CORE COURSE Introduces the basic statistical concepts essential for business research and decision-making. These include descriptive statistics, probability distributions, statistical inference and simple and multiple regression.

DGGB 6830. STATISTICS & DECISIONS. (3 Credits)
Introduces the statistical concepts essential for business decision making. Topics include: Random Variables, normal distribution, sampling distributions; confidence intervals; one and two sample hypothesis tests; simple linear regression; multiple regression; categorical data analysis; ethics in statistics. These concepts will be implemented using state of the art statistical software.

DGGB 7811. SYSTEM DESIGN INTERNSHIP. (1 to 3 Credits)

DGGB 7844. STAT METHODS AND COMP I. (3 Credits)
This course is designed to introduce statisticians to statistical programming and data analysis. Topics will include: hypothesis testing, regression models, experimental design and simulation. The statistical topics are integrated into the programming content.

DGGB 7850. FORECASTING MODELS. (3 Credits)
Introduces and discusses forecasting systems capable of interconnecting separate areas of business. Efficient forecasting systems, based on modern analytical and simulation techniques, can provide necessary insights into the behavior of strategic variables over time.

DGGB 8999. INDEPENDENT STUDY. (3 Credits)

DGGB 784AD. STUDENT MGT INVESTMENT FUND II. (3 Credits)
In the second class, in the spring semester, students will learn the practice of asset allocation with focus on advantages and pitfalls of asset allocation theory. Coverage includes practiced methodologies in assessing and measuring risk, including applications of the BARRA risk models, strategies for entry and exit, and portfolio revision. A lot of care will be taken to expose the students to real-life aspects of portfolio management. This includes arranging lectures from portfolio managers, with different philosophies on portfolio selection and risk management.

DGGB 74AG. FINANCE IN THE HEALTHCARE IND. (3 Credits)
This course will present a historical development of the American healthcare system and will address the current challenges faced by both health insurers and providers, specific to managed care, reimbursement methods, and contracting. Students will learn to apply the standard tools of financial analysis and financial management in the complex and evolving setting in which the global healthcare system is currently situated. Students will also learn how to analyze the key financial indicators specific to hospitals and their direct application towards managed care contracting initiatives, debt restructure and bond rating status. Finally, the course will address the future of health insurance and managed care.

DGGB 74AH. GLOBAL CORP GOVERNANCE. (3 Credits)
Examines how modern publicly traded corporations are governed in the global markets. It discusses the roles of the board of directors, corporate management, institutional investors, and other shareholders, and also discusses the effects of the recent legislation and financial market developments on corporate governance. Provides international comparisons of corporate governance structures and issues arising in contests for corporate control.

DGGB 74AI. GLOBAL EQUITY PORTFOLIO MANAGEMENT. (3 Credits)
Provides a comprehensive overview of equity portfolio management in theory and practice. Examines portfolio objectives and links them to appropriate investment strategies. It covers pricing of equities, the asset-allocation decision, return enhancement/risk control techniques, performance evaluation and recent changes in international fund management. Analyzes international investment strategy and the relative merits of various approaches.

DGGB 74AJ. GLOBAL RISK MANAGEMENT. (3 Credits)
Covers market risk and volatility, calculation of VaR (value at Risk), Monte Carlo Simulation, credit risk and use of credit derivatives, operational risk, counterparty risk and other topics. Discusses risk regulations, including Basel II, recent developments in Basel III, and recent regulations on the banking industry in the U.S.

DGGB 74AK. RAISING CAPITAL AND INVESTING IN GLOBAL FINANCIAL MARKETS. (3 Credits)
Provides a comprehensive overview of the going-public decision. Examines the strategies and process of corporate restructuring and investing activities, such as mergers and acquisitions, corporate diversification, spin-offs, carve outs, asset sell-offs, tracking stock, exchange offers, and debt restructuring.

DGGB 6821. ANALYTICAL STATISTICAL METHODS. (3 Credits)

DGGB 6411. FINANCE ENVIRONMENT. (3 Credits)
Prerequisite: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

DGGB 7421. GLOBAL RISK MANAGEMENT. (3 Credits)
Prerequisite: FNGB 7421.
FNGB 74AL. ADV CORPORATE FINANCE. (3 Credits)
This course teaches the art of applying corporate finance theory and essential tools and techniques to strategic decision-making in critical real-life situations faced by organizations. The course enhances the students' understanding of corporate finance by providing a comprehensive examination of selected advanced topics, such as alternative valuation methods, real options in corporate finance, decision trees, international operations, mergers and acquisitions, risk arbitrage, debt capacity and leveraged buyouts, private equity, warrants and convertibles, and ethical issues. The learning experience is based on lectures and a series of business cases involving individual and group work, classroom discussions, and written assignments, as well as readings and problem-solving. The case studies are drawn from a variety of industries and countries, including emerging markets, and involve complex real challenges. The course is designed for students who are already familiar with valuation, cost of capital, capital structure theory and option pricing theory and who want to learn more advanced skills and techniques required for making important executive-level decisions. Note: Students should be proficient with computer spreadsheets and financial calculators.
Prerequisite: FNGB 7422.

FNGB 74AM. EMERGING MARKETS. (1.5 or 3 Credits)
This course explores how the major "emerging market" (EM) states have evolved from "traditional" societies with "underdeveloped" economies into modern societies with more developed economies ever since the Berlin Wall came down. Because these EM states reformed and opened up their economies, they benefited from their vast human and commodities resources and rapidly increased their per capital income.
Attribute: ABEB.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 74AN. INVESTMENT BANKING. (3 Credits)
This course is intended to give students a practical introduction to investment banking and its role in helping corporations raise capital from the global capital markets. Topics include: venture capital, public offerings, private placements, going public, stock and bond financing, convertibleb and other hybrid instruments, design of innovative securities, swaps and other derivative instruments, mergers and acquisitions and leveraged buyouts.
Attribute: ABEP.
Prerequisite: FNGB 7421.

FNGB 74AO. ALTERNATIVE INVESTMENT. (3 Credits)
The course is an introduction to the rapidly evolving universe of alternative investments. Delivered in modules, the course covers a broad array of alternative strategy classes (Quantitative/Systematic, Fundamental Long/Short, Global Macro, Private Equity) ranging across all major asset classes (Equities, Fixed Income, Currencies, Commodities, Derivatives). The first half of the course constructs a broad framework for the evaluation of alternative strategies, focusing on the quantitative strategy class as a diverse and relatively easier-to-evaluate source of investment ideas for discourse and case study. The second half progresses through the remainder of the alternative strategy classes under the evaluation framework, ties together the role of alternatives within an asset allocation framework, studies subjective decision making in the context of alternatives and concludes with student presentations of their favorite investment thesis from the course. Throughout, there will also be discussion of career development both within and without the alternative investment space.
Prerequisite: FNGB 7421.

FNGB 74AP. REAL ESTATE CAPITAL MARKETS. (3 Credits)
This Real Estate Capital Markets course will cover both the primary and secondary debt and equity markets linked to real estate assets. While the underlying real estate assets in the primary markets will be covered, a greater portion of the class will be devoted to the secondary debt and equity markets, mainly dealing with mortgages, mortgage backed securities, and Real Estate Investment Trusts (REITs). A distinguishing aspect of this course is the focus on the intersection of the primary and secondary real estate capital markets, investor perspectives, and the impact of macroeconomic factors. Additionally, this course will include a robust mix of quantitative and qualitative factors in order to provide a holistic, less technical perspective on the real estate capital markets, and the real estate industry at large.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 74AQ. ADV GLOBAL PORTFOLIO MGT. (3 Credits)
The course will review (1) basics of modeling of securities' returns and volatility in the context of portfolio management / "buy-side"; (2) theoretical basis and empirical evidence of risk-return trade off and investor preferences; (3) main approaches to portfolio construction and challenges with their practical application; (4) performance evaluation, and other relevant portfolio management topics.

FNGB 74AR. ST: CORPORATE RESTRUCTURING. (3 Credits)
The course discusses the strategies, valuation, and processes of corporate restructuring decisions such as mergers and acquisitions, corporate diversification, spin-offs, carve-outs, asset sell-offs, tracking stock, exchange offers, and/or debt restructuring. It also discusses various securities issuances, including initial public offerings.
Prerequisite: FNGB 6411.

FNGB 74AS. FINANCIAL MODELING. (3 Credits)
Develops (using Excel) the type of financial models that businesses use every day to analyze a wide range of financial problems and make decisions. Covers modeling of financial statements and models in many other important practical areas, such as time value of money, project evaluation, bonds, investment management and derivatives. Emphasizes on using most powerful and useful tools in Excel, such as logical functions, PivotTables, Data Table, Scenario Manager, Goal Seek to solve problems that closely resemble real-life situations.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 74AT. FINTECH COMPLIANCE- ASIA TO US. (3 Credits)
An overview of the components of an effective global Corporate Compliance Program. Examination of the Part C Risk Assessment and the Seven Steps of a corporate compliance and ethics program. Review of compliance program design and best practices, including the roles of the corporate compliance office and in-house counsel, risk assessments, Foreign Corrupt Practices Act, global codes of conduct, corporate governance, monitoring and re-evaluation.
Attribute: ABFF.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.
FNGB 74AU. ALGORITHM TRADING. (3 Credits)
Electronic algorithms are being used by major institutions, investment banks, and hedge funds to trade stocks, bonds, currencies, and a plethora of financial derivatives. Algorithms are being used for all aspects of trading - from asset allocation and stock selection, to execution and implementation, and for risk management and regulatory and compliance reporting. In this course, students will learn the necessary skill sets, and underlying math, statistics, and programming skills to build, develop, manage, and implement profitable algorithms across all asset classes.
Attribute: ABFF.
Prerequisite: FNGB 7421.

FNGB 74AV. SEMINAR IN VALUE INVESTING. (3 Credits)
This survey course is designed to introduce the fundamentals of the Graham and Dodd value approach to investment analysis. The course will be segmented into two parts: the basic structure of the analytical approach to value investing and its relationship to many of the elements of the MBA curriculum will be described through lectures, exercises, readings, in-class discussions and homework assignments; the last sessions of the course will be devoted to student presentations of their investment recommendations. Parts of the course will entail empirical data analysis.
Prerequisite: FNGB 7421.

FNGB 74AW. Financial Industry and New Regulations. (3 Credits)
This course will explore how the market structure has fundamentally changed after the 2008 liquidity and credit crisis, and how this crisis has impacted on liquidity, balance sheets, risk taking and returns across the entire financial services industry. The new reality is that regulation has changed the landscape of Wall Street and the dynamic of how the sell-side and buy-side will interact in the foreseeable future.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 74AX. INTERNATIONAL FIN MGT. (3 Credits)
The goal of this course is to explain the concepts of corporate finance and their applications in an international setting. We will examine opportunities and problems that are faced specifically by multinational and foreign corporations and will compare corporate finance practices around the world. Topics covered in the course include foreign exchange rate mechanics, international parity theories, forecasting and hedging, international cost of capital, capital budgeting, capital structure, and valuation of foreign investments.
Prerequisite: FNGB 7421 (may be taken concurrently).

FNGB 74AY. GLOBAL FINANCIAL MARKETS. (3 Credits)
This course is intended as an introduction to Global Financial Markets. We will discuss the instruments traded in the markets, the institutions that support and frame the markets, the trading mechanisms and the regulatory structure. The course is intended to be descriptive and conceptual. The aim is to familiarize you with the breadth and scope of equity, debt, and derivative markets. We shall discuss the recent developments in the US and the development of financial markets globally.
Prerequisite: FNGB 7421 (may be taken concurrently).

FNGB 74AZ. INNOV IN BUSINESS & ENERGY. (3 Credits)
This course aims to frame and critique opportunities for business to create innovations in energy systems. It discusses how contemporary energy systems have evolved and how energy infrastructures vary across regions of the world. It also examines how business decision makers can think about choices of energy and energy systems by encouraging students to think broadly in terms of innovation possibilities.
Attribute: ABGS.

FNGB 74BA. COMMUNICATING FINANCE THEORY. (0 Credits)
This lecture series will provide a summary of many financial topics. The class will also train students to communicate knowledge of this material to professionals at financial institutions.

FNGB 74BB. APPLIED INVESTMENT PRINCIPLES. (3 Credits)
This course provides applications that follow Principles of Finance or Global Investment Principles. EXCEL models will be applied to CAPM modeling of Risk and Return, to Factor Models, and to Portfolio Attribution. Data may be drawn from Boomerang, Yahoo Finance, and other sources.
Prerequisite: FNGB 7421.

FNGB 74BC. RESEARCH IN VALUE INVEST. (3 Credits)
Prof. Johnson, a leading expert in the field of Value Investing, will lead a small, project based seminar that focuses on best practices in the field. Selective enrollment by approval of the instructor.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 74BD. IMPACT INVESTING. (3 Credits)
This course will discuss investment strategies that have a societal orientation from both financial and socially responsible perspectives. The key questions are: how can we allocate money in a manner that is beneficial to all stakeholders and viable in a business sense, and, what are the appropriate metrics to evaluate such investments. Impact investments to be analyzed include government and ESG (environmental, social, governance) policies, micro finance, philanthropy, and green energy.
Attribute: ABGS.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 74BE. LECTURES IN APPLIED PORT MGT. (3 Credits)
This advanced Portfolio Management course quickly reviews Modern Portfolio Theory (MPT) conceptual underpinnings and builds on MPT 1.0. It delves into contemporary liability driven asset allocation, MPT 2.0 and portfolio management industry practices, issues and concerns. Lectures, problem solving, and self-study along with extensive hands-on tools using Microsoft Excel based models will be used to provide a practitioner’s perspective. We will review and demo contemporary asset allocation optimization and forecasting techniques, new asset class pricing and valuation, performance and risk attribution, tail risk measurement and management tools etc. using real time vendor based (third party) solutions. As prerequisites - the student should have class exposure to investment and portfolio analysis, Excel, stats, and basic regressions.
Prerequisite: FNGB 7421.

FNGB 74BF. FINANCIAL INNOVA & INSTITU. (3 Credits)
This course will introduce major financial institutions, such as commercial and investment banks, insurance companies, mutual funds, hedge funds, and credit rating agencies with a focus on their risk contributions to the modern financial system. We will examine their credit risk in depth, and how to model and analyze credit risk and products. We will also understand new financial sector regulations and systemic risk by focusing on Dodd-Frank, market based stress-testing, Comprehensive Capital Analysis and Reviews (CCAR), and other methods. This course will help prepare students for the job market at financial institutions and regulators.
FNGB 74BG. AUTO TRADING SYSTEMS - INTRO. (3 Credits)
This course discusses key issues involved in the design of an Auto (Algorithmic) Trading Systems, and provides hands-on experience. The end product is a prototype Auto Trading System designed by students that successfully trades in the real market (stock, futures, option) using live data feeds from exchanges. Issues covered include: typical structures of trading systems; efficient processing of live information; minimizing trade slippages; handling large number of securities; asynchronous information processing; GUI interfaces; etc. Industry experts are invited to discuss new developments. Key programming techniques will be reviewed at the beginning, very briefly. The course is suitable for students in MSGF, MSQF, and other master level students with programming skills equivalent to one formal course (e.g., R, Matlab, VBA, etc.). Students with less programming skill may take the course if approved by instructor.
Attribute: ABFF.

FNGB 74BH. INVESTING IN EUROPEAN UNION. (3 Credits)
The EU is the largest market for US exports and foreign direct investment. The objective of the course is to familiarize students with the process of regional integration and monetary unification in Europe and the opportunities and challenges which this has created for foreign investors. Regulatory differences between the US and EU in competition laws and financial sector will be related to the investment climate for foreign companies. The course will highlight that despite the deep economic and financial integration in the EU, significant country- and regional differences exist. This will be assessed through the analysis of several Harvard Business case studies covering different country- and industry experiences.

FNGB 74BJ. FINANCIAL MEDIA. (3 Credits)
Financial Media examines the complex interactions between business, politics, and the press. The course is designed to help students achieve a better understanding of how business content is delivered and retrieved in the current media environment. The course focuses on the dynamics of reporting about companies and business industry leaders who are using the media to deliver critical messages to several stakeholder groups, including investors and consumers. The course provides numerous examples of business or political leader interactions with the media and debates their communication strategy as well as their outcomes.

FNGB 74BK. FINTECH - AN INTRODUCTION. (3 Credits)
FinTech is a new and emerging field of technology that is disrupting the way that many companies are conducting business. FinTech has already “forever” changed many sectors including mobile payments, social media, money transfers, loans, fundraising, travel, trading and asset management. It has completely revolutionized the way companies are developing products, conducting research, establishing directed sales and marketing plans, and utilizing start-up technology. Businesses are using FinTech to expand their products and services at a fraction of its previous cost. Entrepreneurs are utilizing FinTech as a central foundation for research, funding, and product development. Customers are already utilizing FinTech as part of their daily lives - mobile apps, social media, banking, online shopping, entertainment and gaming. This course will introduce students to the breadth of FinTech, and touch upon the technical underpinnings.
Attribute: ABEP.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 74BL. STRESS TESTS & CAP ADEQUACY. (3 Credits)
The financial crisis of 2007-08 taught us all a lesson: that preparedness is everything. How resilient and prepared will we be, and how fast will we be able to recover? This is the key focus of this course: how to plan for moments of distress so that firms such as yours have capital of a sufficient quality to survive potential storms. We will demonstrate how to create a robust capital plan and test it for moments of hypothetical stress. We will investigate exactly how a bank holding company and an insurance company should conduct their capital plan, highlighting the significant differences between the two industries. By the end of the course, you will be able to create a capital plan for your business on your own.

FNGB 74BM. EMPirical VALUE INVESTING. (3 Credits)
This course examines historical data to consider empirical aspects of Value Investing. Excel or other programming will be important to the course. Theoretical and institutional issues will also be discussed.

FNGB 74BN. INVESTOR RELATIONS. (3 Credits)
corporate Investor Relations program formulates and communicates the financial performance and strategic direction of diversified corporations to the global investment community. Investor Relations professionals are well versed in accounting, compliance, finance, governance, marketing and communications. They collaborate with senior management and the Board of Directors to convey and interpret corporate matters to the public. This course will teach students the skills and competencies required to become a corporate Investor Relations professional. The course utilizes a course textbook, case studies, investor relations guest speakers and participation in investor relations events.

FNGB 74BP. MSGF COMPETITION & WORKSHOP. (3 Credits)
Students will attend workshops on ESG (Environmental, Social and Corporate Governance) and Impact Investing. They will compete in teams of 3-5 against other nationwide schools to construct a 100% Impact Portfolio. Since this is a 2-semester competition, only students who participated in Fall 2018 may register in Spring 2019.

FNGB 74BQ. CONTEMP DEVELOP IN CORP FIN. (3 Credits)
This course will cover a number of important topics of current interest to the corporate finance industry, such as: executive compensation and governance; utilizing and responding to fintech; importance of the growth of intangible assets; importance of large corporate cash holdings invested in risky assets, such as hedge funds and private equity.
Prerequisite: FNGB 7422.

FNGB 749A. FINANCIAL MODELING. (3 Credits)
This course helps students develop the type of excel–based financial models that businesses use every day to analyze a wide range of financial problems and make decisions. Students deliver written and oral presentations of their models and practice critical skills for a successful career in finance.
Attribute: ASDM.
Prerequisite: FNGB 7421.
**FNGB 749C. VENTURE CAPITAL FINANCING. (3 Credits)**

We will examine the changes in the asset class over time – from the formation of American Research & Development in 1946 to the formation of some of the angel-type funds of the present. We also will examine the geographical differences between venture funds – West Coast and East Coast. We also will look at specialization – the beginnings of IT-focused investing and the move into healthcare and finally into energy. Finally we will examine the phenomenon of global venture capital. How does that vary from the way venture capital is practiced in the US. The class will be taught in modules and we also will rely on practitioners and experts to visit with the class. Where possible, the students will be asked to visit venture capital fund presentations, expert briefings as well as personal briefings.

**Attributes:** ABEP.

**Prerequisite:** FNGB 7421.

**FNGB 749E. TECHNICAL ANALYSIS. (1.5 or 3 Credits)**

This course is designed to inform students about how the markets and individual stocks behave (i.e., technical analysis), and how they differ from the economy and individual companies (i.e., fundamental analysis).

**Prerequisites:** FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

**FNGB 749I. EQUITY ANALYSIS. (3 Credits)**

This course will feature a series of guest lecturers who are highly regarded experts in their respective areas. The course will cover wealth management, private equity, equity analysis in general and analysis within specific industry sectors such as retail, media, insurance, etc. We are looking for highly motivated students who will ask lots of questions and who will engage the guest lecturers in meaningful dialog during the discussion periods.

**Prerequisite:** FNGB 7421.

**FNGB 749J. SUSTAINABILITY & FINANCE. (3 Credits)**

In this course we explore how the evolving needs of society are changing the way financial theories, tools, and techniques are conceived and applied. GLOBAL SUSTAINABILITY COURSE.

**Attributes:** ABEP, ABGS.

**Prerequisites:** FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

**FNGB 749M. HEDGE FUND. (3 Credits)**

This course will provide an overview of hedge funds and the hedge fund industry including structure, regulation, major strategies, operations and risk management, due diligence, performance and the role of hedge funds in asset allocation and the global financial system.

**Prerequisites:** FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

**FNGB 749R. STUDENT MANAGED INVEST FUND. (3 Credits)**

The Fordham Graduate School of Business Student Managed Fund consists of 2 consecutive semester-long courses. The courses are designed to simulate the experience a student can obtain as an intern in the asset management industry. We focus in this first course on the examination and evaluation of individual securities investment on a stand-alone and comparable basis. Students will be trained on construction of a disciplined investment process using “Value Investing” strategy as the core foundation based on research work accentuated by Benjamin Graham and David Dodd. Students are expected to develop relationships with the Wall Street “sell-side analyst(s) covering his or her stocks as well as the Investor Relationship (IR) person(s) of the targeted stocks. A team of industry experts, fundamental analysts, portfolio managers, risk managers and other investment professionals will work closely with students to ensure that the students are exposed to various tools and methods that are currently being employed in the industry.

**Prerequisites:** FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

**FNGB 749U. GLOBAL FINANCIAL MARKETS. (3 Credits)**

This course provides a comprehensive overview to the workings of the global financial markets, the functions and goals of the key financial institutions, and the role played by central banks and regulatory agencies. It will cover international money markets, international equity markets, the foreign exchange market, forward markets for commodities and financial instruments, bond markets and derivative markets.

**Prerequisites:** BEGB 6220 and FNGB 7421.

**Attribute:** ABIB.

**Prerequisites:** FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

**FNGB 749X. SELL-SIDE RESEARCH COMPETITION. (0 to 3 Credits)**

While this course is for 0-credit, it has a heavy work load and provides valuable practical experience. Students will be arranged into teams. Each team will write a full sell-side coverage report, build out a presentation, and pitch it to Fordham Wall Street Alumni.

**Prerequisites:** FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

**FNGB 849C. FIN’LMKTS:CNCPTS/METHODS/TRD. (1.5 Credits)**

This course provides a real-life, hands-on experience of financial market activity and its impact on the broader economy. Throughout the course, students will participate in a trading game to assess and manage real world factors such as counter party risk, liquidity, leverage, etc.

**FNGB 849G. M&A AND LEVERAGE ACQUISITION. (1.5 Credits)**

The course covers corporate debt solutions and provides an overview of credit risk principles. It will focus on corporate acquisitions and LBOs, and analyze different sources of funding, from senior to subordinated. Students will hear from many guest speakers, learn main capital structure issues, and be exposed to the current market environment.

**Prerequisite:** FNGB 7421.

**FNGB 849H. ADVANCED FINAN MODELING. (1.5 Credits)**

**FNGB 849L. BLOCKCHAIN. (1.5 Credits)**

The course will explore the role currency plays in the economy, the emerging technologies pioneering new forms of digital money, and the impact these technologies will have on currency, the economy and the broader category of capital.

**Attributes:** ABBC, ABEP, ABFF.

**Prerequisite:** FNGB 849J (may be taken concurrently).
FNGB 849J. DIGITAL CURRENCIES. (1.5 Credits)
Digital Currencies-New Revolution. The course will leverage what was taught in Digital Currency to explore specific examples of new technologies being used to develop new forms of currency and digital money, and redefine the broader category of capital. The course will use real products/service to explore these topics.
Attributes: ABBC, ABEP, ABFF.

FNGB 849K. ACCT & CORP FIN-VALUA & MODELING. (1.5 Credits)
This course expands on valuation techniques discussed in Modern Financial Analysis and Valuation Techniques. Students will have the opportunity to learn the modeling techniques used by today's Wall Street practitioners associated with Discounted Cash Flow Analysis, Merger Analysis, Purchase Price Allocations and Synergy DCFs.
Prerequisite: FNGB 8414 (may be taken concurrently).

FNGB 849L. EMPIRICAL VALUE INVESTING - A. (1.5 Credits)
This course examines historical data to consider empirical aspects of Value Investing. Excel or other programming will be important to the course. Theoretical and institutional issues will also be discussed. The "A-section" will examine several topics/methods. It is a pre-req for the "B-section," which will investigate the same issues more fully.
Prerequisite: FNGB 7421.

FNGB 849M. EMPIRICAL VALUE INVESTING - B. (1.5 Credits)
This course examines historical data to consider empirical aspects of Value Investing. Excel or other programming will be important to the course. Theoretical and institutional issues will also be discussed. The "A-section" is a pre-req for the "B-section," which will investigate the same issues more fully.
Prerequisite: FNGB 849L (may be taken concurrently).

FNGB 849N. DISRUPTION IN FINAN SERVICES. (1.5 Credits)
Graduate students will learn directly from industry experts how new technologies, changing demographics and investor preferences are significantly impacting the delivery of wealth management, creation of investment products and capital market mechanisms. From the global adoption of crypto currencies to the trillion dollar tsunami of money flowing into passively managed ETFs, students will be exposed to the current and future implications of these "disruptions" and gain helpful insight and intelligence impacting their careers. We will focus on one "disruption" per week with subject matter experts explaining the economic and cultural implications for both winners and losers. This course will be valuable to all students navigating future employment opportunities in financial services.
Attributes: ABEP, ABFF.
Corequisite: FNGB 6411.

FNGB 849P. FINTECH LENDING & PAYMENTS. (1.5 Credits)
This course will consider modern on-line methods of lending and borrowing that may be outside of the traditional banking environment. The main players in the space will be analyzed, as well as their websites. Students will learn their business models, methods of credit analysis, and measures of return to investors.
Attribute: ABFF.

FNGB 6411. INTRO FINANCIAL SYS & METHODS. (3 Credits)
FT MBA CORE/ PMBA FLEX CORE COURSE. Introduces the financial system and basic methods of valuation. Students will learn how to interpret financial data reported in the press and will discuss topical subjects facing the financial industry and the economy. Course topics include: financial markets, instruments, and institutions; time value of money, net present value, and applications; valuation of stocks and bonds; elements of firm and enterprise value; risk and return. (Formerly Financial Environment)
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 7415. CREDIT MANAGEMENT. (3 Credits)
This course focuses on the analytic approach (stemming from Basel II capital accords) and will help students make wise credit decisions and manage lending portfolios. Topics include the latest lending techniques based on cash flow, advanced forecasting methods (including simulation and stochastic optimization), pricing, portfolio management, default probability, valuation analysis risk rating and credit derivatives.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 7421. PRINS OF MODERN FINANCE. (3 Credits)
Provides a conceptual framework that allows both corporate finance and portfolio investment decisions to be viewed and understood in a unified context of risk and return. Examines concepts of valuation, risk and return, diversification, asset pricing and efficient markets.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 7422. CORPORATE FINANCE. (3 Credits)
Studies corporate finance and its specific decisions. Topics include evaluating capital expenditure proposals, forecasting financing requirements and selecting sources of financing. The course also discusses working capital management, dividend policy and contingency planning, and addresses the additional challenges of multinational firms. Students taking FNGB 7422 Corporate Finance will not receive credit for FNGB 7400 Business Finance.
Prerequisite: FNGB 7421.

FNGB 7423. Mergers, Acquis & Lbos. (3 Credits)
Focuses on identifying and evaluating target companies and structuring deals. Also considers the economic and social impact of such changes in corporate ownership. Students analyze recent cases, evaluate strategic rationale, examine deal structuring and assess financial impact.
Prerequisite: FNGB 7421.

FNGB 7431. OPTIONS & FUTURES MKTS. (3 Credits)
Examines the institutional aspects of options and futures markets and discusses the strategies of hedgers, arbitrageurs and speculators. Provides an introductory analytical foundation for pricing futures and option contracts.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.
FNGB 7433. FIXED INCOME ANALYSIS. (3 Credits)
Introduces techniques for valuing fixed income securities and their derivatives. Emphasizes pricing and risk-measurement for government, corporate and mortgage-backed instruments. Analyzes embedded options using the binomial model. Develops fixed-income trading and portfolio management techniques, including the use of repo, futures, options, swaps and credit derivatives. Examines theory and empirical evidence on the term structure of interest rates, including the derivation of spot and implied forward yield curves.
Prerequisite: FNGB 7421.

FNGB 7441. MONEY, CRED, & INT RATES. (3 Credits)
Studies the role of money, credit and interest rates in the efficient and ethical functioning of domestic and global financial markets. This building-block course assumes a background in macroeconomics and finance, and it establishes a foundation for further study in all areas of finance. Topics include: flow of funds and interdependency within the financial system; the Federal Reserve System and its role in money creation; interest rates; the links between interest rates and the growth of money; and the effects of inflation and term structure. Prerequisites: BEGB 6220 and FNGB 6411. Also offered as BEGB 7240.
Prerequisites: (FNGB 6411 or GBA Waiver Fin Environment with a score of 070).

FNGB 7455. GLOBAL FINANCE. (3 Credits)
The first half of the course focuses on the theories and practices of world trade, including comparative advantage, the changing trade competitiveness of nations, and protectionism. The second half focus shifts to developing countries: including foreign investment and technology, and investment and trade opportunities, policies and regulations. For SATURDAY / HYBRID sections of this course, there will normally be 4 class meetings, and the balance on-line / contact the professor for further detail. Prerequisite: BEGB 6220.
Attribute: ABIB.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 7458. CONTEMP ISSUES GLOBL FIN. (3 Credits)
Explores current issues relevant to the global financial system, including international commercial and investment banking and international investments. Emphasizes the underlying conditions and fundamental trends in various sectors of international finance. Also offered as BEGB 7243.
Attribute: ABIB.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 7460. PORTFOLIO MANAGEMENT. (3 Credits)
Examines portfolio objectives and links them to appropriate investment strategies. Considers the asset-allocation decision, equity and fixed-income portfolio management, return enhancement/risk control techniques and performance evaluation. Commercial-level portfolio optimization software is applied to a range of institutional portfolio problems.
Prerequisite: FNGB 7421.

FNGB 7470. REAL ESTATE FINANCE. (3 Credits)
Discusses the major factors affecting the valuation and financial structuring of real estate, including general tax and depreciation policies. Presents the roles of principal lending institutions, mortgage banks and investment banks in real estate lending, syndications and partnerships. Also surveys real estate-related securities and their markets.
Attribute: ABEP.
Prerequisites: FNGB 6411 or GBA Waiver Fin Environment with a score of 070.

FNGB 7475. MARKETING OF FINANCIAL SERVICE. (3 Credits)
Provides a scientific understanding of tactics and strategies associated with the marketing of financial services. Emphasizes the role of industry deregulation, intensified competition, and the emergence of new technologies and products on the emerging marketing practices used by financial services institutions. Explore consumers' unique decision-making styles in financial matters, the effects of technology deployment, and the fiduciary constraints that guide marketing activities in the markets for commercial banking services, mutual funds, investment banking services, insurance and other forms of financial services.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

FNGB 7811. FINANCE - INTERNSHIP. (1 to 3 Credits)

FNGB 8009. M&A AND LEVERAGE ACQUISITION. (1.5 Credits)
The course covers corporate debt solutions and provides an overview of credit risk principles. It will focus on corporate acquisitions and LBOs, and analyze different sources of funding, from senior to subordinated. Students will hear from many guest speakers, learn main capital structure issues, and be exposed to the current market environment.

FNGB 8405. ISS. FIN: DELEVGD FIN. (1.5 Credits)
This course discusses the use of debt in Leverage Buyouts, recapitalization, restructuring and refinancing, including Debtor-in-Possession (DIP) financing. Students develop practical insights by utilizing case studies from several public highly leveraged firms; practical insights are critically reviewed.
Prerequisite: FNGB 7421.

FNGB 8408. ACQUISITION & LEVERAGED FIN. (1.5 Credits)
The course covers corporate debt solutions and provides an overview of credit risk principles. It will focus on corporate acquisitions and LBOs, and analyze different sources of funding, from senior to subordinated. Students will hear from many guest speakers, learn main capital structure issues, and be exposed to the current market environment.
Prerequisite: FNGB 7422.

FNGB 8414. ISS IN FIN: MODERNFIN'AL ANA. (1.5 Credits)
Learn how the financial services industry applies valuation techniques in a deal context! In this mini-course, you will demystify the theory behind the analytics and ultimately appreciate the "art" and "science" of valuation analytics. What is a company worth? What is someone willing to pay? The answers depend on: who the seller is; who the potential buyer(s) is; the context of the transaction and the current market conditions....
Attribute: ABEP.
Prerequisite: FNGB 7421 (may be taken concurrently).
FNGB 8415. FIN’LMKTS:CNCPTS/METHODS/TRD. (1.5 Credits)
This course provides a real-life, hands-on experience of financial market activity and its impact on the broader economy. Throughout the course, students will participate in a trading game (which is explained in more details below) to assess and manage real world factors such as counterparty risk, liquidity, leverage, etc. They will also learn the impact of various policy issues on the markets and thus the economy (ex: impact of limiting foreclosures), some of the mathematics behind the markets, and the broad spillover effects of various investor / issuer decisions. Class sessions will be divided into two parts, lectures and trading. No prior market experience is required, but students are expected to have a passion to learn about financial market activity and stay aware of current market and political conditions. Trading Game: Students participate in 5 sessions of the trading game. Essentially, this game operates in a closed economy with various market participants (sell side, buy side, central bank, etc.) that trade a wide variety of assets, including stocks, bonds, loans, indices, commodities, CDS, currencies, and options, and do so in the context of the current, real world market environment (ex: record Treasury issuance). Each class will have an active trading session, and all market participants are expected to keep and update their trade books to track their P and L.
Prerequisite: FNGB 7421.

FNGB 8999. INDEPENDENT STUDY. (3 Credits)

FSGB 7682. TRANSMATIONAL APPLICATION. (3 Credits)
The Transnational Application Project provides an opportunity to integrate and apply the tools, techniques, and perspectives gained in the Executive MBA program in a real world transnational organization setting. The setting for the course may be a consulting project with a specific transnational organization, study of an organization to move it to the transnational form, and/or study of and visit to a business region where transnational companies have been spawned.

FSGB 7810. FIELD STUDY PROGRAM. (3 to 9 Credits)

GFGB 6000. CFA PREP. (0 Credits)
Student prep for the CFA exam; second year students and alumni along with faculty help students study and prepare for the CFA exam.

GFGB 6002. BASICS OF FINANCE. (1 to 3 Credits)
AVAILABLE ONLY TO STUDENTS IN THE MSGF PROGRAM. This course introduces the basic statistical concepts essential for business research and decision-making. These include descriptive statistics, probability distributions, statistical inference and simple and multiple regressions.

GFGB 6003. MANAGERIAL ECONOMICS. (1 to 3 Credits)
AVAILABLE ONLY TO STUDENTS IN THE MSGF PROGRAM. Examines microeconomic theory and concepts that strive to explain economic decisions of businesses in the marketplace. The dominant issues addressed are the factors of supply and demand and the relationship of production costs, output and market structures to pricing. Designed to provide the economic foundation for management decisions.

GFGB 6005. FINANCIAL MODELING. (3 Credits)
AVAILABLE ONLY TO STUDENTS IN THE MSGF PROGRAM. Develops (using Excel) the type of financial models that businesses use every day to analyze a wide range of financial problems and make decisions. Covers modeling of financial statements and models in many other important practical areas, such as time value of money, project evaluation, bonds, investment management and derivatives. Emphasizes on using most powerful and useful tools in Excel, such as logical functions, PivotTables, Data Table, Scenario Manager, Goal Seek to solve problems that closely resemble real-life situations.

GFGB 6006. INTERNATIONAL FINANCIAL MANAGEMENT. (3 Credits)
GFGB 6007. GLOBAL INVESTMENT PRINCIPLES. (3 Credits)
GFGB 6008. FINANCIAL ECONOMETRICS. (3 Credits)
GFGB 6010. GLOBAL FINANCIAL MARKETS. (3 Credits)
This course is intended as an introduction to Global Financial Markets. We will discuss the instruments traded in the markets, the institutions that support and frame the markets, the trading mechanisms and the regulatory structure. The course is intended to be descriptive and conceptual. The aim is to familiarize you with the breadth and scope of equity, debt, and derivative markets. We shall discuss the recent developments in the US and the development of financial markets globally.

GFGB 6011. BASICS OF ACCOUNTING. (3 Credits)
GFGB 6012. BASICS OF STATISTICS. (1 Credit)
This course is an on-line review of the basic concepts in statistics that a student should know prior to joining the Fordham MSGF residential program.

GFGB 6013. COMMUNICATING FINANCE THEORY. (0 Credits)
This lecture series will provide a summary of many financial topics. The class will also train students to communicate knowledge of this material to professionals at financial institutions.

GFGB 7001. GLOBAL FINANCIAL MARKETS. (3 Credits)
AVAILABLE ONLY TO STUDENTS IN THE MSGF PROGRAM. Provides a comprehensive overview of global financial markets, the functions and goals of key financial institutions and the role played by central banks and regulatory agencies. Covers international money markets, international equity markets, the foreign exchange market, forward markets for commodities and financial instruments, bond markets and derivative markets. Prerequisites: GFGB 6001-PRINCIPLES OF MODERN FINANCE, GFGB 6003-MANAGERIAL ECONOMICS.
Prerequisites: GFGB 6001 and GFGB 6003.

GFGB 7002. CONTEMP ISSUES GLOBAL FINANCE. (3 Credits)
AVAILABLE ONLY TO STUDENTS IN THE MSGF PROGRAM. Explores current issues relevant to the global financial system, including international commercial and investment banking and international investments. It emphasizes the underlying conditions and fundamental trends in various sectors of international finance. Prerequisites: GFGB 6001-PRINCIPLES OF MODERN FINANCE, GFGB 6005-FINANCIAL MODELING.
Attributes: GFC, GFRC, GFIM.

GFGB 7004. GLOBAL EQUITY PORTFOLIO MGT. (3 Credits)
AVAILABLE ONLY TO STUDENTS IN THE MSGF PROGRAM. Provides a comprehensive overview of equity portfolio management in theory and practice. Examines portfolio objectives and links them to appropriate investment strategies. It covers pricing of equities, the asset-allocation decision, return enhancement/risk control techniques, performance evaluation and recent changes in international fund management. Analyzes international investment strategy and the relative merits of various approaches. Prerequisites: GFGB 6001-PRINCIPLES OF MODERN FINANCE, GFGB 6005-FINANCIAL MODELING.
Attribute: GFIM.
GFGB 7005. GLOBAL CORP GOVERNANCE. (3 Credits)
AVAILABLE ONLY TO STUDENTS IN THE MSGF PROGRAM. Examines how modern publicly traded corporations are governed in the global markets. It discusses the roles of the board of directors, corporate management, institutional investors, and other shareholders, and also discusses the effects of the recent legislation and financial market developments on corporate governance. Provides international comparisons of corporate governance structures and issues arising in contests for corporate control. Prerequisites: GFGB 6001 PRINCIPLES OF MODERN FINANCE, GFGB 6005-FINANCIAL MODELING.
Attributes: GFCF, GFCR.
Prerequisites: GFGB 6000 and GFGB 6005.

GFGB 7006. GLOBAL RISK MANAGEMENT. (3 Credits)
AVAILABLE ONLY TO STUDENTS IN THE MSGF PROGRAM. Covers market risk and volatility, calculation of VaR (value at Risk), Monte Carlo Simulation, credit risk and use of credit derivatives, operational risk, counterparty risk and other topics. Discusses risk regulations, including Basel II, recent developments in Basel III, and recent regulations on the banking industry in the U.S. Prerequisites: GFGB 6001-PRINCIPLES OF MODERN FINANCE, GFGB 6005-FINANCIAL MODELING.
Attributes: GFCF, GFCR, GFIM.

GFGB 7007. RAISING CAPITAL & INVESTING IN GLOBAL FINANCIAL MARKETS. (3 Credits)
AVAILABLE ONLY TO STUDENTS IN THE MSGF PROGRAM. Provides a comprehensive overview of the going-public decision. Examines the strategies and process of corporate restructuring and investing activities, such as mergers and acquisitions, corporate diversification, spin-offs, carve-outs, asset sell-offs, tracking stock, exchange offers, and debt restructuring. Prerequisites: GFGB 6001-PRINCIPLES OF MODERN FINANCE, GFGB 6004-FINANCIAL STATEMENT ANALYSIS.
Attribute: GFCF.

GFGB 7009. MONEY CREDIT INTEREST RATES. (3 Credits)
Studies the role of money, credit and interest rates in the efficient and ethical functioning of domestic and global financial markets. This building-block course assumes a background in macroeconomics and finance, and it establishes a foundation for further study in all areas of finance. Topics include: flow of funds and interdependence within the financial system; the Federal Reserve System and its role in money creation; interest rates; the links between interest rates and the growth of money; and the effects of inflation and term structure.
Attribute: GFCF.

GFGB 7010. INVESTMENT BANKING. (3 Credits)
This course is intended to give students a practical introduction to investment banking and its role in helping corporations raise capital from the global capital markets. Topics include: venture capital, public offerings, private placements, going public, stock and bond financing, convertible and other hybrid instruments, design of innovative securities, swaps and other derivative instruments, mergers and acquisitions and leveraged buyouts.
Attribute: GFCF.

GFGB 7011. HEDGE FUND. (3 Credits)
The course provides in-depth analysis of hedge fund strategies including absolute-return; controlled risk arbitrage; equity market neutral, long short, and statistical arbitrage; derivatives including options and credit derivatives; fixed income, currency and global macro arbitrage; distressed debt and emerging markets. It examines the role of various participants including regulators, banks, brokerage firms, market makers and investors, both private and institutional.
Attribute: GFIM.

GFGB 7013. FIXED INCOME SECURITIES. (3 Credits)
Introduces fixed-income securities, basic fixed-income concepts, the different sectors of the fixed-income market and basic bond mathematics. Studies quantitative fixed-income analysis and its use in valuing bonds and quantifying risk-return characteristics. Involves extensive training in the mathematical formulation of bond valuation problems and in the use of the existing models and software to solve these problems.
Attribute: GFIM.

GFGB 7014. FUTURES & OPTIONS. (3 Credits)
Examines the institutional aspects of options and futures markets and discusses the strategies of hedgers, arbitrageurs and speculators. Provides an introductory analytical foundation for pricing futures and option contracts.
Attribute: GFIM.

GFGB 7015. CREDIT MANAGEMENT. (3 Credits)
This course focuses on the analytic approach (stemming from Basel II capital accords) and will help students make wise credit decisions and manage lending portfolios. Topics include the latest lending techniques based on cash flow, advanced forecasting methods (including simulation and stochastic optimization), pricing, portfolio management, default probability, valuation analysis risk rating and credit derivatives.

GFGB 7016. REAL ESTATE CAPITAL MARKETS. (3 Credits)
This Real Estate Capital Markets course will cover both the primary and secondary debt and equity markets linked to real estate assets. While the underlying real estate assets in the primary markets will be covered, a greater portion of the class will be devoted to the secondary debt and equity markets, mainly dealing with mortgages, mortgage backed securities, and Real Estate Investment Trusts (REITs). A distinguishing aspect of this course is the focus on the intersection of the primary and secondary real estate capital markets, investor perspectives, and the impact of macroeconomic factors. Additionally, this course will include a robust mix of quantitative and qualitative factors in order to provide a holistic, less technical perspective on the real estate capital markets, and the real estate industry at large.

GFGB 7017. REAL ESTATE FINANCE. (3 Credits)
Discusses the major factors affecting the valuation and financial structuring of real estate, including general tax and depreciation policies. Presents the roles of principal lending institutions, mortgage banks and investment banks in real estate lending, syndications and partnerships. Also surveys real estate-related securities and their markets.

GFGB 7018. ADV GLOBAL PORTFOLIO MGT. (3 Credits)
The course will review (1) basics of modeling of securities’ returns and volatility in the context of portfolio management / "buy-side"; (2) theoretical basis and empirical evidence of risk-return tradeoff and investor preferences; (3) main approaches to portfolio construction and challenges with their practical application; (4) performance evaluation, and other relevant portfolio management topics.

GFGB 7019. EQUITY ANALYSIS. (3 Credits)
This course explores techniques and skills required to evaluate the attractiveness of investment opportunities. Experts in the field will be invited to join the class and lead discussions on issues facing analysts, how analysis is used by money managers in making investment decisions, wealth management, and private equity analysis. The course is a combination of guest lectures, case studies and team projects. Students will be expected to analyze an industry as well as engage in a discussion with guest speakers and class participants.
GFGB 7020. VALUE INVESTING STUDENT MGT FUND. (3 Credits)
This course aims to familiarize the student with the principles and techniques of value investing, the investment philosophy pioneered by Graham and Dodd during their years at Columbia Business School. This will be done through a combination of formal lectures, in-class valuation discussions (see below) and three presentations by leading investors.

GFGB 7021. EMERGING MARKETS. (3 Credits)
This course will focus on government policies; their motivation, transmission and limitations. Students will learn how a country’s investment possibilities and potential GDP is driven by its labor force and productivity. In turn, the level of productivity can be affected by a confluence of monetary, fiscal, currency and regulatory policies developing at the “emerging growth” phase when political goals and legal structures are still in transition, financial and government institutions are not yet fully formed and consumer spending behavior and market availability are evolving.

Attribute: GFIM.

GFGB 7022. VENTURE CAPITAL FINANCING. (3 Credits)
We will examine the changes in the asset class over time - from the formation of American Research and Development in 1946 to the formation of some of the angel-type funds of the present. We will also examine the geographical differences between venture funds - West Coast and East Coast. We also will look at specialization – the beginnings of IT-focused investing and the move into healthcare and finally into energy. Finally we will examine the phenomenon of global venture capital. How does that vary from the way venture capital is practiced in the US. The class will be taught in modules and we also will rely on practitioners and experts to visit with the class. Where possible, the students will be asked to visit venture capital fund presentations, expert briefings as well as personal briefings.

Attribute: ABEP.

GFGB 7024. FINTECH COMPLIANCE-ASIA TO US. (3 Credits)
An overview of the components of an effective global Corporate Compliance Program. Examination of the Part C Risk Assessment and the Seven Steps of a corporate compliance and ethics program. Review of compliance program design and best practices, including the roles of the corporate compliance office and in-house counsel; risk assessments, Foreign Corrupt Practices Act, global codes of conduct, corporate governance, monitoring and re-evaluation.

Attribute: GFCR.

GFGB 7025. ADV CORPORATE FINANCE. (3 Credits)
This course teaches the art of applying corporate finance theory and essential tools and techniques to strategic decision-making in critical real-life situations faced by organizations. The course enhances the students’ understanding of corporate finance by providing a comprehensive examination of selected advanced topics, such as alternative valuation methods, real options in corporate finance, decision trees, international operations, mergers and acquisitions, risk arbitrage, debt capacity and leveraged buyouts, private equity, warrants and convertibles, and ethical issues.

Attribute: GFIM.

GFGB 7026. ALTERNATIVE INVESTMENT. (3 Credits)
This course is an introduction to the rapidly evolving universe of alternative investments. Delivered in modules, the course covers a broad array of alternative strategy classes (Quantitative/Systematic, Fundamental Long/Short, Global Macro, Private Equity) ranging across all major asset classes (Equities, Fixed Income, Currencies, Commodities, Derivatives).

Attribute: GFIM.

GFGB 7027. ALGORITHM TRADING. (3 Credits)
Electronic algorithms are being used by major institutions, investment banks, and hedge funds to trade stocks, bonds, currencies, and a plethora of financial derivatives. Algorithms are being used for all aspects of trading - from asset allocation and stock selection, to execution and implementation, and for risk management and regulatory and compliance reporting. In this course, students will learn the necessary skill sets, and underlying math, statistics, and programming skills to build, develop, manage, and implement profitable algorithms across all asset classes.

GFGB 7028. TECHNICAL ANALYSIS. (3 Credits)
This course is designed to inform students about how the markets and individual stocks behave (i.e., technical analysis), and how they differ from the economy and individual companies (i.e., fundamental analysis).

GFGB 7029. Student Managed Investment Fund. (3 Credits)
Students will be trained on construction of a disciplined investment process using “Value Investing” strategy as the core foundation based on research work accentuated by Benjamin Graham and David Dodd. Students are expected to develop relationships with the Wall Street “sell-side analyst(s) covering his or her stocks as well as the Investor Relationship (IR) person(s) of the targeted stocks. A team of industry experts, fundamental analysts, portfolio managers, risk managers and other investment professionals will work closely with students to ensure that the students are exposed to various tools and methods that are currently being employed in the industry.

GFGB 7030. Research Competition in Finance. (0 to 3 Credits)
While this course is for 0-credit, it has a heavy work load and provides valuable practical experience. Students will be arranged into teams. Each team will write a full sell-side coverage report, build out a presentation, and pitch it to Fordham Wall Street Alumni.

GFGB 7031. SEMINAR IN VALUE INVESTING. (3 Credits)
This survey course is designed to introduce the fundamentals of the Graham and Dodd value approach to investment analysis. The course will be segmented into two parts: the basic structure of the analytical approach to value investing and its relationship to many of the elements of the MBA curriculum will be described through lectures, exercises, readings, in-class discussions and homework assignments; the last sessions of the course will be devoted to student presentations of their investment recommendations.

GFGB 7032. IMPACT OF FINANCIAL REGULATION. (3 Credits)
This course will explore how the market structure has fundamentally changed after the 2008 liquidity and credit crisis, and how this crisis has impacted on liquidity, balance sheets, risk taking and returns across the entire financial services industry. The new reality is that regulation has changed the landscape of Wall Street and the dynamic of how the sell-side and buy-side will interact in the foreseeable future.

GFGB 7033. CORPORATE FINANCE. (3 Credits)
Studies corporate finance and its specific decisions. Topics include evaluating capital expenditure proposals, forecasting financing requirements and selecting sources of financing. The course also discusses working capital management, dividend policy and contingency planning, and addresses the additional challenges of multinational firms.

GFGB 7034. FINL STATEMENT ANALYSIS. (3 Credits)
Gives students a better understanding of financial statements and the information they communicate on the operating, investing and financing activities of corporations. Focuses on the impact of financial accounting principles, disclosure standards and alternative accounting practices on financial reports. Examines and evaluates traditional and non-traditional methods of financial statement analysis.
GFGB 7035. INTL TRADE & DEVELOPMENT. (3 Credits)
The first half of the course focuses on the theories and practices of world trade. Topics include comparative advantage, the changing trade competitiveness of nations and protectionism. During the second half, the focus shifts to developing countries: the process of economic development, including the contribution of foreign investment and technology as well as investment and trade opportunities, policies and regulations.

GFGB 7036. RESEARCH IN VALUE INVEST. (3 Credits)
Prof. Johnson, a leading expert in the field of Value Investing, will lead a small, project based seminar that focuses on best practices in the field. Selective enrollment by approval of the instructor.

GFGB 7037. APPLIED INVESTMENT PRINCIPLES. (3 Credits)
This course provides applications that follow Principles of Finance or Global Investment Principles. EXCEL models will be applied to CAPM modeling of Risk and Return, to Factor Models, and to Portfolio Attribution. Data may be drawing from Boomerang, Yahoo Finance, and other sources.

GFGB 7038. APPLIED QUANT INVEST STRATEG. (1.5 Credits)
This course provides applications that follow Financial Econometrics, using SAS or similar software. The techniques from that course will be reviewed, extended, and applied to stock return and accounting data. The focus will be on abnormalities, predictions, and multifactor models.

GFGB 7039. COMPUTATIONAL FIN FOR MSGF. (3 Credits)
The course will introduce students to programming in R and Python, and will provide many basic finance applications.

Attributes: ABFF, GFCR.

GFGB 7040. LECTURES IN APPLIED PORT MGT. (3 Credits)
This advanced Portfolio Management course quickly reviews Modern Portfolio Theory (MPT) conceptual underpinnings and builds on MPT 1.0. It delves into contemporary liability driven asset allocation, MPT 2.0 and portfolio management industry practices, issues and concerns. Lectures, problem solving, and self-study along with extensive hands-on tools using Microsoft Excel based models will be used to provide a practitioner's perspective. We will review and demo contemporary asset allocation optimization and forecasting techniques, new asset class pricing and valuation, performance and risk attribution, tail risk measurement and management tools etc. using real time vendor based (third party) solutions. As prerequisites - the student should have class exposure to investment and portfolio analysis, Excel, stats, and basic regressions.

GFGB 7041. BRITISH ECONOMY & BREXIT. (3 Credits)
This intensive course is designed to give students an in-depth understanding of Brexit including the implications for the British economy and the companies that operate in it. Students meet three times as a class in preparation for travel to England, scheduled for May 10-20, 2017. This course may count toward a Finance or Management concentration. Please see your program director or dean-adviser for further registration information.

GFGB 7042. SUSTAINABILITY & FINANCE. (3 Credits)
In this course we explore how the evolving needs of society are changing the way financial theories, tools, and techniques are conceived and applied.

GFGB 7043. FINANCIAL INNOVA & INSTITU. (3 Credits)
This course will introduce major financial institutions, such as commercial and investment banks, insurance companies, mutual funds, hedge funds, and credit rating agencies with a focus on their risk contributions to the modern financial system. We will examine their credit risk in depth, and how to model and analyze credit risk and products. We will also understand new financial sector regulations and systemic risk by focusing on Dodd-Frank, market based stress-testing, Comprehensive Capital Analysis and Reviews (CCAR), and other methods. This course will help prepare students for the job market at financial institutions and regulators.

GFGB 7044. AUTO TRADING SYSTEMS - INTRO. (3 Credits)
This course discusses key issues involved in the design of an Auto (Algorithmic) Trading Systems, and provides hands-on experience. The end product is a prototype Auto Trading System designed by students that successfully trades in the real market (stock, futures, option) using live data feeds from exchanges. Issues covered include: typical structures of trading systems; efficient processing of live information; minimizing trade slippages; handling large number of securities; asynchronous information processing; GUI interfaces; etc. Industry experts are invited to discuss new developments. Key programming techniques will be reviewed at the beginning, very briefly. The course is suitable for students in MSGF, MSQF, and other master level students with programming skills equivalent to one formal course (e.g. R, Matlab, VBA, etc.). Students with less programming skill may take the course if approved by instructor.

GFGB 7045. INVESTING IN EUROPEAN UNION. (3 Credits)
The EU is the largest market for US exports and foreign direct investment. The objective of the course is to familiarize students with the process of regional integration and monetary unification in Europe and the opportunities and challenges which this has created for foreign investors. Regulatory differences between the US and EU in competition laws and financial sector will related to the investment climate for foreign companies. The course will highlight that despite the deep economic and financial integration in the EU, significant country- and regional differences exist. This will be assessed through the analysis of several Harvard Business case studies covering different country- and industry experiences.

GFGB 7046. FINTECH -AN INTRODUCTION. (3 Credits)
FinTech is a new and emerging field of technology that is disrupting the way that many companies are conducting business. FinTech has already “forever” changed many sectors including mobile payments, social media, money transfers, loans, fundraising, travel, trading and asset management. It has completely revolutionized the way companies are developing products, conducting research, establishing directed sales and marketing plans, and utilizing start-up technology. Businesses are using FinTech to expand their products and services at a fraction of its previous cost. Entrepreneurs are utilizing FinTech as a central foundation for research, funding, and product development. Customers are already utilizing FinTech as part of their daily lives - mobile apps, social media, banking, online shopping, entertainment and gaming. This course will introduce students to the breadth of FinTech, and touch upon the technical underpinnings.
GFGB 7047. STRESS TESTS & CAP ADEQUACY. (3 Credits)
The financial crisis of 2007-08 taught us all a lesson: that preparedness is everything. How resilient and prepared will we be, and how fast will we be able to recover? This is the key focus of this course: how to plan for moments of distress so that firms such as yours have capital of a sufficient quality to survive potential storms. We will demonstrate how to create a robust capital plan and test it for moments of hypothetical stress. We will investigate exactly how a bank holding company and an insurance company should conduct their capital plan, highlighting the significant differences between the two industries. By the end of the course, you will be able to create a capital plan for your business on your own.

GFGB 7048. DYNAMICS OF BANKING & FIN MKTS. (3 Credits)
This course is designed to provide students a well-rounded and hands-on perspective on the practical functioning and decisions in financial markets and banking.

GFGB 7050. MACHINE LEARNING FOR FINANCE. (3 Credits)
Machine learning (ML) methods of data analysis and prediction are transforming the financial landscape. This course provides a broad overview, knowledge, and practical skills of Machine Learning (ML), focusing on applications in Finance. The course will introduce various ML methods including supervised and unsupervised learning, as well as deep and reinforcement learning. Students will understand the general landscape of available ML algorithms and learn to implement the most appropriate solutions of a given problem. The course will use Python programming and open source Python packages, and requires knowledge of statistics. Class sessions will provide the basics of Python, which is not a prerequisite, and resources will be provided for both Python and statistics.

Attribute: ABFF.

GFGB 7051. ECONTECH: ECON & DATA MINING. (3 Credits)
The overall financial markets and individual company performance are largely driven by the growth rate of the economy, which in turn is affected by monetary, fiscal, and currency policies. Our understanding and forecasting ability are based on analyzing and mining available data. This course will examine data and data mining to better understand a range of policy and output variable, and how they interact under different regimes.

Attribute: ABFF.

GFGB 7052. EMPIRICAL VALUE INVESTING. (3 Credits)
This course examines historical data to consider empirical aspects of Value Investing. Excel or other programming will be important to the course. Theoretical and institutional issues will also be discussed.

GFGB 7053. INVESTOR RELATIONS. (3 Credits)
A corporate Investor Relations program formulates and communicates the financial performance and strategic direction of diversified corporations to the global investment community. Investor Relations professionals are well versed in accounting, compliance, finance, governance, marketing and communications. They collaborate with senior management and the Board of Directors to convey and interpret corporate matters to the public. This course will teach students the skills and competencies required to become a corporate Investor Relations professional. The course utilizes a course textbook, case studies, investor relations guest speakers and participation in investor relations events.

GFGB 7054. MSGF COMPETITION & WORKSHOP. (3 Credits)
Students will attend workshops on ESG (Environmental, Social and Corporate Governance) and Impact Investing. They will compete in teams of 3-5 against other nationwide schools to construct a 100% Impact Portfolio. Since this is a 2-semester competition, only students who participated in Fall 2018 may register in Spring 2019.

GFGB 7055. MSGF RESEARCH SEMINAR. (3 Credits)
Students will learn from industry practitioners how textbook concepts are applied in the finance industry. Guest lecturers will cover areas which include wealth management, equity research, portfolio management, investment banking, risk management and FinTech.

GFGB 7056. BLOCKCHAIN TECH & APP DEV. (3 Credits)
The main objective of this course is to familiarize you with the ecosystem, technologies, and development skills surrounding Blockchain. The course starts with foundational concepts such as distributed state machine, hash tree, P2P network, GPU processing, cryptocurrency, and cryptography. Using both simulated sandbox and locally installed environments, the course then guide you through the development, front-end integration, and deployment of Blockchain-based smart contracts. Other topics covered include rapid prototyping, design patterns, and agile process to maximize the success likelihood for Blockchain projects.

Prerequisites: Proficiency in computer programming; basic knowledge in analysis and linear algebra.

GFGB 7057. CONTEMP DEVELOP IN CORP FIN. (3 Credits)
This course will cover a number of important topics of current interest to the corporate finance industry, such as: executive compensation and governance; utilizing and responding to fintech; importance of the growth of intangible assets; importance of large corporate cash holdings invested in risky assets, such as hedge funds and private equity.

Prerequisite: GFGB 6006.

GFGB 8001. ISS IN FIN: MODERN FIN'AL ANA. (1.5 Credits)
Learn how the financial services industry applies valuation techniques in a deal context! In this mini-course, you will demystify the theory behind the analytics and ultimately appreciate the “art” and “science” of valuation analytics. What is a company worth? What is someone willing to pay? The answers depend on: who the seller is; who the potential buyer(s) is; the context of the transaction and the current market conditions... The seminar is ideal for individuals are currently working in or are considering a career in the following disciplines: • Financial services industry (investment banking, consulting, research, asset management, private equity, brokerage, sales & trading, insurance, etc.) • Finance or strategic development group of a corporation – mid-sized thru multinational • Marketing, brand management or a non-finance field... namely anyone interested in gaining a solid foundation in valuation analytics in a condensed, real-world context.

GFGB 8002. FINLMKTS: CNCEPTS/METHODS/TRD. (1.5 Credits)
This course provides a real-life, hands-on experience of financial market conditions and its impact on the broader economy. Throughout the course, students will participate in a trading game to assess and manage real world factors such as counterparty risk, liquidity, leverage, etc.

GFGB 8004. ISS IN FIN: DELEVGD FINANCE. (1.5 Credits)
This course discusses the use of debt in Leverage Buyouts, recapitalization, restructuring and refinancing, including Debtor-in-Possession (DIP) financing. Students develop practical insights by utilizing case studies from several public highly leveraged firms; practical insights are critically reviewed.
GFGB 8005. BUS COMMUNICATION FOR FIN-A. (1.5 Credits)
This class will enable students to learn and improve their communication and presentation skills so that they are better able to interact with and convey finance knowledge to business professionals.

GFGB 8006. BUS COMMUNICATION FOR FIN-B. (1.5 Credits)
This class will enable qualified students to more fluently converse with professionals on a variety of financial topics, and will improve students’ ability to achieve success as they enter the business community.

GFGB 8007. COMPUTATIONAL FINANCE FOR MSGF - R. (1.5 Credits)
This course will introduce student to the R programming language, with applications to finance.

GFGB 8008. Computational Finance for MSGF - Python. (1.5 to 3 Credits)
This course will introduce student to the Python programming language, with applications to finance.

GFGB 8009. M&A AND LEVERAGE ACQUISITION. (1.5 Credits)
The course covers corporate debt solutions and provides an overview of credit risk principles. It will focus on corporate acquisitions and LBOs, and analyze different sources of funding, from senior to subordinated. Students will hear from many guest speakers, learn main capital structure issues, and be exposed to the current market environment.

GFGB 8010. ADVANCED FINAN MODELING. (1.5 Credits)
GFGB 8011. BLOCKCHAIN. (1.5 Credits)
GFGB 8012. DIGITAL CURRENCIES. (1.5 Credits)
GFGB 8013. ACCT &CORP FIN-VALUA&MODELING. (1.5 Credits)
This course expands on valuation techniques discussed in Modern Financial Analysis and Valuation Techniques. Students will have the opportunity to learn the modeling techniques used by todays Wall Street practitioners associated with Discounted Cash Flow Analysis, Merger Analysis, Purchase Price Allocations and Synergy DCFs. COREQUISITE: GFGB 8001.

GFGB 8014. EMPIRICAL VALUE INVESTING - A. (1.5 Credits)
GFGB 8015. EMPIRICAL VALUE INVESTING - B. (1.5 Credits)
GFGB 8016. DISRUPTION IN FINAN SERVICES. (1.5 Credits)
Graduate students will learn directly from industry experts how new technologies, changing demographics and investor preferences are significantly impacting the delivery of wealth management, creation of investment products and capital market mechanisms. From the global adoption of crypto currencies to the trillion dollar tsunami of money flowing into passively managed ETFs, students will be exposed to the current and future implications of these “disruptions” and gain helpful insight and intelligence impacting their careers. We will focus on one “disruption” per week with subject matter experts explaining the economic and cultural implications for both winners and losers. This course will be valuable to all students navigating future employment opportunities in financial services.

GFGB 8017. FINTECH LENDING & PAYMENTS. (1.5 Credits)
This course will consider modern on-line methods of lending and borrowing that may be outside of the traditional banking environment. The main players in the space will be analyzed, as well as their websites. Students will learn their business models, methods of credit analysis, and measures of return to investors.

GFGB 8951. INTERNSHIP & PROJECT REPORT. (1.5 to 6 Credits)
Residential students have the option of including up to 6 credits of internships as part of their program of study. Please note that an internship is not required as part of the program; students may complete any two MBA or MSGF courses in lieu of an internship.

GFGB 8999. INDEPENDENT STUDY. (1 to 3 Credits)
Independent study.

IRGB 0601. ACCOUNTING PRECOURSE. (0 Credits)
Preparation for the MS in Investor Relations student toward the requisite Financial Statement Analysis. The course is adapted specifically for students who lack accounting in their undergraduate curriculum.

IRGB 0602. FINANCE PRECOURSE. (0 Credits)
Preparation for the MS in Investor Relations student toward the requisite Principles of Modern Finance. The course is adapted specifically for students who lack finance in their undergraduate curriculum.

IRGB 0702. SYMP ON ETHICS INVEST REL 2. (1 Credit)
Students prepare briefs to be critiqued by a panel of faculty and practitioners representing the domain of investor relations, including corporate entities, as well as regulators, news media, and political commentators. A faculty team establishes the theme for which the briefs are prepared and presented.

IRGB 0901. INFO TECH FOR INVEST REL. (2 Credits)
This is a survey course introducing the various information technologies in the context of investor relations. The role of information technologies in corporate governance disclosure and transparency is discussed. Students will gain insight into information technology types such as Internet, Web technologies such as web services, E-business models (portal, online, exchange, etc.) Web 2.0 (wikis, blogs, twitter, mashups, etc.) XML, and XBRL, Analytics, Facebook, streaming video and virtual meetings and others. Students will visit corporate web sites to learn more about how IR is organized and presented by various companies. Groups will analyze cases and also work on an IT-based IR plan.

IRGB 0902. WEB TECHNOLOGIES. (2 Credits)
This is a version of an existing course that is tailored to the interests and needs of the investor relations professional. The course introduces concepts, issues, and technologies essential to developing web-based applications. Students will look at key Java-based applications including Java Server Pages, Servlets, Java Bean Web Service. Students will also learn hands-on XSD and XML. This course introduces students to IBM’s Rational Application Developer (RAD) and WebSphere. Student groups will work on projects using RAD. Through a series of workshops and exercises, students will gain experiences in key web technologies. In addition, the course reviews the contemporary concepts, technologies, and applications including model-driven architecture, service-oriented architecture and UML, as applied to the web. Issues include SOA governance, semantic web, privacy, and security.

IRGB 0903. COMM & PUB REL CONCEPT INV REL. (2 to 3 Credits)
This course assists the student to understand: the philosophical approach of a public relations practitioner as an advocate for the organization that he/she represents; the philosophy of organizational relationship management in fostering relationship between an organization and its constituency groups; possible remedies to a crisis situation, such as theories of image restoration; the strategies of crisis prevention; the contribution of public relations to management decision-making; the adaptation of communications and public relations to the political, economic, and communication systems of distinctive cultural contexts; how the digital media environment influences the communication process for senders and receivers of information. Additionally, the course will encourage the student to develop strong writing, speaking, and presentation skills.
IRGB 0904. CASE STUDIES IN IR. (2 Credits)

IRGB 0905. BEST PRACTICES IN IR. (2 Credits)

IRGB 6411. FINANCIAL ENVIRONMENT. (3 Credits)
Basics of Markets, Institutions and Financial Architecture, Time Value of Money, Descriptions of a Modern Firm with separation between ownership and control; Description of Stocks and Bonds; Financial Market History; Stock Valuation models, Bond Valuation; and Foreign Exchange.

IRGB 7001. CONTEMP LEGAL ISS IN BUS ORG. (3 Credits)
This course discusses the basis and structure of business contracts; the creation and characteristics of agencies, partnerships, limited liability companies, and corporations; and the right and liabilities of agents, partners, directors, and shareholders. The course will emphasize director and officer duty.

IRGB 7002. CORPORATE GOVERNANCE. (3 Credits)
This is a team-taught course presenting the critical elements of the role of corporate governance in a modern public corporation from Finance, Legal, Accounting, Organizational, and Strategic perspectives. The course will discuss how investors view corporate governance and how corporate governance influences the value of the firm to its owners. Topics include the Board of Directors, Executive Compensation, Proxy Contests (and legal concepts such as Revelon Duty, Poison Pills), Corporate Fraud etc. The course will discuss recent developments such as the 2002 Sarbanes Oxley Act, Proxy Access, Say on Pay, and the role of the government in the 2008 Financial Crisis. The course will use examples that illustrate the success and the failure of corporate governance in both domestic U.S. and international settings. The course will be mainly case-driven.

IRGB 7003. GLOBAL IND ANALY & STRAT PLAN. (3 Credits)
This course discusses techniques for analyzing the long-term attractiveness of different industries and develops a framework to understand the nature of competition and the relative competitive position of firms within industries. The course emphasizes global factors that affect industry attractiveness and competitive positioning. While this course considers the industry level, it also includes competitive factors of firms within industries to introduce a framework for strategic planning at the firm level.

IRGB 7125. FINL STATEMENT ANALYSIS. (3 Credits)
The course focuses on the impact of financial accounting principles, disclosure standards and alternative accounting practices on financial reports.

IRGB 7140. CONTEMP ISSUES IN FIN REPORT. (3 Credits)
This course familiarizes students with the process of developing Generally Accepted Accounting Principles (GAAP). The course covers the Financial Accounting Standards Boards (FASB) and its interaction with Securities and Exchange Commission (SEC). A major portion of the course is devoted to an analysis of current financial reporting issues being addressed by th FASB and the impact that alternative solutions could have on reported financial results. The course also includes a discussion of various international accounting standard-setting bodies and their roles in financial reporting, domestically and abroad.

IRGB 7321. CORPORATE & SECURITIES LAW. (3 Credits)
This covers the application of various aspects of securities laws and regulations to the governance of corporations. Specific topics include: the definitions of security, the IPO process, gun jumping, secondary offerings, registrations and reporting requirements, 10b-5 violations, and insider trading.

IRGB 7421. PRINS OF MODERN FINANCE. (3 Credits)
This course focuses on the no-arbitrage principles and valuation fundamental, with applications in Corporate Finance and Portfolio Theory. The course will cover advanced topics in time-value-of-money, Capital Budgeting, Capital Structure, Dividend Policy, Fundamentals of Valuation, and basics of Portfolio Theory. It lays the foundation for the discussion of issues that concern investors.

IRGB 7455. GLOBAL FINANCIAL MARKETS. (3 Credits)
This course will give students an overview of the global financial markets, their institutions, and the instruments traded in these markets. The course will also give students an exposure to trading mechanisms, e.g. electronic trading, specialist and dealer systems. The course will give students and exposure to investor types (e.g. Pension Funds, Mutual Funds, Hedge Funds, etc) and institutions that exist to deliver investor related services, such as Proxy services, the Institutional Shareholder Services, etc.

IRGB 7500. MEDIA & COMM INDUSTRIES. (3 Credits)
This course surveys traditional and new media industries, assessing information, entertainment, opinion and marketing functions. The course considers legal, technological and marketing/ advertising functions. The course focuses on books, newspaper, magazines, radio, television, cable, and digital media.

IRGB 7811. INTERNSHIP - INVESTOR REL. (2 Credits)

IRGB 8999. INDEPENDENT STUDY. (2 to 3 Credits)
Independent Study.

ISGB 79AA. Advanced Python for Financial Programming. (3 Credits)
This course on advanced Python programming for financial analytics covers finance topics such as an introduction to the capital markets, including their instruments and analytics (equities, fixed income, currencies, and derivatives); portfolio analysis, including use of simulation for risk analysis, optimization for portfolio balancing, and principal components for risk factor determination; machine learning applications in finance, including fraud detection and loan approval; and real-time data and high-frequency trading. Python topics include integrating Python with spreadsheets (Excel and Google Sheets), databases, web pages, and web services; hands-on exposure to a diverse set of Python financial analysis packages; and techniques and tools for building Python-based systems: defining requirements, system design, unit testing, and source code control.

Prerequisite: ISGB 7990.

ISGB 79AC. Cybersecurity Analytics for Business. (3 Credits)
Cyber attacks pose an increasing threat to the nation’s critical infrastructure, including computer networks, cyber-human systems, business applications, sensor networks, and mobile devices. This course provides an introduction to data analytics for multiple aspects of information security and focuses on using data analytics methods for discovering anomalies pertaining to cyber threats through hands-on exercises in programming, visualization, statistical analysis, machine learning, and big data analytics tools.
ISGB 7990. CYBERSECURITY FOR BUSINESS. (3 Credits)
This class will explore the concepts of cyber risk management within an enterprise. The course will help a manager develop a solid understanding of cyber risk and successful mitigation strategies to reduce an organization's risk profile. The course will include topics such as IT control assessments, static and dynamic application security, network security, information security policies and standards, threat modeling and analysis, risk/benefits of BYOD (Bring your own device), IOT (The Internet of things), and many other real-time cyber topics.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 799L. STUDY TOUR: GERMANY. (3 Credits)
The study tour to Germany will be held from March 21 - April 1 during the spring/Easter break. It allows students to learn about the business environment in Germany and the European Union. Through academic presentations, company visits, and visits to cultural and historic sites, students will learn how the current business practices in Germany have been influenced by its rich culture, the world wars and the formation of the European Union and technology led globalization. The study tour will include stays in Marburg, Frankfurt, and Munich. There is no prerequisite for the course and it is open to MBA and MS students in good standing. Course related readings and pre-trip and post-trip assignments will be available in the first week of the spring semester. Expenses for the trip, including airfare are expected to be around $2,700 per student (in addition to the tuition for the course). Please contact Prof. Saharia at saharia@fordham.edu with any questions.
Attribute: ABIB.

ISGB 799N. OPTIMIZATION MODELS IN BUS. (3 Credits)
Optimization models seek to find the best decisions given a set of constraints. Applications are in diverse areas of business, including finance, logistics and marketing. The course will introduce different kinds of models, including network, linear programming, mixed-integer programming, and non-linear programming, and demonstrate their use in different areas of business. Students will learn how to use optimization software, including solvers and modeling languages.

ISGB 799O. PROGRAMMING WITH PYTHON. (3 Credits)
Do you want to be able to solve business problems through programming? This course introduces key programming concepts, techniques and tools. Students will learn programming/coding using the widely used Python programming language.
Attributes: ABEP, ABFI.

ISGB 799P. SPORTS ANALYTICS. (3 Credits)
Sports businesses achieve superior performance and gain competitive advantage by leveraging data and analytics. The course explores technologies, tools and analytics projects in Sports business.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 799Q. ACCOUNTING INFO SYSTEM. (3 Credits)
The purpose of this course is to introduce students to the subject of computer-based accounting information systems. The four critical objectives are a sound understanding in business processes, transaction cycles, internal controls and the systems components of each.
Attributes: ISEL, ISER.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 799R. IT AUDIT & INFO ASSURANCE. (3 Credits)
This course will present an overview of the various elements of IT Audit and Information Assurance. Basic IT audit and information assurance concepts will be discussed and analyzed. General IT and application controls will be covered along with how the controls underlie SOX Section 404 Legislation. The course will also examine business processes, technologies and controls relating to financial reporting. Key components of information systems, including operating system security, database controls, network safeguards, systems development and application maintenance will also be covered. Technology processes supported under COBIT 5 will be discussed along with risk assessment techniques. The challenges around information assurance, data governance and privacy will be explored in detail.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 799S. C++ PROGRAMMING. (3 Credits)
This course will teach Object Oriented programming using the C++ programming language. Students will learn the fundamentals of developing coherent, expressive programs. Students will work on a realistic albeit simplified financial application project.
Prerequisite: ISGB 6910.

ISGB 799T. AUDIT DATA ANALYTICS. (3 Credits)
Introduces audit and accounting students to data analytics foundations, methods and tools. It reviews industry applications and trends. Students will do hands-on projects analyzing audit and other accounting data.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 799U. ARTIFICIAL INTELLIGENCE. (3 Credits)
The goal of this course is to acquaint you with the objectives and methods of researchers and practitioners in Artificial Intelligence. We will explore numerous aspects of computational models of intelligence including search and problem solving, planning, machine learning, logic and reasoning, machine perception and robotics, natural-language processing, speech recognition, vision, and cognitive science. We'll also discuss genetic algorithms, fuzzy logic and deep machine learning including neural networks. The ethics of Artificial Intelligence is also addressed. The course is organized as a survey, with hands-on assignments in open source artificial intelligence tools.
Prerequisites: BYGB 7967 or ISGB 7967 and BYGB 7977 or ISGB 7977 and BYGB 7990 or ISGB 7990.

ISGB 799V. R STATISTICAL PROGRAMMING. (3 Credits)
This is a programming course using the R programming language. Applications will focus on data analytics and statistical programming.

ISGB 799W. JAVA PROGRAMMING. (3 Credits)
This course provides an introduction to business applications programming concepts, techniques and tools. Students will acquire practical skills and experience with object-oriented development using the Java language, one of the most widely used programming languages. Topics include the elements of the language, common Java classes, object-oriented programming including inheritance and interfaces, object-oriented design, and database integration. Case studies in e-commerce and finance will show how Java can leverage the wide variety of available libraries and web services. Course work includes individual assignments and group projects.
ISGB 799X. FINTECH - AN INTRODUCTION. (3 Credits)
FinTech is a new and emerging field of technology that is disrupting the way that many companies are conducting business. FinTech has already “forever” changed many sectors including mobile payments, social media, money transfers, loans, fundraising, travel, trading and asset management. It has completely revolutionized the way companies are developing products, conducting research, establishing directed sales and marketing plans, and utilizing start-up technology. Businesses are using FinTech to expand their products and services at a fraction of its previous cost. Entrepreneurs are utilizing FinTech as a central foundation for research, funding, and project development. Customers are already utilizing FinTech as part of their daily lives - mobile apps, social media, banking, online shopping, entertainment and gaming. This course will introduce students to the breadth of FinTech, and touch upon the technical underpinnings.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 799Y. BLOCKCHAIN TECH & APP DEV. (3 Credits)
The main objective of this course is to familiarize you with the ecosystem, technologies, and development skills surrounding Blockchain. The course starts with foundational concepts such as distributed state machine, hash tree, P2P network, GPU processing, cryptocurrency, and cryptography. Using both simulated sandbox and locally installed environments, the course then guide you through the development, front-end integration, and deployment of Blockchain-based smart contracts. Other topics covered include rapid prototyping, design patterns, and agile process to maximize the success likelihood for Blockchain projects. The lab portion of this course involves weekly submissions of programming exercises, assignments and project deliverables. Other topics covered include rapid prototyping, design patterns, and agile process to maximize the success likelihood for Blockchain projects. Prerequisites: Proficiency in computer programming; basic knowledge in analysis and linear algebra.
Attribute: ABBBC.

ISGB 799Z. DEEP MACHINE LEARNING. (3 Credits)
The goal of this course is to acquaint you with the objectives and methods of deep machine learning (DML). We will explore and learn the basic types of deep neural networks including convolutional, recurrent, and generative adversarial, and the type of data each is designed for. Key additional topics include techniques to improve training, preventing overfitting, and best practices for minimizing error. Students will study the major technology trends driving DML. A key takeaway is a working knowledge of the vocabulary of concepts and algorithms in DML. The challenges and issues surrounding the use of DML including design issues, ethics, governance, ownership of data, privacy, security standards, and quality control & validation are also discussed. Emphasis is on business applications. The course is organized as a seminar-style course, with hands-on assignments in DML tools. Prerequisites: Programming with Python (ISGB 7990) and Data Mining for Business (BYGB/ISGB 7967) –concurrent enrollment not allowed; Familiarity with basic calculus and linear algebra expected.
Prerequisites: ISGB 7990 and (BYGB 7967 or ISGB 7967).

ISGB 899A. DISRUPTING FINANCIAL SERVICES. (1.5 Credits)
Graduate students will learn directly from industry experts how new technologies, changing demographics and investor preferences are significantly impacting the delivery of wealth management, creation of investment products and capital market mechanisms. From the global adoption of crypto currencies to the trillion dollar tsunami of money flowing into passively managed ETFs, students will be exposed to the current and future implications of these “disruptions” and gain helpful insight and intelligence impacting their careers. We will focus on one “disruption” per week with subject matter experts explaining the economic and cultural implications for both winners and losers. This course will be valuable to all students navigating future employment opportunities in financial services.

ISGB 6910. BUSINESS TECH & ANALYTICS. (3 Credits)
FT MBA CORE/ PMBA FLEX CORE COURSE (Formerly "Business IT")
This course focuses on applied tech and analytics skills for business managers/leaders, and strategic use of digital technologies in business. It will help students meet two objectives: (1) Make effective business decisions involving digital technologies and data; (2) Build essential hands-on software skills. We will use and demo a number of hands-on tools useful for managers and business leaders. Students will analyze case studies and will learn to become valuable participants in business decisions involving digital technologies. They will learn how to evaluate business applications, propose digital innovation ideas and work on a semester-long project to make data-driven decisions or develop a proposal/prototype for a company. Topics include enterprise applications, systems development processes, data management, data visualization, data mining, web analytics, IT for competitive advantage, e-commerce, creating a web presence, network effects and platform strategies, digital business models, digital innovation foundations & tech trends, cloud strategies, mobile commerce, social business technologies, adtech and cybersecurity. The course emphasizes applied active learning and a global perspective, informed by industry speakers from the vibrant NYC tech ecosystem. (This is an MBA core course, and a recommended course for other MS students interested in an introduction to business tech and analytics).
Attribute: BUAN.

ISGB 7811. INFO SYSTEMS - INTERNSHIP. (1 to 3 Credits)

ISGB 7901. E BUSINESS STRATEGIES & APPL. (3 Credits)
This course introduces students to concepts, issues, technologies and trends essential to conducting business in the Internet-based digital economy. The main question answered is: How do you create a successful web presence for your company? The course emphasizes marketing aspect of e-business and hands-on skills on building effective business websites. The course reviews common e-business models (e.g., e-tailing, digital content, digital social media, etc) and applications such as web-based customer relationship management (CRM) and e-procurement. It addresses search engines, web analytics & metrics and discuss cutting-edge issues including e-retailing, content providers, Internet advertising technologies, e-payment systems, regulatory & tax issues, security & privacy concerns and mobile commerce. This course has a global focus through case studies in a variety of business sectors, including retailing, financial services, information services and global e-commerce. Hands-on skills include use of HTML, CSS, Javascript, WordPress, and other related technologies and platforms. In a group project, students will propose an e-commerce business strategy and create a website to implement it.
Attributes: ABEBC, ABEB, ABEIB, ISDB.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.
ISGB 7902. SYSTEM ANALYSIS & DESIGN. (3 Credits)
(Formerly Systems Development) Companies launch systems development projects when they seek to develop new digitally-enabled services or to solve a multitude of business problems, such as inefficient business processes, poor information sharing etc. This course provides a comprehensive and up-to-date coverage of systems analysis and design and related systems development and software engineering issues in business. This course emphasizes technical skills, managerial skills, approaches, software tools, challenges, opportunities, and success factors in systems development within global companies and startups. Topics include: systems development lifecycle, agile development, open source and global development, capturing and managing system requirements, data and process modeling using the Unified Modeling Language (UML) standard, architectural and detailed design, testing and quality assurance, redesigning and optimizing business processes using cutting-edge BPM methods and software tools. The course addresses both the traditional (structured) and object-oriented approaches to systems development. It teaches the language that connects IT with business units, and cultivates essential skills for IS professionals and other business managers involved in developing new IT business solutions. Hands-on skills acquired include modeling using UML and structured methods, Microsoft’s Visio, IBM’s Rational Suite and IBM’s BPM software and other cloud-based or open-source modeling and development tools and platforms.
Attributes: ABEI, BUAN.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7905. WEB APPLICATIONS DEVELOPMENT. (3 Credits)
(Formerly Web Technologies and E-Business Applications) Begins with a brief review of e-business models and applications, such as online purchasing, customer relationship management, electronic marketplaces, application service providers, supply chains, enterprise resource planning and enterprise portals. Studies enabling technologies, such as Web, XML, Semantic Web, HTML, wireless web and XML web services. Also discusses web-based platforms for e-commerce, B2B trade and mobile applications. Reviews emerging XML standards, such as ebXML, Rosettanet and Biztalk, and web-based platforms, including Dot Net and J2EE. Students experience the systems development lifecycle while developing a website to meet business requirements and review real-life examples and case studies.
Attributes: ABE, ABEP, ISEA.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7910. INFO SYSTEMS STRATEGY & MGMT. (3 Credits)
Focuses on issues of aligning business and technology strategies. Addresses how IT supports business strategy and business processes, the role of the CIO, systems integration, outsourcing, the value of IT, selection of technologies IT strategy and infrastructure, dealing with emerging technologies and organizational issues surrounding technology implementations. This is the Information Systems area capstone course.
Prerequisite: ISGB 6910.
Attributes: ABGS, ABIB.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7922. HEALTHCARE IT. (3 Credits)
Introduces students to the subject of health information technology (HIT) and describes the organizational context surrounding the implementation, use and management of HIT. Examines the concepts, applications, and strategies of HIT. Key concepts include the role of HIT in enabling quality, safety and efficiency of health care delivery. The course surveys the various types of HIT including electronic health records, clinical decision support systems, master patient indexes, analytics, telemedicine, etc. The organizational issues of user acceptance, value measurement, alignment, workflow analysis and management are also discussed. Contemporary developments including the trend towards service-oriented architectures/web services and meaningful use are highlighted. The key challenges of security, privacy, and compliance with regulations are also discussed.
Attributes: ABHM, ISEA, ISEL.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7924. MOBILE E-COMMERCE & APPS. (3 Credits)
Roughly two-thirds if the world’s population participates in the new mobile economy. Leveraging the mobile marketplace requires a conceptual understanding of mobile-commerce as well as the practical skills needed to create the next generation of wireless enabled goods and services. This course will provide both, using a combination of global case studies and hands-on experience in building mobile applications for handheld devices.
Attributes: ABE, ABER ISDB.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7945. IT AND SUSTAINABILITY. (3 Credits)
(Formerly Business Design Through IT). This course discusses the transformative role of information and communication technologies (ICTs) in enabling sustainability. ICTs’ effect on sustainability dimensions are felt at both the macro, societal level, as well as at the business level. These include ICTs’ positive impact on development, education, environment, health care, power, transportation, and others. Simultaneously, ICTs themselves are subject to sustainability practices, for example, green computing. Additional topics include the design of smart cities, digital divide, the knowledge society, rebound effects, governance, and world development indicators. Students working in groups will analyze several contemporary cases from a global perspective and also develop an IT-based sustainability plan.
Attributes: ABE, ABER, ISDB.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7955. PROJECT MANAGEMENT. (3 Credits)
Provides the skills project managers need to complete projects on time and on budget. Technology improvements in organizations are implemented through projects, and strong project management skills are a key success factor for companies to achieve the expected benefits from their technology investments. Topics include setting and maintaining project scope, developing work plans, estimating required resources, developing work programs, organizing project teams, super-users, monitoring and controlling projects, maintaining relationships with users and management, status reporting and key factors for realizing the anticipated benefits from the investment. Students use a computer-based project management tool as part of this course.
Attributes: BUAN, ISEA.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.
ISGB 7967. DATA MINING FOR BUSINESS. (3 Credits)
Discusses data mining techniques and their use in strategic business decision making. A hands-on course that provides an understanding of the key methods of data visualization, exploration, association, classification, prediction, time series forecasting, clustering, induction techniques, neural networks, and other methods. Students work in teams on solving a business problem of their choice, using data mining tools and applying them to real data.
Attributes: ABFI, ASDM.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7973. DATABASE MANAGEMENT. (3 Credits)
Covers the basics of database management, a critical element of all IT organizations. Databases are the foundation for operational/transaction systems and for management decision-making. Topics include types of databases and the database environment, database analysis and data modeling, database design with relational models, implementation issues such as SQL, data administration, the Internet database environment and distributed databases.
Attributes: ABFI, ISEA.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7975. BUS ANALYTICS FOR MANAGERS. (3 Credits)
Introduces the concepts of business analytics and such related concepts and techniques as business intelligence, data analytics, data warehousing, data-mining and online analytical processing (OLAP). The course explores the process, contents, and context of managerial decision-making and looks at how business analytics can help in improving management decision-support effectiveness in the various functional areas of business such as marketing, finance and manufacturing. Managers in general—not just IT professionals—stand to gain from the discussion. Students gain hands-on experience in the use of a comprehensive set of Business Intelligence (BI) tools.
Attributes: ASDM, ISBA, ISEA, ISET.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7977. TEXT ANALYTICS. (3 Credits)
The course introduces the concepts of text analytics, unstructured information analysis and management for better decision making by deriving valuable insights from your enterprise content regardless of source or format. It allows deep, rich text analysis of information. Content analytics can help organizations surface undetected problems, fix content-centric process inefficiencies, improve customer service and corporate accountability, reduce operating costs and risks and discover new revenue opportunities. Students will implement a comprehensive content analytic project (SPSS Text Analytics/Content Analytics 2.0/UMA).
Attributes: ABFI, ISBA, ISEL.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7978. WEB ANALYTICS. (3 Credits)
Web analytics—also referred to as Web metrics, e-Metrics, or e-analytics—is the science of Internet audience measurement and analysis. It deals with the identification, gathering & formatting of Web usage data, the computation and presentation of metrics, and the exploitation of the results, in order to measure web site success. Meaningful insight is gained from traffic and visitor analytics data. It not only covers the unique measurement challenges associated with segmentation, but also comes with strategic recommendations for focusing the entire analytics process - from where to begin to what your larger, overall web analytics goals should be (Google Analytics, IBM ShowCase Web Analysis).
Attributes: ABEB, ABER ISBA, ISDB, ISEL.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7980. BUS MODELING W/ADV SPRDSHEETS. (3 Credits)
Covers the vital role of advanced spreadsheet methods in business modeling and decision-support. Students learn to build and analyze decision-making models using a spreadsheet package (Excel), with extensive hands-on use of the package and add-ins. Students model and solve representative practical problems covering key business functions such as accounting and finance, sales and marketing, management and operations and human resources. Topics include various advanced spreadsheet functions, "what-if" analysis, list and data management tools, Solver and sensitivity analysis, simulation and forecasting models.
Prerequisite: A basic understanding of Microsoft Excel.
Attributes: BUAN, ISBA.

ISGB 7985. DATA WAREHOUSING. (3 Credits)
Provides an advanced, comprehensive overview of data warehousing along with in-depth discussion of critical issues in planning, design, deployment and ongoing maintenance. Students gain a clear understanding of techniques for data extraction from source systems, data cleansing, data transformations, data warehouse architecture and infrastructure, and the various methods for information delivery. Additional concepts discussed include data marts, real-time information delivery, data visualization, requirements gathering methods, multi-tier architecture, OLAP applications, Web click-stream analysis, data warehouse appliances, and data-mining techniques. Students undertake hands-on exercises and projects in commercial data warehousing modeling and implementation tools and perform case analyses.
Prerequisite: ISGB 6910.
Attributes: ISBA, ISEA, ISEL, ISET.
Prerequisites: ISGB 6910 or INSY 6910 or ICGB 6910 or GBA Waiver Information Systems with a score of 070 and ISGB 7973.

ISGB 7988. BUSINESS PERFORMANCE AND RISK MANAGEMENT. (3 Credits)
This course aims to develop a good understanding of knowledge required and techniques available to enable managers to measure and manage business performance within their organization. The role of business analytics in enabling business performance and risk management is emphasized. The application of analytics to such concepts as balanced scorecard strategy maps, KPI, corporate metrics, corporate governance information communication and dissemination, compliance and regulation assessment and reporting and information assurance is hallmark of this course. The social, ethical, and behavioral dimensions of the role of technology in analytics and performance management are discussed. Students will work on case studies and also engage in a capstone project involving analytics with a tool such as Cognos Insights.
Attributes: ISBA, ISEL, ISER.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.
ISGB 7989. INFO TECH IN TRANSNATL. (3 Credits)
Provides practical guidelines for managers to integrate international business with IS planning and operations. As businesses increasingly operate globally, corporations with transnational business strategies must also develop transnational Information Systems. Today's managers need to coordinate international telecommunications and IS operations as well as exploit the organizational and economic opportunities Information System creates for businesses that operate globally. INTERNATIONAL BUSINESS COURSE.
Attribute: ABIB.
Prerequisites: ISGB 6910 or GBA Waiver Information Systems with a score of 070.

ISGB 7990. BIG DATA ANALYTICS. (3 Credits)
As organizations today generate and store massive amounts of data, they face the key challenge of analyzing the data to gain key insight to make informed decisions. Traditional relational models of data storage and use appear to be ill-suited for these large data sets. Alternative distributed, cloud-based approaches have emerged to handle these big data sets. Frameworks such as the Hadoop platform including the Hadoop Distributed File System (HDFS) and MapReduce (M/R) framework at its core, allows for distributed processing of large data sets across clusters of computers using the Map and Reduce programming model. It is designed to scale up from a single server to thousands of machines, offering local computation and storage. This exploratory course discusses the contemporary topic of big data analytics and introduces Hadoop and related technologies in an introductory fashion. Topics include big data analytics life cycle, technologies, development and management, privacy and security, governance, examples and others. Students will work on workshops and assignments in Hadoop on the Amazon Web Services cloud.
Attributes: ABFI, ISBA, ISEL.
Prerequisite: ISGB 7967.

ISGB 8999. INDEPENDENT STUDY. (1 to 3 Credits)

MCGB 6710. MARKETING IN THE DIGITAL AGE. (3 Credits)
This course introduces the ways in which marketing creates value in the interactions with other business functions, stakeholders and consumers. It emphasizes why and how successful marketing needs to be customer-driven, especially in the digital age where consumer engagement through various channels is key to a firm’s success. Topics covered include the strategic marketing process; the exchange of value; market segmentation, targeting, and positioning, and the marketing mix in the digital economy.

MCGB 7537. CRISIS COMMUNICATION & LEADERSHIP STRATEGIES. (3 Credits)
Every organization faces crises. Yet, how crisis is handled is critical to helping its brand move forward. Students learn theoretical conceptualizations, public relations and crisis management skills to handle real world crises. Students assess how public-relations fits into the strategic management and decision-making of an organization during a crisis situation. Possible remedies for crisis are examined by applying best strategies for specific situations, using both traditional and new media, while also focusing on strategies and approaches for crisis prevention.

MCGB 7550. LEADERSHIP COMMUNICATION. (3 Credits)
Communicating effectively is essential to successful management, yet many managers lack an understanding of their own communication skills. This course instructs students on what effective management communication means for teams and leadership styles, including communicating change, managing stakeholders, empowering others, and presenting compelling ideas. Students learn how to provide constructive feedback and how to examine their own communication style, applying theories and concepts via practical means in course activities and assignments.

MCGB 7580. SOCIAL & DIGITAL MEDIA. (3 Credits)
This course examines social-media innovations and the disruptive force they create on traditional media, as well as how businesses across industries are handling the new technological environment. This course examines the factors affecting why and how consumers adopt or fail to adopt to new media technologies and services. It also considers how the characteristics of individual technologies and services affect the adoption process and how adoption patterns differ across consumer categories.

MCGB 7581. PERSUASIVE CORPORATE COMM. (3 Credits)
Business professionals have long known that the ability to influence others is a critical business skill. Developing long-term relationships with clients and developing an effective corporate culture is highly valued. Students learn contemporary communication skills from academic and applied fields, detailing effective and ineffective practices for persuading stakeholders at various levels. Students examine how different communication channels impact the degree to which an audience is persuaded, and how it affects internal and external organizational communication.

MCGB 7582. SPONSORSHIP. (3 Credits)
Most major companies employ sponsorships to reach their target audiences, spending an estimated $60 billion annually. In this course, students learn how and why sponsors choose certain properties, how properties prospect, recruit, and retain sponsors, unique opportunities for brand exposure, recall, and associations, and the importance of product category exclusivity. Special attention is given to sponsorship activation and flexible, customizable sponsorships to fulfill specific brand goals, as well as evaluation and measurement in determining the sponsorship effectiveness.

MCGB 7720. UNDERSTANDING DIGITAL CONSUMER. (3 Credits)
Consumer behavior is rapidly changing as channels and shopping offer more options and more data points. This course prepares students for marketing to digital consumers, covering the latest social science research and theories to better understand consumer behavior. The course focuses on applications in managerial decision-making for digital consumers. Topics include motivation, learning, memory, perception, attitude formation and change, perception, consumer and social well-being that aid predicting consumer behavior in traditional marketplaces and on digital platforms.

MCGB 7730. CONTEMPORARY RESEARCH METHODS. (3 Credits)
This course provides a fundamental understanding of analytical methods and their application in marketing and communications. It covers analytical tools needed to quantify market potential, empirically establish customer needs, and optimize efficiencies of market communications. It discusses the research process and the identification, collection, analysis and dissemination of consumer data. Topics include problem definition, using secondary data, quantitative and qualitative methods, preparation and evaluation of surveys, and data analysis.
MCGB 7755. INTEGRATED MARKETING COMM. (3 Credits)
This course analyzes the planning, execution and measurement of advertising campaigns, with a focus on developing ad campaigns and media planning that maximize consumer engagement. Topics include the role of advertising in the marketing mix, tools, techniques and processes used in creating advertising strategy, media planning, legal issues and ethical considerations in advertising. An emphasis is placed on creative ways to foster awareness and maintain consumer involvement through digital media platforms and other marketing tools.

MCGB 7785. MARKETING STRATEGY. (3 Credits)
This course presents an integrated framework on how marketing decisions can be guided by the company environment, the company's strengths and weaknesses, and future prospects in the marketplace. It synthesizes current research on strategic marketing theory, and involves students in practice through the use of computer simulations, data analytics, measurement tools and case analyses. This enables students to develop the most current techniques needed to optimize marketing activities related to pricing, advertising, distribution and product development.

MCGB 76AA. TRANSCONTINENTAL MGT & SYS OPER. (3 Credits)
The operations function for both manufacturing and service organizations is studied with the objective of the simultaneous optimization of the quality and productivity of the operating systems. Techniques for strategic planning and system design.

MCGB 76AB. PERSONAL LEADERSHIP DEVELOPMENT. (3 Credits)
This course will explore emotional intelligence and leadership with an emphasis on self awareness and self management. Various instruments will be used to help students define clearly their personality, motive profile, signature strengths, values and belief systems. Once a level of self awareness is achieved, we will turn to self management to help students make choices that enhance their lives, improve their leadership and make better career decisions.

MCGB 76AD. QUANT METH & DECISION ANALYSIS. (3 Credits)
A study of quantitative methods and decision making analysis.

MCGB 76AE. TURNAROUND MANAGEMENT. (1.5 or 3 Credits)
In today's demanding and fast-paced environment, there is a premium on individuals who can produce outstanding results on a continuing basis. Business as usual is not sufficient to sustain organizational vitality over the long term. Increasingly, leaders are expected to deliver growth and productivity improvements while satisfying clients, motivating employees, and meeting the needs of a myriad of internal and external stakeholders. This course is designed to prepare students to lead organizations to higher levels of performance by applying critical elements of leadership theory and practice.

MCGB 76AG. MANAGING INNOVATION CHANGE. (3 Credits)
This course is geared towards deepening the understanding of the challenges, the techniques and the burdens associated with initiating and implementing major change in an organization.

MCGB 76AI. MANAGING TRANSNATIONAL FIRM. (3 Credits)
Organizations are complex systems. Different theories of designing structure and processes of such organizations are presented. The elements of the global competitive environment within which such organizations operate and ways of relating to this environment.

MCGB 76AP. PROJECT MANAGEMENT. (3 Credits)
Provides the skills project managers need to complete projects on time and budget. Technology improvements in organizations are implemented through projects, and strong project management skills are a key success factor from companies to achieve the expected benefits from their technology investments. Topics include setting and maintaining project scope, developing work plans, estimating required resources, developing work programs, organizing project teams, super-users, monitoring and controlling projects, maintaining relationships with users and management, status reporting, and key factors for realizing the anticipated benefits from the investment. Students use a computer-based project management tool as part of this course.

MCGB 76AS. BOARDS & SUITE DECISION MAKING. (3 Credits)
This course is designed to enhance the MBA's understanding of the theory and reality of decision making at the most senior levels of the corporate organization. It will focus on decision making among the Board of Directors, CEO/CFO and other senior management in a variety of contexts and will include international as well as U.S. perspectives. In addition to lectures and case studies, current CEOs, CFOs and Directors will share their experiences with the class.

MCGB 76AV. DEV THE SUSTAINABILITY MINDSET. (3 Credits)
This hands-on workshop/seminar is designed for individuals ready to take leadership roles in contributing to solutions to our species' greatest challenge – dealing with the climate-change/global-unsustainability situation already impacting our lives, careers, businesses, and societies.
Attribute: ABGS.

MCGB 76AW. LEADERSHIP & TRUST. (3 Credits)
This course will cover some evolving concepts of leadership and then concentrate on how leaders build trust among followers and other stakeholders and how they architect high trust teams and organizations. The course will be centered around Dr. Hurley's new book The Decision to Trust which was named one of the best leadership books of 2011 by the Washington Post.

MCGB 76AX. STRATEGIC MANAGEMENT & PHARMACEUTICAL IND. (3 Credits)
This course will introduce students to the skills and techniques in researching highly regulated industries using the pharmaceutical industry as an example. The industry is going through major transformations with the basic business model being threatened. This course will analyze the reasons for this and will help in defining newly emerging business models in the Pharmaceutical industry. The uncertainties created by turbulence in the political, economic, social and technoc-scientific systems will be highlighted as will the creative solutions being attempted.
Attribute: ABHM.

MCGB 76AY. GLOBALIZATION, HEALTHCARE AND THE MARKET. (3 Credits)
This course will describe the different elements of the healthcare system and highlight the role of the payers, providers, patients, healthcare service workers and the industry (pharmaceutical, devices, supplies and diagnostics) within the context of a larger social system governed by local regulations and different demographic realities. While the emphasis will be on the United States key differences with other systems such as in Europe, Canada, Brazil and China will also be presented. The role of key associations in the US such as the AMA, IOM, PhRMA, patient advocacy groups and unions will be described. Emerging trends in the system in the United States will be presented as will the impact of other countries on the US.
Attribute: ABHM.
MGGB 76BB. STUDIES IN QUALITY MANAGEMENT. (3 Credits)

This course is intended for students who want to learn more about management, from quality control to patient safety, from forecasting to technology, knowledge management, and resource alignment. This course draws upon contemporary research in economics and psychology to answer two questions: (1) how should we manage innovation, and (2) why is it that our current management systems are so often irrational?

MGGB 76BC. JUDGMENT & DECISION MAKING. (3 Credits)

Decision-making is a central human activity, but how good are we at it? Scientific evidence suggests that our decisions are often biased and flawed, resulting in disappointing or even disastrous outcomes. This course draws upon contemporary research in economics and psychology to answer two questions: (1) how should we rationally approach decision-making, and (2) why is it that our actual decision-making is so often irrational?

MGGB 76BG. NEW MODELS OF MGMT. (3 Credits)

This new course will explore the management systems, management processes, and global context required for the 21st-century. There is ample evidence that the “business as usual” management systems, processes, leadership, and goals of the 20th century are inappropriate for the realities of the 21st-century. Building upon the conceptual framework of three technologies (systems) of managing - traditional management, managing for quality and productivity, and managing for global sustainability - this course will explore the possibilities and emerging realities of management systems and leadership for global sustainability. Particular attention will be paid in the course to developing among class members the management skills necessary for this new system of managing and, most importantly, the mindset necessary to provide leadership for this emerging future.

MGGB 76BH. HIST OF INTERNATIONAL BUSINESS. (3 Credits)

History of International Business explores the transition from an agrarian to a modern business economy of four nations: China, Russia/Soviet Union, Germany and Japan. Each of these nations came to understand that economic modernization was vital for true independence in the world of the nineteenth and twentieth centuries. How they faced their unique challenges shaped the futures of their nations, often bringing down governments and forcing radical reform of their societies. History of International Business will explore these efforts and relate them to the continuing challenges of the twenty-first century economy.

MGGB 76BJ. FROM MANAGING CREATIVITY TO LEADING INNOVATION-A SURVEY COURSE. (3 Credits)

Knowing how and where to innovate and do so in a way that is sustainable financially, socially and environmentally makes you invaluable to any employer. In this course you will learn tools and gain insights that can equip you to understand the process of innovation at a deeper level, understand its complexity and the multiple levels it can and needs to occur to be successful (including individual creativity, product/service innovation, business model innovation, governance innovation, social/sustainable innovation at the systems level).

MGGB 76BK. THE ROSE PROGRAM. (3 Credits)

This course is intended for students who want to learn more about regulation in the financial services industry and want to get actively involved in shaping the regulatory space. Top performing project teams will present their proposals to a panel of Wall Street executives and will be invited to Washington, DC (all expenses paid) to present to regulators.

MGGB 76BL. HISTORY OF LABOR IN AMERICA. (3 Credits)

This course will examine the development of the labor movement in America starting with its colonial roots in the eighteenth century, through the rapid growth of the movement in the nineteenth century as America industrialized, to the increasing politicization of the movement as it reached the height of its influence in the twentieth century and ending with an analysis of the modern decline of organized labor. Discussions will include the changing legal climate within which the unions operated, the often hostile business climate against which the unions organized, and the struggles against internal corruption within the unions.

MGGB 76BM. INNOV IN BUSINESS & ENERGY. (3 Credits)

This course aims to frame and critique opportunities for business to create innovations in energy systems. It discusses how contemporary energy systems have evolved and how energy infrastructures vary across regions of the world. It also examines how business decision makers can think about choices of energy and energy systems by encouraging students to think broadly in terms of innovation possibilities.

Attribute: ABGS.

MGGB 76BN. JESUIT LEADERSHIP & CULTURE. (3 Credits)

Experience the Spiritual Process that made Saint Ignatius of Loyola; Reflect and Discern on your own Leadership Style and how it compares to the Jesuit Culture of Leadership; Understand the Importance of Team Building in recreating a successful Walking Pilgrimage; Learn the Foundation of Jesuit History.

MGGB 76BO. URBAN LAB. (4.5 Credits)

This interdisciplinary course explores groundbreaking issues in urban research with the goal of inspiring new ways to think about the city’s future and Fordham’s role in helping to shape that future. The course includes a lab component focused on applied research and scholarship, deep engagement with the urban community, and the development of innovative solutions. Students will work with civic and community organizations, public agencies and urban experts to identify, evaluate, and implement effective policies and programs in specific topic areas.

MGGB 76BP. CURRENT TOPICS IN HEALTHCARE. (3 Credits)

Healthcare management operates in a very dynamic environment. As healthcare policies change with new administrations so do the priorities of providers and payers. The patients feel the impact of these changes the most while the industry has to continuously re-assess the validity of its business models. Further, new technologies, scientific breakthroughs and system innovations keep healthcare administrators on their toes. This course provides an opportunity to discuss the most prevalent issues in healthcare as they are happening. Guest lecturers and professors provide their views on different challenges that the healthcare industry faces including policy, operations, risk taking and decision-making uncertainties and the developing solutions. Students will participate in discussions and do a final paper on one of the topics of their choosing. Each formal lecture will be followed by one or two in-depth discussion sessions.

MGGB 76BQ. ENTREPRENEURSHIP BUBBLE. (3 Credits)

Entrepreneurship Bubble: Coworking, Incubators, Startup contests, and the Purpose Bubble—This course provides a focus on the entrepreneurship and innovation bubbles as well as the shortcomings of startup structures. Topics include sources of funding and organizing such as: incubators, coworking spaces, open floor plans, angel investors, venture capital, IPO’s, and governmental mechanisms. Upon completion, students will be able to effectively analyze the weakness of an entrepreneurial venture and innovation processes.

MGGB 76BR. HEALTH CARE OPERATIONS MGT. (3 Credits)

Health Care Operations Mgt is a discipline that integrates scientific principles of operations management to determine the most effective and efficient methods to support patient care delivery. The biggest challenge in health care is to provide high quality care while at the same time keeping cost down. As such, all health care sectors must be driven by process management, quality improvement, information technology, knowledge management, and resource alignment. This course addresses the challenge in many ways, from the design of patient flow to streamlined process, from resource management to supply chain management, from quality control to patient safety, from forecasting to capacity planning, from continuous improvement to project mgmt.
MGGB 76BS. BLOCKCHAIN: INDUSTRY DISRUPTOR & CREATOR. (3 Credits)
Blockchain (the technology underlying Bitcoin and Ethereum) is a transformative technology that will up-end existing industries and spawn completely new ones. In this course, students will study the fundamentals of blockchain and examine its potential impact on industries as diverse as banking, energy, music and non-profits. Attributes: ABBC, ABEP, ABFO.

MGGB 76BT. ORG DEVELOPMENT & CHANGE. (3 Credits)
This is a workshop-oriented, applied course on diagnosing & managing organizational development, especially in a climate of uncertainty. Cases, lectures, guest speakers, & exercises will cover a wide variety of OD applications, practical interventions, and approaches to change evaluation.

MGGB 76BU. DESIGN THINKING. (3 Credits)
Design thinking is an iterative problem-solving process of discovery, ideation, and experimentation that, when combined with business models, provides decision-makers with effective tools for innovation and transformation. This hands-on course will guide students in the use of a variety of design-based tools and techniques to clarify and solve human-centered organizational, business, and public service challenges.

MGGB 76BV. LEADING THE SUSTAINABLE BUSINESS ORGANIZATION. (3 Credits)
This course will outline current challenges and opportunities of modern, sustainable business management. It will focus on leadership opportunities for the advanced business student and highlight best and emerging practices of leadership in the 21st century (incl. Tesla, Unilever, Patagonia and social enterprise).

MGGB 76BW. APPLIED INNOV CONSULTING. (3 Credits)
This course is a real-life consulting engagement for students with a leading Fair trade company (Fairtrasa). Its CEO, Patrick Struebi will present real-life challenges his company is facing and selected student teams will work on developing innovative solutions guided by peers and faculty. This course is a capstone for the management consulting concentration, the social innovation concentration, as well as the sustainable business minor.

MGGB 76BX. SOCIAL INNOV MASTER CLASS. (3 Credits)
This class is a special offering for students deeply interested in understanding and experiencing the promise of social innovation. In partnership with leading global organizations like the Schwab Foundation, Ashoka, and the World Economic Forum students will learn from global leaders in the field how social innovation can shape business strategy for the 21st century.

MGGB 76BY. LEADING FOR IMPACT. (3 Credits)
Have you ever wondered why Tesla, Patagonia and Toms have achieved such remarkable success while generating positive impact for society? This course focuses on social innovation and how businesses can generate social and environmental impact, besides being financially sustainable. Students in this course will learn about the world’s most pressing challenges and how new business models such as sharing economy (Uber, AirBnB), circular economy, IOT, etc. can create innovative solutions that generate positive impact for millions. Students will be provided with a comprehensive overview of the latest social business models and how their own creative ideas may be turned into a viable business venture. This course includes Community Engaged Learning (CEL) and students will be working on projects with community partners.

MGGB 76BZ. MANAGING HUMAN PERFORMANCE. (3 Credits)
This course examines compensation theory and practice, including strategic compensation planning as well as the development and management of compensation/reward systems, such as direct wages, indirect payments, and employee benefits. Topics include: economic and behavioral theories of compensation; job-based and knowledge-based pay systems; individual, group/team, and organizational performance pay plans; employee benefits; pay equity; executive compensation; and system administration and implementation issues.

MGGB 76CA. ACCOUNTING CONTROLS. (3 Credits)
The primary focus of the class will be on the use of data-driven analytics to help managers make key operating and strategic decisions. A secondary focus will be on the use of data-driven analytics for the purpose of internal control.

MGGB 76CB. SUSTAINABLE BUS MASTER CLASS. (3 Credits)
This three-credit intensive will help prepare students to be leaders in the rapidly emerging world of sustainable business. The world today is in crisis: 65 million refugees on the move, fleeing climate change and failed states; the climate crisis has thrown millions into collapse, and will get far worse; we are living in the sixth great extinction, with millions of species going extinct; inequality is so bad that 8 men have as much wealth as the bottom 3.5 billion people on earth... These and related crises are threatening economies across the planet, and business everywhere.

MGGB 76CD. Soft Skills for Success. (3 Credits)
This course will seek to build knowledge and skills in seven management areas which are considered critical to long-term career success: influence, leadership, self-awareness, self-management, negotiation, conflict resolution, and team dynamics. These skills increase in importance as you get promoted and your career success has more to do with nontechnical business skills than it does with functional or technical skills (marketing, finance, accounting, IS, etc).

MGGB 769A. LEADERSHIP FOR THE 21ST CENTUR. (3 Credits)
The challenges of leading organizations, especially businesses, in the current era are vast. Globalization requires competitive strategies and cultural sensitivity, the worsening environmental crisis calls for sustainable practices, and increasing social problems and inequalities increase pressure for social responsibility beyond traditional profit making. Many current management paradigms have to be rethought and remodeled to deal with these challenges effectively. In this course we look at challenges to organizations on the systemic level (environmental and social pressures), the organizational level (employee commitment and stakeholder trust), and the individual level (happiness) and examine ways of dealing with them proactively. Attribute: ABGS.

MGGB 769K. HISTORY OF BUSINESS. (3 Credits)
This course will focus on the interrelationships between the business community and the development of the United States of America. The course is divided into three sections that will cover such topics as the colonization of America by the Europeans, industrialization in the United States and the civil war and creating an environment of business regulation.
Today's firms are faced with a number of unique challenges that demand an increasing pace, volume and complexity of organizational changes. Firms have to learn to manage incremental innovations and change, and rapidly respond to disruptive innovations and discontinuous change. This course is geared towards understanding the strategy component of the challenges, techniques and burdens associated with initiating and implementing major change in an organization.

MGGB 6610. INTRO TO MODERN MANAGEMENT. (1 Credit)
This course introduces students to the current challenges managers are facing. It provides frameworks of competing theories on human nature and explores their consequences for managing organizations.

Mutually Exclusive: MMGB 6610.

MGGB 6613. LEADING PEOPLE & ORGANIZATION. (3 Credits)
FT MBA CORE/ PMBA FLEX CORE COURSE Presents theories of designing the structure and processes of organizations, as well as the elements of the global competitive environment within which such organizations operate and ways of relating to this environment. Explores critical issues related to the individual and the firm. Focuses on defining management's role and responsibilities in the continual improvement of quality, productivity, and the competitive position of the enterprise.

Previous course title: Fundamentals of Management.

Mutually Exclusive: MMGB 6613.

MGGB 6627. OPERATIONS MANAGEMENT. (3 Credits)
MBA FLEX CORE COURSE Studies the operations of both manufacturing and service organizations with the objective of simultaneously optimizing the quality and productivity of the operations systems. Develops techniques for strategic planning and system design, such as quality control, aggregate and capacity planning, project planning, scheduling and control, material and inventory management and just-in-time production.

Mutually Exclusive: MMGB 6627.

MGGB 7603. GROWING THE FIRM TO MULTNAT'L. (4.5 Credits)

MGGB 7610. LEADERSHIP AND CHANGE. (3 Credits)
Prepares students to meet the requirements of today's economy, where leadership demands a combination of personal capabilities and insights, as well as in-depth knowledge of organizational change processes and practices. Through readings, cases, class discussions, self-assessment exercises, and leader-directed learning projects, participants gain important insights into their own management style and develop essential knowledge and skills for successful implementation of major change initiatives.

Attribute: ABEP.

MGGB 7615. CROSS CULTURAL NEGOTIATION AND COMMUNICATION. (3 Credits)
Explores how cultural differences and international settings affect business communication and negotiation—key skills for managers who seek to get solutions accepted and implemented. The dimension of culture is used to increase the student-managers' self-awareness and reflection and to build flexibility in their conceptual understandings and skills. Emphasizes specific strategies, styles and techniques that help the negotiator/communicator.

Attributes: ABGS, ABIB.

MGGB 7616. TRAINING AND DEVELOPMENT. (3 Credits)
An introduction to preparing, offering, and evaluating interventions for personnel training and organizational development. Topics include needs assessment, adult learning, instructional design, and transfer of training from the corporate classroom to the work site.
MGGB 7617. ASSESSMENT IN HUMAN RESOURCES. (3 Credits)
Prepares students to conduct measurements, assessments, and reports of human resources programs and practices. Topics include job analysis, organizational development surveys, compensation reviews, organizational culture, and benchmarking.

MGGB 7618. ORGANIZATION THEORY. (3 Credits)
While discussion of business is often couched in economic terms, more often than not business is influenced by sociological and psychological factors. In this class, you will study the key dimensions of what is known as "Macro OT" (sociological perspectives) and "Micro OT" (psychological perspectives). Macro OT coverage will include Institutional Theory (legitimacy, certifications, and isomorphism), Network Theory (structure, position, tie type and network dynamics), and Social Movement Theory & Media Construction (performances). Micro OT coverage will include Search Theory and Organizational Learning Theory (exploration vs. exploitation), Decision-making Biases (confirmation bias, anchoring, etc.) and Agency Theory (monitoring and incentive alignment). Other Meso Theoretical Constructs covered include Identity, Myths and Artifacts, Roles and Deviance/Conformity.

MGGB 7619. LEADING ORGANIZATIONAL CHANGE. (3 Credits)
Students learn to analyze organizational environments to identify challenges and constraints, to understand stakeholders’ attitudes about the status quo, to understand and manage change according to several change models, and to align business strategies with organizational systems and structures. Elements of strategy, planning, and implementation are included.

MGGB 7622. CONSULTING SKILLS. (3 Credits)
Students develop the skills involved in each phase of the consultation process: contracting with clients, gathering critical performance data, diagnosing the information for improvement opportunities, providing feedback to the client, and building strategies for intervention. This course prepares students for different types of client-consultant relationships, internally and externally.

MGGB 7623. CONTEMPORARY ISSUES IN HR. (3 Credits)
This course provides an in-depth exploration of a current topic, issue, or practice in the area of strategic human resource analysis. The course uses cases, readings, and applied exercises to examine the topic and its implications for HR practice.

MGGB 7625. TEAM DYNAMICS. (3 Credits)
Focuses on examining and developing interpersonal skills consistent with modern business's evolution toward an integrated, self-managing, team-oriented structure. This structure emphasizes group problem-solving, interpersonal communication and leadership among peers. There are two face-to-face class sessions. The rest of the class is taught through asynchronous online modules.

MGGB 7626. BIMBA: GLOBAL POLICY. (4.5 Credits)

MGGB 7637. ENTREPRENEURIAL MINDSET. (1.5 or 3 Credits)
This hands-on course is designed to guide students through the necessary steps of developing, testing and launching a new business idea, with an emphasis on embracing an entrepreneurial mindset that is transferable to any role or industry. Projects are customizable to accommodate the needs/demands of students and where they are on their personal entrepreneurial journey. Contemporary methodologies (i.e. Lean Startup) and technology tools are incorporated to build and manage the startup process from concept to market launch.
Attributes: ABEP, ABGS.
Prerequisite: MGGB 6613.

MGGB 7638. CAREER MANAGEMENT. (3 Credits)
Helps students plan and control their personal and career development by surveying theoretical concepts and research findings. Through discussions, case analyses and interpretation of diagnostic tests, students acquire the personal insights necessary to complete a self-assessment and career/life plan.

MGGB 7641. BRITISH ECONOMY & BREXIT. (3 Credits)
This intensive course is designed to give students an in-depth understanding of Brexit including the implications for the British economy and the companies that operate in it. Students meet three times as a class in preparation for travel to England, scheduled for May 10-20, 2017. This course may count toward a Finance or Management concentration. Please see your program director or dean-adviser for further registration information.

MGGB 7660. STRATEGY. (3 Credits)
FT MBA CORE/ PMBA FLEX CORE COURSE Focuses on defining an organization's mission, establishing its objectives, developing strategies for achieving those objectives and assuring implementation and continual updating of long-term plans. This course integrates the knowledge and skills developed in the core courses. (Previous title: Business Policy)

Mutually Exclusive: MMGB 7660.

MGGB 7661. STRATEGY. (3 Credits)
This course introduces the strategic management framework integrating the perspectives of different functional areas in understanding a firm’s performance. Learning goals involve the development of diagnostic reasoning skills, the practice of strategy communication skills and the application of a toolkit to analyze issues relevant to the development of an appropriate strategy for a firm. Lectures, case studies and project work are part of the pedagogy of this course.

MGGB 7670. MGMT OF HUMAN RESOURCES. (3 Credits)
Studies the personnel function in private and public organizations from the viewpoint of the manager. Topics include recruiting, employment, wage and salary administration, management development, performance appraisal, job evaluation and design, career development, employee turnover, manpower planning, training and affirmative action.

MGGB 7671. INDUSTRY ANA & STRAT PLN. (3 Credits)
Discusses techniques for analyzing the long-term attractiveness of different industries and develops a framework to understand the nature of competition and the relative competitive position of firms within industries. Emphasizes global factors that affect industry attractiveness and competitive positioning. In particular, highlights the impact of differences in and the competitive advantages of nations and trade, as well as the development of global standards for the long-term profit potential of industries. While this course emphasizes the industry level, it also includes competitive factors of firms within industries to introduce a framework for strategic planning at the firm level.
Attribute: ABIB.

MGGB 7811. MANAGEMENT INTERNSHIP. (1 to 3 Credits)
This course is intended for students with a Management internship for this trimester that wish to receive academic credit for it. The course will begin with an orientation session and will be followed by additional meetings with students. The course instructor will provide additional details to enrolled students.
MIGB 8999. INDEPENDENT STUDY. (0 to 3 Credits)
MIGB 779H. MARKETING DECISION MODELS. (3 Credits)
MIGB 779Z. APPLIED PROJECT. (3 Credits)

MIGB 6710. CUSTOMER-DRIVEN MARKETING. (3 Credits)
This course introduces students to marketing both as a company orientation and as a company function, and emphasizes why and how successful marketing needs to be customer-driven. Interactive class discussions focus on the role and importance of marketing for the entire organization, individuals and society at large. Students learn how marketing interacts with other business functions within a company, as well as how marketing contributes to both the company bottom-line and customers’ well-being. Topics covered include the strategic marketing process; the creation, communication, delivery and exchange of value; market segmentation, targeting, and positioning; and the marketing mix. Lectures, comprehensive case analyses, in-class exercises, and team projects are used to provide a complete understanding of customer-driven marketing practices within a global framework.

MIGB 7720. CONSUMER BEHAVIOR. (3 Credits)
Analyzes the latest social science research and theories to better understand consumer behavior. Special attention is directed to applications in managerial decision-making. Topics including motivation, learning, memory, perception, attitude formation and change and decision-making are covered to explain and predict how consumers behave in the marketplace.
Prerequisite: MIGB 6710.

MIGB 7732. DATA DRIVEN MKTG DECISIONS. (3 Credits)
Analyzes the latest social science research and theories to better understand consumer behavior. Special attention is directed to applications in managerial decision-making. Topics including motivation, learning, memory, perception, attitude formation and change and decision-making are covered to explain and predict how consumers behave in the marketplace.
Prerequisite: MIGB 6710.

MIGB 7785. MARKETING STRATEGY. (3 Credits)
MIGB 8701. MARKETING ANALYTICS. (1.5 Credits)
Exposes students to a variety of marketing metrics including those related to in-store and online brand performance (i.e., Nielsen measures used in CPG/brand management) and the use of those metrics in marketing decision-making. Covers basic data manipulation and analyses of secondary data from syndicated sources, such as Nielsen and IRI.
COREQUISITE: MIGB 6710.
Prerequisite: MIGB 6710.

MIGB 8702. EXP CAREER DEV PORTF I. (0 Credits)
MIGB 8703. REVEAL CONSUMER INSIGHTS. (1.5 Credits)
MIGB 8704. QUALITATIVE RESEARCH. (1.5 Credits)
MIGB 8705. APPLIED CRM. (1.5 Credits)
Customer Relationship Management (CRM) is the strategic process of selecting the customers a firm can most profitably serve and of shaping the interactions between a firm and their customers. The goal is to optimize the current and future value of the customers for the company. This course introduces students to CRM strategy, teaches the range of metrics used for customer analytics and includes applied, hands-on usage of a real-world CRM system. Students in this course will gain experience in the strategies of and application of CRM for business and marketing effectiveness.

MIGB 8706. EXPERIMENTAL DESIGN. (1.5 Credits)
MIGB 8707. LANGUAGE OF CONSUMERS. (1.5 Credits)
MIGB 8709. DIGITAL MARKETING ANALYTICS. (1.5 Credits)
Provides students with a hands-on experience with using various analytical methods and tools to explore digital marketing, including social media marketing and google analytics.
Prerequisite: MIGB 6710.

MIGB 8712. EXP CAREER DEV PORTF II. (0 Credits)
MIGB 8730. INTRO TO MARKETING RESEARCH. (1.5 Credits)
Provides a fundamental understanding of marketing research methods and their applications, offering perspectives from both the provider and user of information needed for managerial decision-making. Discusses the marketing research process with an emphasis on the identification, collection, analysis, and dissemination of data. Topics include problem definition, the use of secondary data, various quantitative and qualitative methods, preparation and evaluation of surveys, and basics of data analysis.
Prerequisite: MIGB 6710.

MIGB 8731. SURVEY & QUESTIONAIRE DESIGN. (1.5 Credits)
Provides the framework, skills, and tools to develop valid and reliable marketing research techniques. Working in support of marketing objectives, this course examines practical executions of research surveys with consumers and businesses. Enables students to structure and scale research surveys with a variety of implications and methods of analysis, measurement, and evaluation.
Prerequisite: MIGB 6710.

MIGB 8999. TUTORIAL. (1.5 Credits)
MKGB 77AA. MARKETING DECISION MODELS. (3 Credits)
Demonstrates the benefits of using systematic analytic and modeling based approach to marketing decision-making and equips. Enables students to work on marketing data with a heavily applied approach and construct models to aid managerial decisions about which strategies to choose.
Attribute: BUAN.
Prerequisite: MKGB 7730.

MKGB 77AF. SERVICES MARKETING. (3 Credits)
This course provides in-depth analysis of the unique challenges and opportunities in marketing services to consumers and businesses. Students learn to identify, create and develop winning services marketing strategies. Topics include positioning services in the marketplace, developing the right target market for service companies, buyer behavior and delivery of service quality in both consumer and business markets.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 77AG. STUDY TOUR:CUBA. (1.5 Credits)
As European, Chinese, and Latin American firms build there, Cuba is looking for domestic models that will preserve its egalitarian tradition and its rich historic culture. In this study tour, through class meetings, assigned readings, guest speakers and visiting Cuba, students will learn about this unique culture and economy while it is faced with the challenges of a socialist economic system developing a budding entrepreneurial private sector.
Prerequisites: MKGB 6710 or MIGB 6710.
MKGB 77AH. THE ART OF SOCIAL BUSINESS. (3 Credits)
Social Media is not a technology, a tool, or a trend; it is a fundamentally new way for businesses to connect with all of the people that matter at an unprecedented scale. People have embraced social platforms faster than any other form of communication, forcing organizations to ultimately reconstruct their business models. The course will provide students with a foundation of new social business practices across different industries. It will introduce new concepts and theories on how to transform existing business structures or develop new models that are social and personalized at the core. Students will learn how all disciplines within companies, especially marketing and marketing-related functions, are now being socialized (e.g. Marketing, Advertising, New Product Development, HR, Finance, R&D, Operations, etc.) The course will also address how a company’s culture is impacted by creating more connectivity across employees and its customers. Specific areas that will be covered include: Brand and Media Management, Creative and Advertising, Data and Measurement, which will also touch upon consumer privacy. Course work will include readings, in-depth discussions, and three group projects.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 77AI. INNOVATION IN BUS & ENERGY. (3 Credits)
The purpose of the course is to frame and critique opportunities for business to create innovations in energy systems. Consequently, the course will seek to induce the student to learn about energy systems in different parts of the world, as well as energy systems supporting different sectors of contemporary economies. This course will encourage students to think broadly, which should influence how to gather information and determine what information to gather as specifying context is key to understanding whether an innovation could be viable.
Attribute: ABGS.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 77AJ. MARKETING LABORATORY. (3 Credits)
This course is based on a simulation to get students in virtual and simulated market environment for data driven, strategic marketing decisions. The Marketing laboratory (ML) presents a context rich environment, beginning with an initial scenario (some history), the teams work through plans, execution, and adaptation to the vagaries of an environment that changes as teams begin to pursue their various strategies, and opportunities to compete against, collaborate with, and even ignore other teams in the space.
Prerequisite: MKGB 7730.

MKGB 77AK. MULTIPLATFORM ADVTG SALES. (3 Credits)
This course will apply to anyone interested in the Sales, Advertising, Marketing and Product Management professions. The content is designed to educate students on what it takes to be successful in today’s highly competitive and complex advertising sales profession. Students will be provided with an overview of multiplatform advertising properties including print, digital, social and TV, as well as analytics related to advertising sales and audience metrics.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 77AL. INNOV IN BUSINESS & ENERGY. (3 Credits)
This course aims to frame and critique opportunities for business to create innovations in energy systems. It discusses how contemporary energy systems have evolved and how energy infrastructures vary across regions of the world. It also examines how business decision makers can think about choices of energy and energy systems by encouraging students to think broadly in terms of innovation possibilities.
Attribute: ABGS.

MKGB 77AM. DIGITAL MARKETING. (3 Credits)
Digital Marketing is designed to provide students with a thorough knowledge of the digital marketing process. Throughout this course, students will be taught various digital marketing techniques and strategies so they have will have a strong knowledge base once this course is complete.
Prerequisites: MKGB 6710 or MIGB 6710.

MKGB 77AN. DESIGN THINKING. (3 Credits)
Design thinking is an iterative problem-solving process of discovery, ideation, and experimentation that, when combined with business models, provides decision-makers with effective tools for innovation and transformation. This hands-on course will guide students in the use of a variety of design-based tools and techniques to clarify and solve human-centered organizational, business, and public service challenges.

MKGB 779L. DATA-DRIVEN MARKETING DECISIONS. (3 Credits)
The course aims at offering students advanced analytical marketing and decision making skills in order to help them address marketing managerial decisions. Adopting a “learn by doing” approach, the course provides students with hands-on training that will allow them to simulate data-driven marketing decisions and formulate sound recommendations.
Attributes: ASDM, BUAN.
Prerequisite: MKGB 7730.

MKGB 779N. SPORTS MARKETING. (3 Credits)
It is estimated that the sports industry generates over $200 billion a year in revenue and it is still growing. Sports products are more than just the sporting event, the athlete and the arena and now encompass items such as sporting goods and equipment, licensed merchandise and clothing lines, collectibles and memorabilia, personal training/fitness centers and health services, sports camps and instruction as well as sports information and media. In addition, sports products include the successful and strategic management of operations/facilities, overseeing revenues and investments as well as bringing events to the attention of the public through advertising, sales, promotion and sponsorships. This course is designed to provide the sport business student with an overview of the major marketing issues facing the sports industry. As one can see, this is a diverse and growing industry centered around THE ASSOCIATION OF SPORT. With this as a background, this course will focus on the industry, the market opportunities and strategies for seizing those opportunities.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 779T. MARKETING MGT & STRATEGY. (3 Credits)
Introducing the fundamental concepts and processes essential for marketing goods, and services in today’s competitive environment. This course presents an integrated framework on how such strategic decision should be made. The course is anchored on three tools: Strategic Marketing Theory, Computer Simulation and Application and Cases.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.
MKGB 779V. STRATEGIC PRODUCT PLANNING. (3 Credits)
This course aims to introduce students to product planning process, including product line and mix strategies. It covers topics that are relevant to “product” part of marketing mix and management. It focuses on the development and application of value-enhancing strategies used by successful product managers.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 779Y. MULTICULTURAL MARKETING. (3 Credits)
This course delves into how marketers can successfully reach multicultural markets. There will be an overview of marketing principles and a discussion of the impact of race, ethnicity and culture on consumer behavior. The course will take a deep dive into the important marketing considerations for the 3 major multicultural target groups in the U.S. specifically, Hispanic Americans, African Americans and Asian Americans. Through this highly interactive class, students will be educated on the evolving role of marketing in today’s diverse culture. Students will learn tools for marketing to Hispanic American, African-American and Asian-American market segments, and analyze and understand the nuances of multicultural marketing communication.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879A. FASHION MARKETING. (1.5 Credits)
This course examines the marketing mix through the lens of the fashion industry. Topics to be covered include merchandising, new product development with an emphasis on private label and celebrity brands, customer loyalty programs, and licensing. We will also explore the key issues and challenges of the fashion business model and discuss emerging trends such as m-commerce, social media and apps.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879E. LUXURY MARKETING. (1.5 Credits)
This course will provide excellent support for those planning a career in luxury marketing, brand management, retailing and distribution and communications. It covers areas such as history and trends of the luxury sector; marketing of luxury goods and services; strategy evaluation for luxury businesses; luxury consumer behavior, luxury product and brand management; luxury marketing communications and retailing and channel management within the luxury sector.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879G. RETAIL BUYING & MERCHANDISING. (1.5 Credits)
This course explores the creative, financial and analytical aspects of merchandising and buying. During this mini-course students will build a merchandise assortment for the fall 2012 season while exploring: The fundamentals of retail math; The nuts and bolts of Inventory management and sales performance/analysis; The influence of fashion trend; The impact of historical performance; and The importance of merchandise planning and store allocation.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879K. EVENT MARKETING. (1.5 Credits)
Event Marketing is a significant and powerful component in the world of Integrated Marketing. It is vital to PR campaigns, product launches and building brands; and just as with more traditional disciplines, Event marketing is a medium to acquire new customers and establish brand loyalty. Students in this class will learn fundamental principles of event marketing, various ways event marketing is utilized in today’s marketplace, core category essentials including strategy, creative end production, and the measurement of the success of an Event Marketing campaign.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879L. MARKETING TO YOUNG CONSUMERS. (1.5 Credits)
This course examines special considerations in developing and marketing products designed for infants, preschoolers, kids and tweens. Topics include: Concept/product development and testing with children and the youth and advertising to the children among others.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879P. SCIENCE OF SHOPPING. (1.5 Credits)
This course will examine the anthropological dimensions of retail shopping from four interconnected perspectives: practical, relational, socio-economic and sensory-physical. Students will learn the pragmatics of shopping – how people manage to navigate a store; they will explore shopping malls in terms of self-identity, social class and feelings of community; they will look at the rituals of Christmas shopping; they will evaluate the sensory dimensions of a store in experiential shopping. From exploring the interplay of these variables, students should receive a practical and theoretical understanding of the retail experience for consumers and its importance to our culture. Students will read a range of materials, write essays and conduct primary ethnographic research in shopping locations.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879R. PSYCHOLOGY OF PRICING. (1.5 Credits)
When is it better to price a product at $3.99 compared to $4.00? Should an e-tailer include shipping charges in their products’ prices or add them separately? Among a marketer’s tools, price is arguably the most important because it is the only one that represents revenue, rather than a cost, to the firm. Yet decisions like these are often wrought with complexity and uncertainty. This mini course brings structure to the issue through explorations of consumers’ beliefs, feelings, and behaviors with respect to prices and pricing tactics.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879T. MKTG WITH BIG DATA. (1.5 Credits)
“Big data” describes the enormous numbers of large data sets that are generated through social media, client payment systems, consumer buying patterns and GPS satellite mapping. This course will discuss utilized to manage the terabytes of data produced daily, the methods used to spot trends, and the myriad ways that Big Data can enhance marketing strategies and optimize the ROI of a firm’s marketing budget.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.
MKGB 879U. CONSUMER SOCIAL RESPONSIBILITY. (1.5 Credits)
This mini-course is aimed at exploring the consumer’s role in shaping the social environment and, as such, focuses on demand-side issues of social responsibility. At the end of this course, students should have a better understanding of how the tools of marketing can be used to prompt socially responsible consumption. As a result, students should better understand themselves both as business people and as individuals.

Attribute: ABGS.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879V. MULTIPLATFORM ADVT’G SALE. (1.5 Credits)
This mini-course will apply to anyone interested in the Sales, Advertising, Marketing and Product Management professions. The content is designed to educate students on what it takes to be successful in today’s highly competitive and complex advertising sales profession. Students will be provided with an overview of multiplatform advertising properties including print, digital, social, and TV, as well as analytics related to advertising sales and audience metrics.

Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 879W. CUBA IN TRANSITION. (1.5 Credits)
Cuba is looking for business models and partnerships that will preserve its egalitarian tradition and its rich historic culture. In this course, through class meetings, assigned readings, and guest speakers, students will learn about the unique Cuban culture and economy that is faced with the challenges of a socialist economic system developing a budding entrepreneurial private sector.

Corequisite: MKGB 6710.

MKGB 879X. APPLIED CRM. (1.5 Credits)
Customer Relationship Management (CRM) is the strategic process of selecting the customers a firm can most profitably serve and of shaping the interactions between a firm and their customers. The goal is to optimize the current and future value of the customers for the company. This course introduces students to CRM strategy, teaches the range of metrics used for customer analytics and includes applied, hands-on usage of a real-world CRM system. Students in this course will gain experience in the strategies of and application of CRM for business and marketing effectiveness.

MKGB 6710. CUSTOMER-DRIVEN MARKETING. (3 Credits)
FT MBA CORE/ PMBA FLEX CORE COURSE This course introduces students to marketing both as a company orientation and as a company function, and emphasizes why and how successful marketing needs to be customer-driven. Interactive class discussions focus on the role and importance of marketing for the entire organization, individuals and society at large. Students learn how marketing interacts with other business functions within a company, as well as how marketing contributes to both the company bottom-line and customers’ well-being. Topics covered include the strategic marketing process; the creation, communication, delivery and exchange of value; market segmentation, targeting, and positioning; and the marketing mix. Lectures, comprehensive case analyses, in-class exercises, and team projects are used to provide a complete understanding of customer-driven marketing practices within a global framework. (Previous title: Marketing Management).

Prerequisites: BEGB 6220 or GBA Waiver Managerial Eco with a score of 070.
Mutually Exclusive: MMGB 6710.

MKGB 7720. CONSUMER BEHAVIOR. (3 Credits)
Analyzes the latest social science research and theories to better understand consumer behavior. Special attention is directed to applications in managerial decision-making. Topics including motivation, learning, memory, perception, attitude formation and change and decision-making are covered to explain and predict how consumers behave in the marketplace.

Attribute: ABGS.
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 7721. MARKETING MANAGEMENT FOR CHINA. (4.5 Credits)
Provides a fundamental understanding of research methods and their application in different business functions, offering perspectives from both the provider and user of information needed for managerial decision-making. Discusses the research process with an emphasis on the identification, collection, analysis and dissemination of business and consumer data. Topics include problem definition, the use of secondary data, various quantitative and qualitative methods, presentation and evaluation of surveys, and basics of data analysis. REQUIRED COURSE FOR MARKETING CONCENTRATION.

MKGB 7746. BUSINESS TO BUS MKTG. (3 Credits)
Examines marketing as it is applied to business markets and organizational buying/selling with an emphasis on how they differ from consumer markets. Discusses specific issues and problems faced by firms in having organizations as customers. Basic marketing issues as market identification and segmentation, pricing, logistics, advertising and sales promotion are explored within the business-to-business environment.

Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 7750. GLOBAL MARKETING. (3 Credits)
Examines proven theories and practices of global marketing, as well as the research tools and techniques that can help marketers develop strategic decisions in global markets. Provides a comprehensive overview of global marketing environment and the critical factors involved in choosing the appropriate market-entry strategies for selected foreign markets. Demonstrates successful marketing practices from various emerging markets and regions.

Attribute: ABIB.
Prerequisites: MKGB 6710 (may be taken concurrently) or GBA Waiver Marketing Mgmt with a score of 070.
MKGB 7755. INTEGRATED MKTG COMM. (3 Credits)
Analyzes the planning, execution and measurement of advertising programs, with a focus on the creation of an advertising campaign and media planning. Topics include the role of advertising within the marketing mix, tools, techniques and processes used in creating advertising strategy, media planning, legal issues and ethical considerations in advertising. Guest speakers complement classroom experience and discuss their specialties, as necessary. Prerequisite: MKGB 6710; Recommended Prerequisite: MKGB 7720. (Formerly Advertising and Media Planning.) 
Attribute: ABEP. 
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 7765. SALES MANAGEMENT. (3 Credits)
Focuses on personal selling and salesforce management in the context of large and small organizations. Examines the sales process and its relationship to overall marketing strategy, evaluation of salesforce performance and the function of sales manager. Explore such topics as sales planning, forecasting as well as recruiting, selecting, motivating and compensating a salesforce. 
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 7775. MKTG OF FINL SERVICES. (3 Credits)
Provides a scientific understanding of tactics and strategies associated with the marketing of financial services. Emphasizes the role of industry deregulation, intensified competition, and the emergence of new technologies and products on the emerging marketing practices used by financial services institutions. Explore consumers' unique decision-making styles in financial matters, the effects of technology deployment, and the fiduciary constraints that guide marketing activities in the markets for commercial banking services, mutual funds, investment banking services, insurance and other forms of financial services. 
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 7782. COMM CORP IMAGE RESPONSIBILITY. (3 Credits)
Analyzes various means and tactics available to public relations practitioners and demonstrates the value of pragmatic public relations activities for businesses. Explores social and ethical concerns about generating publicity and how resulting public perceptions can create or deepen corporate crises. Current practices of planning for and managing crises are demonstrated via a number of guest speakers. Also offered as CMGB 7531. 
Attribute: ABGS. 
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 7785. MARKETING STRATEGY. (3 Credits)
Presents an integrated framework on how company marketing decisions can be guided by the environment in which the company is operating, the company's own strengths and weaknesses, and the future prospects in the marketplace. Provides a synthesis of current research findings on strategic marketing theory through the text and other material, and put theories into practice by the students through the use of computer simulations and case analyses. Enables students to develop the techniques needed to optimize marketing activities related to pricing, advertising, distribution and product development. 
Prerequisite: MKGB 7730.

MKGB 7792. NEW PRODUCT DEVELOPMENT. (3 Credits)
Provides a sequential methodology for identifying new product opportunities, designing products and services to meet consumer needs. Examines processes and methods used for managing different stages of product development, from idea generation to market testing. Discuss ethical and financial considerations of new product development processes for the business and society at large. 
Attributes: ABEP, ABGS. 
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 7795. DIRECT MARKETING. (3 Credits)
Surveys the various media and methods of direct marketing. Explores the power of direct marketing to access specific markets with refined advertising messages and to gauge more successfully the effectiveness of those messages. Topics include direct mail, catalogs, telemarketing, electronic media, mailing lists, copywriting and copy and media testing. 
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 7811. MARKETING INTERNSHIP. (1 to 3 Credits)
This course is intended for students with a Marketing internship for this trimester that wish to receive academic credit for it. The course will begin with an orientation session and will be followed by additional meetings with students. The course instructor will provide additional details to enrolled students.

MKGB 8701. MARKETING ANALYTICS. (1.5 Credits)
This mini-course exposes students to a variety of marketing metrics including those related to brand performance in-store (e.g., Nielsen measures used in CPG/brand management) and on-line and the use of those marketing metrics in marketing decision making. The course will cover basic data manipulation and analysis of secondary data from syndicated sources such as Nielsen and IRI. Co-requisite: MKGB 6710 REQUIRED COURSE FOR MARKETING CONCENTRATION Offered in Fall/ Spring only. 
Attributes: ABEP, ASDM. 
Prerequisites: MKGB 6710 (may be taken concurrently) or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 8703. REVEALING CONSUMER INSIGHTS. (1.5 Credits)
Applies theories of anthropology and ethnography to the study of consumer behavior and purchase decisions. Topics include the study of cultures and subcultures, ethnographic research designs, customer immerssion, and contemporary ethnographic writing. 
Prerequisites: MKGB 6710 or GBA Waiver Marketing Mgmt with a score of 070.

MKGB 8709. DIGITAL MARKETING ANALYTICS. (1.5 Credits)
Provides students with a hands-on experience with using various analytical methods and tools to explore digital marketing including social media marketing and google analytics. 
Prerequisite: MIGB 6710 (may be taken concurrently). 

MKGB 8999. INDEPENDENT STUDY. (1.5 to 3 Credits)

MMGB 6111. ACCT&CSR REPORTING PRINCIPLES. (3 Credits)
The course objectives of include traditional critical concepts of accounting principles while integrating new reporting practices for environmental, social and governance known as ESG. 
Mutually Exclusive: ACGB 6111.
MMGB 6411. FINANCE IN SUSTAINABLE ORG. (3 Credits)
Good financial management is critical for the survival of any organization since it must have enough accessible cash to operate and pay its bills (liquidity) and enough money to be able to weather bad times (solvency, resilience). However, some organizations, supported by current finance theory, focus solely on profit and financial value creation, often at the expense of other human needs. In this course we look at finance through the lens of sustainability. After learning key finance concepts we consider how organizations can go beyond current finance theory and use financial tools, techniques, and insights not only to create monetary wealth, but also to support the organization to contribute to a robust, healthy environment and to social justice and inclusion.
Mutually Exclusive: FNGB 6411.

MMGB 6610. INTRO TO MODERN MANAGEMENT. (1 Credit)
This course introduces students to the current challenges managers are facing. It provides frameworks of competing theories on human nature and explores their consequences for managing organizations.
Mutually Exclusive: MGGB 6610.

MMGB 6613. LEADING ORG IN 21ST CENTURY. (3 Credits)
Leaders and managers of today's organizations are facing a multitude of challenges and need to be able to collaborate to find suitable solutions. This class will explore the various approaches how organizations can be led more successfully in the 21st century.
Mutually Exclusive: MGGB 6613.

MMGB 6620. GLOBAL INITIATIVES MGT. (2 Credits)
In this course we build on the insights gained in Introduction to Modern Management. Students explore various global initiatives that are ongoing in terms of addressing global challenges including climate change, social inequity, poverty. Students will do a research project and prepare a case study.

MMGB 6627. MOD OPER & SUPPLY CHAIN MGT. (3 Credits)
In our current business world, most organizations are acting in a web of interdependence with other organizations to provide products and services adequately. In this class students will explore how the multitude of modern global challenges can be managed within a global supply chain.
Mutually Exclusive: MGGB 6627.

MMGB 6630. SUSTAINABLE BUS MASTER CLASS. (3 Credits)
This three-credit intensive will help prepare students to be leaders in the rapidly emerging world of sustainable business. The world today is in crisis: 65 million refugees on the move, fleeing climate change and failed states; the climate crisis has thrown millions into collapse, and will get far worse; we are living in the sixth great extinction, with millions of species going extinct; inequality is so bad that 8 men have as much wealth as the bottom 3.5 billion people on earth.... These and related crises are threatening economies across the planet, and business everywhere.

MMGB 6631. SOCIAL INNOV MASTER CLASS. (3 Credits)
This class is a special offering for students deeply interested in understanding and experiencing the promise of social innovation. In partnership with leading global organizations like the Schwab Foundation, Ashoka, and the World Economic Forum students will learn from global leaders in the field how social innovation can shape business strategy for the 21st century.

MMGB 6632. APPLIED INNOV CONSULTING. (3 Credits)
This course is a real-life consulting engagement for students with a leading Fair trade company (Fairtrasa). Its CEO, Patrick Struebi will present real-life challenges his company is facing and selected student teams will work on developing innovative solutions guided by peers and faculty. This course is a capstone for the management consulting concentration, the social innovation concentration, as well as the sustainable business minor.

MMGB 6633. LEADERSHIP IN 21ST CENTURY. (3 Credits)
The challenges of leading organizations, especially businesses, in the current era are vast. Globalization requires competitive strategies and cultural sensitivity, the worsening environmental crisis calls for sustainable practices, and increasing social problems and inequalities increase pressure for social responsibility beyond traditional profit making. Many current management paradigms have to be rethought and remodeled to deal with these challenges effectively. In this course we look at challenges to organizations on the systemic level (environmental and social pressures), the organizational level (employee commitment and stakeholder trust), and the individual level (happiness) and examine ways of dealing with them proactively.

MMGB 6710. PURPOSE-DRIVEN MARKETING. (3 Credits)
This learning-by-doing course introduces students to purpose-driven marketing: the innovative use of marketing frameworks to enhance individual and societal well-being. Participants will learn how to develop stakeholder-oriented marketing strategies (using segmentation, targeting, differentiation, positioning), adapt the 4Ps of the marketing mix (product, price, placement, promotion), and balance the triple bottom line (people, planet, profit). Class discussions and course projects will address the full spectrum of marketing activities from conducting market research to creating, delivering, and communicating new services.
Mutually Exclusive: MKGB 6710.

MMGB 6820. MANAGERIAL STATISTICS. (3 Credits)
This class prepares future managers by exploring basic statistical methods and critical thinking to guide better decision making and judgement.
Mutually Exclusive: DGGB 6820.

MMGB 7660. BUS STRAT FOR MODERN WORLD. (3 Credits)
Business organizations that survive and thrive in the current global environment are adaptive and anticipate global challenges including climate change, environmental risks, social inequities etc. This class will explore strategic approaches that can help future business leaders to identify approaches suitable for a modern world.
Mutually Exclusive: MGGB 7660.

MMGB 8999. INDEPENDENT STUDY. (1 to 3 Credits)

MSGB 809A. ADV PRES AND PUBLIC SPEAKING. (1.5 Credits)
A course on advanced skills in public speaking and presentation skills.
Attribute: ESL.

MSGB 809B. ADV CORPORATE COMMUNICATIONS. (1.5 Credits)
A course on advanced communication skills in the corporate environment.
Attribute: ESL.
MSGB 6801. CDC LAUNCH TO LANDING. (0 Credits)
Designed for the MBA cohort to participate in numerous personal and professional development activities to enhance employability and ensure "career readiness." Students will be required to attend a recruitment overview, complete a career assessment and attend a related small group discussion session, complete an Excel workshop, and meet with a career adviser at least once per term to fulfill the career check-in component of the course.

MSGB 6810. GABELLI LAUNCH +. (0 Credits)

MSGB 6820. VALUE AND VALUE +. (0 Credits)

PMGB 8999. TUTORIAL. (3 Credits)

QFGB 8901. ACCOUNTING I. (3 Credits)
Provides a basic understanding of the preparation and analysis of corporate financial statements. Introduces generally accepted accounting principles (GAAP) and the standard-setting process. Discusses current issues in the reporting process, such as the benefits and problems of the Sarbanes-Oxley Act.

QFGB 8902. BASICS OF ECONOMICS. (1 to 3 Credits)
Covers both microeconomics and macroeconomics. Microeconomics topics include theory of demand and the nature of profit and utility-maximizing market equilibrium that constitute the economic basis of finance theory and applications. The macroeconomics segment defines the major components of the economy, outlines a simple model of long-run, real economic behavior with competitive, market clearing prices, then establishes a companion model of short-run adjustments without flexible pricing.

QFGB 8903. BASICS OF FINANCE. (1 to 3 Credits)
Provides a conceptual framework for decision-making processes in many diverse areas of finance. Concepts including time value of money, stock and bond valuation, project and firm valuations, risk and return measures, portfolio management, basic CAPM and APT, diversification and hedging are reviewed. Basic theoretical aspects of corporate finance, such as dividend policy and capital structure, are also introduced.

QFGB 8905. MATH FOR QUANTITATIVE FINANCE. (1.5 Credits)
Reviews the basics of mathematics in preparation for advanced courses in the MSOF program. Topics include: Special functions, Multivariate calculus, Optimization, Integration, Differential equations (ODE and PDEs), and Linear algebra.

QFGB 8906. PROBABILITY & STATISTICS. (1.5 Credits)
Reviews the basics of probability and statistics in preparation for advanced courses in the MSOF program. Topics include special distributions like binomial, poisson, normal, lognormal, gamma, beta, and fat-tailed distributions.

QFGB 8911. ADV FINANCIAL MODELING. (2 Credits)
Provides the foundation for developing skills in the quantitative analysis of financial decisions, primarily using Microsoft Excel. Topics include business planning, forecasting, sensitivity and scenario analyses, risk and return measures, portfolio analysis, binomial option pricing and Value-at-Risk (VAR) analysis. Emphasizes practical skills to produce computer models that are useful for a variety of decision-making purposes.

QFGB 8914. BASIC OF DERIVATIVES. (2 Credits)
Introduces deferred delivery (i.e. exchange-traded futures and OTC-traded forward) markets and option markets. The course covers the following: (1) briefly examines the institutional features of these markets; (2) discusses hedger, arbitrageur and speculator strategies; (3) provides analytical foundation for the pricing of these contracts; (4) reviews some of the available empirical evidence concerning these markets; and (6) uses the data to perform small-scale suggestive tests of the theories and strategies.

QFGB 8915. INTRO TO STOCHASTIC CALCULUS. (2 Credits)
Focuses on the practical applications of stochastic differential equations subject to appropriate boundary conditions, solving valuation problems, and using measure-transformations as required in advanced financial engineering practice to value assets within a risk-neutral framework. Builds a theoretical foundation for continuous-time models that are essential for the pricing and hedging of financial derivatives.

QFGB 8923. MACHINE LEARN & ECONOMETRICS. (2 Credits)
Covers estimation of parametric and non-parametric techniques commonly used in finance, applying high-frequency financial databases. Discusses properties of financial data, linear time series data analysis, basic theory of statistical inference with linear models, general linear models, conditional Heteroskedasticity models, nonlinear models and Bayesian inference and estimation.

QFGB 8924. EQUITY STYLE DERIVATIVES. (2 Credits)
Designed to complement and extend the topics discussed in Basics of Derivatives (QF 8914), this course includes all types of derivatives where a commodity, equity, or currency is the underlying asset. Hull's software and a Bloomberg/Reuters terminal are used for pricing options and gathering data. The data to perform small-scale suggestive tests of theories and strategies is used.

QFGB 8925. SIMULATION APPLICATIONS. (2 Credits)
Introduces state-of-the-art computational techniques essential for implementing financial models, pricing derivatives, obtaining numerical solutions to estimation problems, and simulating stochastic systems in risk management. Provides conceptual framework for gaining experience on simulation design and implementation using METLAB. This course builds a skill set that combines financial modeling, data analysis, and computation.

Attribute: ASDM.

QFGB 8926. FINANCE THEORY. (2 Credits)
Introduces financial theory with a particular emphasis on portfolio choice and the fundamentals of asset pricing. Focusses on both the partial equilibrium theory (CAPM), and the general equilibrium theory (Arrow-Debreu Pricing Theory) with brief introductions on the arbitrage-based theories. Introduces the basics of asymmetric information and how the problems it imposes can be mitigated via security design. It also emphasizes and understanding of the theories of Discrete-Time Asset Pricing; studies the application of the theory of stock options to real options and complex corporate liabilities; and explores the basic foundation of the GMM tests of asset-pricing theories.

QFGB 8927. INTRODUCTION TO C++. (2 Credits)
This course will introduce quantitative finance students to programming in C++.

Updated: 04-12-2019
QFGB 8928. AUTO TRADING SYSTEMS - INTRO. (3 Credits)
This course discusses key issues involved in the design of an Auto (Algorithmic) Trading Systems, and provides hands-on experience. The end product is a prototype Auto Trading System designed by students that successfully trades in the real market (stock, futures, option) using live data feeds from exchanges. Issues covered include: typical structures of trading systems; efficient processing of live information; minimizing trade slippages; handling large number of securities; asynchronous information processing; GUI interfaces; etc. Industry experts are invited to discuss new developments. Key programming techniques will be reviewed at the beginning, very briefly. The course is suitable for students in MSGF, MSQF, and other master level students with programming skills equivalent to one formal course (e.g., R, Matlab, VBA, etc.). Students with less programming skill may take the course if approved by instructor.

QFGB 8931. FIXED INCOME SECURITIES. (2 Credits)
Introduces fixed-income securities, basic fixed-income concepts, the different sectors of the fixed-income market, and basic ond mathematics. Studies quantitative fixed-income analysis and its use in valuing bonds and quantifying risk-return characteristics. Involves extensive training in the mathematical formulation of bond valuation problems and in the use of the existing models and software to solve these problems.

QFGB 8933. FINANCIAL ECONOMETRICS II. (2 Credits)
Introduces modern financial econometric techniques with special focus on applications to finance. Both the theoretical framework for making statistical inference and exemplary applications using data in modern finance are emphasized. The course involves extensive use of commercial software packages as well as implementing new financial econometric techniques using high-level programming language, such as MATLAB.

QFGB 8934. INTEREST RATE DERIVATIVES. (2 Credits)
Studies continuous time no-arbitrage models of yield curves and pricing of fixed-income securities and derivatives. In particular, treasury bonds as well as more complicated instruments, such as options on bonds, interest rate swaps, option on interest rate swaps, caps, floors, and Mortgage Backed Securities are priced and analyzed.

QFGB 8935. RISK MANAGEMENT. (2 Credits)
Builds strong understanding of the risks of individual products and methods of hedging and/or replication those products. Also examines firm-wide risk issues from a financial perspective which requires aggregation of multiple postions and consideration of interrealationships among asset price fluctuations. Regulatory and other non-market risk issues are considered and simulation techniques for modeling risk are practiced.
Attribute: ASDM.

QFGB 8942. ADVANCED FINANCE THEORY. (2 Credits)
This course builds upon Financial Theory I (QF 8922) and examines cross-sectional and time series properties of asset returns. Offers an indepth statistical review of several theoretical models of inter-temporal asset pricing. Microstructure effects on short-term asset returns as well as test of returns predictability are covered.

QFGB 8943. LARGE-SCALE DATA MODELING. (2 Credits)
Explores financial modeling topics using large data sets and various econometric techniques applied in a variety of financial problems. Topics include modeling the yield curve in the US and other countries, application of pattern recognition techniques in developing stock-rating systems, factor models in portfolio construction, and portfolio performance evaluation. Emphasis on project analysis using SAS to process large data sets and develop appropriate models for solving real problems in equity and fixed-income research.

QFGB 8944. CREDIT RISK MGMT. (2 to 3 Credits)
Introduces modern credit risk models with particular focus on credit derivative instruments. Focuses on derivative market methods, rather than accounting analyses of business risks. Exposes students to institutional practices and commonly used data. Students will be expected to thoroughly understand professional software output, along with the risks and rewards of credit product strategies.

QFGB 8946. C++ FOR FINANCE. (3 Credits)
This course uses C++ to solve Finance problems. Two types of students will take this course. One type is the student with a strong computer programming background (perhaps an engineering undergraduate), but who has not taken C++ or applied it to finance problems. The other type may have been a finance undergraduate student who has little computer programming experience before entering the MSQF program. The latter student must take the spring introduction to C++ course offered by the computer science department as a prerequisite to taking this course in their second fall term.

QFGB 8947. ADVANCED DERIVATIVE PRICING. (2 Credits)
This course covers advanced option pricing.

QFGB 8948. QUANTITATIVE METHODS FOR PORTFOLIO MANAGEMENT. (2 Credits)
Introduces the scope of the quantitative concepts used in asset management, with focus on practical application, challenges and limitations in constructing optimal portfolios, evaluating performance and portfolio risk. Involves extensive discussions of case studies and group project.* **Subject to NY Approval.

QFGB 8949. ADVANCED FINANCIAL ECONOMETRIC. (2 Credits)
This course takes up Bayesian estimation of small-scale financial sector and macro-econometric models. Counter-factual simulations will also be used, as well as monte-carlo methods for evaluating confidence intervals. In addition to Bayesian estimation, the course will make use of extensive data sets to investigate topics such as contagion effects across countries in financial markets, and neural networks for predictive accuracy. * **Subject to NY Approval.

QFGB 8950. ALTERNATIVE INVESTMENTS. (2 Credits)
The course is an introduction to the rapidly evolving universe of alternative investments. Delivered in modules, the course covers a broad array of alternative strategy classes (Quantitative/Systematic, Fundamental Long/Short, Global Macro, Private Equity) ranging across all major asset classes (Equities, Fixed Income, Currencies, Commodities, Derivatives).* **Subject to NY Approval.

QFGB 8951. INTERNSHIP AND PROJECT REPORT. (2 to 4 Credits)
A professional project report and presentation are the final outputs of this course. Students complete these projects under the supervision of a faculty member. Both individual and group-projects are possible.
QFGB 8952. BUSINESS COMM FOR QUANTS A. (1 Credit)
Covers the basics of professional speaking and writing. Develops oral and written presentation skills essential for successful careers. Coordinated with summer term internship to give students the opportunity to apply their new communication skills in a business setting.

QFGB 8953. RESEARCH SEMINAR 1. (1.5 Credits)
This fall course features a series of lecturers from the finance industry. They discuss research projects that their companies are working on.

QFGB 8954. RESEARCH SEMINAR 2. (1.5 to 3 Credits)
This spring course features a series of lecturers from the finance industry. They discuss research projects that their companies are working on.

QFGB 8955. COMPUTATIONAL FINANCE. (2 Credits)
QFGB 8956. BUSINESS COMM FOR QUANTS B. (1 Credit)
Covers the basics of professional speaking and writing. Develops oral and written presentation skills essential for successful careers.

QFGB 8957. Financial Industry and New Regulations. (3 Credits)
This course will explore how the market structure has fundamentally changed after the 2008 liquidity and credit crisis, and how this crisis has impacted on liquidity, balance sheets, risk taking and returns across the entire financial services industry. The new reality is that regulation has changed the landscape of Wall Street and the dynamic of how the sell-side and buy-side will interact in the foreseeable future.

QFGB 8958. LECTURES IN APPLIED PORT MGT. (3 Credits)
This advanced Portfolio Management course quickly reviews Modern Portfolio Theory (MPT) conceptual underpinnings and builds on MPT 1.0. It delves into contemporary liability driven asset allocation, MPT 2.0 and portfolio management industry practices, issues and concerns. Lectures, problem solving, and self-study along with extensive hands-on tools using Microsoft Excel based models will be used to provide a practitioner’s perspective. We will review and demo contemporary asset allocation optimization and forecasting techniques, new asset class pricing and valuation, performance and risk attribution, tail risk measurement and management tools etc. using real time vendor based (third party) solutions. As prerequisites - the student should have class exposure to investment and portfolio analysis, Excel, stats, and basic regressions.

QFGB 8959. MACHINE LEARNING FOR FINANCE. (2 Credits)
This course explores the world of Machine Learning and financial applications. We will investigate how it uses large amounts of structured or unstructured data to discover patterns and hidden topics, transforming raw data into knowledge for decision making. We will investigate real and practical examples from finance, tracing parallels between data science, statistics, and data analytics.

QFGB 8960. ADVANCED C++ FOR FINANCE. (2 Credits)
Advanced C++ for finance.

QFGB 8961. BUSINESS COMM FOR QUANTS B. (1 Credit)
Covers the basics of professional speaking and writing. Develops oral and written presentation skills essential for successful careers.

QFGB 8962. DYNAMICS OF BANKING&FIN MKTS. (3 Credits)
This course is designed to provide students a well-rounded and hands-on perspective on the practical functioning and decisions in financial markets and banking.

QFGB 8963. STRESS TESTS & CAP ADEQUACY. (3 Credits)
The financial crisis of 2007-08 taught us all a lesson: that preparedness is everything. How resilient and prepared will we be, and how fast will we be able to recover? This is the key focus of this course: how to plan for moments of distress so that firms such as yours have capital of a sufficient quality to survive potential storms. We will demonstrate how to create a robust capital plan and test it for moments of hypothetical stress. We will investigate exactly how a bank holding company and an insurance company should conduct their capital plan, highlighting the significant differences between the two industries. By the end of the course, you will be able to create a capital plan for your business on your own.

QFGB 8964. ARPM BOOTCAMP-INTENSIVE QUANT. (3 Credits)
Consolidates portfolio and risk manager’s expertise into a structured and rigorous quantitative framework. Empowers avid learners with background in hard sciences to gain the deep technical knowledge necessary to operate across the complex world of quantitative trading, asset management, and risk management. Topics include data science and machine learning; classical / Bayesian multivariate statistics, and econometrics; financial analytics; market, credit & liquidity risk management; estimation error and model risk; and much more. ARPM Lab online (theory, case studies, Python & MATLAB code, slides, exercises). Obtain ARPM Certificate of Attendance & 40 GARP CPD.

QFGB 8965. Trading - Market Making & Algorithms. (1.5 Credits)
This course will introduce students to basic market microstructure, algorithmic trading, and quantitative investment strategies. Mathematical and statistical techniques along with their computational implementation in R or Python will be used throughout the course.

Prerequisites: QFGB 8911 and QFGB 8923 and QFGB 8926.

QFGB 8999. INDEPENDENT STUDY. (2 or 3 Credits)

SDGB 7840. APPLIED REGRESSION ANALYSIS. (3 Credits)
Focuses on preliminary data analysis, model formulation and estimation, and reliability and sensitivity analysis to understand causal links between various elements of a relationship as the prerequisite for effective system design and control. Multivariate regression models and techniques of experimental design provide the basis for exploring these links. Discusses applications to all areas of business.

Attribute: BUAN.
Prerequisites: DGGB 6820 or DGGB 6830.

SDGB 7841. STATISTICAL THEORY I. (3 Credits)
This course provides an introduction to mathematical Statistics and a foundation for acquiring the skills to apply advanced statistical models to many important areas of decision-making in business. The course focuses on developing an understanding of random variables, their distribution functions, and sampling theory. Prerequisite: DGGB 6820.

Attributes: ISEL, ISER.

SDGB 7842. STATISTICAL THEORY II. (3 Credits)
This course provides an introduction to mathematical Statistics and a foundation for acquiring the skills to apply advanced statistical models to many important areas of decision-making in business. The course focuses on developing an understanding of: Hypothesis testing, Nonparametric Statistics, Bayesian Statistics, Multivariate Methods and Linear Models and their applications.

Attribute: ISEL.
Prerequisites: DGGB 781A or SDGB 7841.
SDGB 7843. JUDGMENT & DECISION MAKING. (3 Credits)
This course is designed to introduce statisticians to statistical programming and data analysis. Topics will include: hypothesis testing, regression models, experimental design and simulation. The statistical topics are integrated into the programming content.
Attributes: ISEL, ISER.

SDGB 7844. STAT METHODS AND COMP I. (3 Credits)
This course provides a foundation in sample design and data collection for decision making. We study theoretical principles and applications, starting with definition of the population characteristic of concern, the frame, sampling methods, sample size, and sampling plan. We study also sampling and non-sampling errors and biases, problems of non-response, the half-open interval, and other methods to assure validity and usefulness of our data.

SDGB 7845. SAMPLING THEORY. (3 Credits)
This course will include propensity scores, predictive modeling, and stimulation and analyze observational studies, for real-world decision-making. Topics will cover select classes of statistical methods to help analysts design and analyze observational studies, for real-world decision-making. Topics will include gradient descent/ascent for regression and classification, newton's method, expectation maximization for mixture models, numerical maximum a-posteriori estimation via EM. Students will have the chance to implement techniques and become proficient in "R" by writing functions and classes that perform standard analyses.

SDGB 7846. ADVANCED FINANCIAL ECONOMETRIC. (3 Credits)
This course takes up Bayesian estimation of small-scale financial sector and macro-econometric models. Counter-factual simulations will also be used, as well as Monte-carlo methods for evaluating confidence intervals. In addition to Bayesian estimation, the course will make use of extensive data sets to investigate topics such as contagion effects across countries in financial markets, and neural networks for predictive accuracy. *Subject to NY Approval*

SDGB 7847. MACHINE LEARNING FOR STATS. (3 Credits)
The course will give students an opportunity to implement statistical techniques in "R" to better understand how they work. Emphasis will be on implementation and intuition rather than on background theory and analytical methods. The course will offer a lab-style approach to numerical analysis and optimization methods used to fit statistical models. Topics will include gradient descent/ascent for regression and classification, newton's method, expectation maximization for mixture models, numerical maximum a-posteriori estimation via EM. Students will have the chance to implement techniques and become proficient in "R" by writing functions and classes that perform standard analyses.

SDGB 7848. OBSERVATIONAL STUDIES. (3 Credits)
In real-world settings, analysts must draw inferences about causes and effects from observational data, such as those generated from a nonrandomized study. For example, how do we truly determine whether charter schools produce better student outcomes, or whether a marketing campaign for a product has increased consumer awareness? This course will cover select classes of statistical methods to help analysts design and analyze observational studies, for real-world decision-making. Topics will include propensity scores, predictive, modeling, and stimulation-based inference; the R statistical software will serve as the primary computational tool for this course, so a basic knowledge is required.

SDGB 7849. EXPERIMENTAL DESIGN. (3 Credits)
This course examines the design, implementation, and analysis of empirical research methods. Topics include experimental and quasi-experimental designs; validity within designs; sampling; and data analysis.

SDGB 7850. STATISTICAL RISK ANALYSIS. (3 Credits)
This course examines various aspects of risk as revealed or concealed in business, society, and personal situations by utilizing tools in probability theory, statistical analysis, decision theory, and cognitive and behavioral sciences. Students will learn basic risk metrics and models, along with methods for risk analysis and management. Through case studies mirroring Western and Chinese societies and ranging from health & safety, social inequality, finance, to sports and entertainment, students will gain deeper understanding of risk and become better decision makers. Interdisciplinary in nature, this course invites students to think unconventionally of problems that are at the frontier of the globalized and information-saturated world.

SDGB 8999. APPLIED STATS & DECISION. (3 Credits)

TXGB 709C. CIVIL&CRIMINAL TAX ENFORCEMENT. (3 Credits)
This course focuses on the federal tax crime statutes enumerated in the Internal Revenue Code and the impact on tax practitioners in their capacity as expert witnesses for the defense, as government witnesses against the client, and as the targets of a criminal investigation. The student will be introduced to the function of the Criminal Investigation Division of the Internal Revenue Service and its investigative techniques, as well as to the legal process via the role of the Justice Department. This course may be taken as an elective for students in the MS in Taxation, MTA, MS in Accounting as well an elective in the MBA Program.
Prerequisite: TXGB 7001 (may be taken concurrently).

TXGB 7001. CORPORATE TAXATION. (3 Credits)
Studies Federal income tax laws that apply to the formation, operation, dissolution and liquidation of corporations. Focusses on the tax impact of various financial transactions upon the corporation, as well as on the shareholders. Issues of distributions and redemptions, accumulated earnings tax and personal holding companies are covered. Discusses multiple corporations, earnings and profits, book-to-tax adjustments and the alternative minimum tax. Emphasizes S corporations and other ways of mitigating double taxation. Includes a brief view of corporate acquisitions and reorganizations.
Prerequisites: ACGB 7184 or GBA Waiver IndvBus Entity Tax with a score of 070.

TXGB 7010. FEDERAL RESEARCH & PRCDR. (3 Credits)
Concentrates, during the first part of the course, on the skills needed to research and answer tax questions. Then focuses on the procedures to resolve disagreements — both pre- and post-audit — with the Internal Revenue Service.
Prerequisites: ACGB 7184 or GBA Waiver IndvBus Entity Tax with a score of 070.

TXGB 7015. PARTNERSHIPS. (3 Credits)
Analyzes the uses, formation, operation and termination of partnerships. Topics include the "substantial-economic-effect doctrine," distributions, sale and exchange of interest, partnership termination, liquidation and disproportionate distributions and limited partnerships and their use as tax shelters.
Prerequisite: TXGB 7001 (may be taken concurrently).

TXGB 7020. ESTATE & GIFT TAXES. (3 Credits)
Emphasizes the relationship of estate and gift taxes to the income tax. Explores the philosophy underlying Federal policy toward the three taxes and the issue of transferring assets. Introduces basic elements of estate planning, such as trusts, annuities, joint interests and life insurance.
Prerequisites: ACGB 7184 or GBA Waiver IndvBus Entity Tax with a score of 070.
TXGB 7025. TAX PLAN HIGH NTWRTH IND. (3 Credits)
Focuses on the practical aspects of taxing wealthy individuals. Reviews
general income-tax planning for wealthy individuals; dealing with passive
activities (tax shelters); the use and limitations of qualified plans;
investment planning (debt versus equity, timeframe, asset allocation);
life, disability and liability insurance exposures; retirement planning; and
estate planning.
Prerequisites: ACGB 7184 or GBA Waiver IndvBus Entity Tax with a score of 070.

TXGB 7030. CORP TAX PLANNING STRAT. (3 Credits)
Offers an in-depth study of Subchapter C of the Internal Revenue Code:
the complicated rules governing organization, reorganization and
liquidation of corporations. Explores such topics as leveraged buyouts,
corporate takeovers and personal holding companies. Provides the
groundwork essential for corporate tax planning and the analysis of
mergers and acquisitions.
Prerequisite: TXGB 7001.

TXGB 7035. FEDERAL TAXATION OF FINANCIAL INSTRUMENTS AND
TRANSACTIONS. (3 Credits)
The growth in the number and variety of financial products and
transactions has increased exponentially. New financial products have
been designed and marketed to fulfill a variety of financial needs and
goals. The major challenge from a tax law perspective has been to keep
pace with the constant stream of emerging products. The course focuses
on the Federal taxation of financial instruments and transactions. It
comprehensively explains the myriad and complex rules that govern
various financial instruments and transactions and to analyze recent
developments in tax law. Prerequisite: TXGB 7065.
Prerequisite: TXGB 7001 (may be taken concurrently).

TXGB 7041. RESEARCH PROJECT. (3 Credits)
Offers an opportunity to research a topic in taxation agreed to by
the professor and the student. The research is focused on both academic and
legal references and may be integrated with current or anticipated tax
practice. A written research paper and an oral presentation are required.
Prerequisites: TXGB 7001 and TXGB 7010.

TXGB 7045. INTERNATIONAL CORPORATE TAXATION. (3 Credits)
Introduces the complexities of international taxation by focusing on
the U.S. tax system's impact on U.S. companies investing or operating
abroad and on foreign companies investing or operating in the U.S.
Topics include tax treaties, foreign tax credits and controlled foreign
operations. Prerequisite: TXGB 7001, TXGB 7010 is recommended.
Prerequisite: TXGB 7001.

TXGB 7048. TAX PLANNING WITH TRUSTS. (3 Credits)
Trusts are used in all facets of income tax, gift tax, estate tax and
financial planning. Some trusts are created primarily for tax-planning
purposes, but others are more general. This course analyzes and
evaluates many creative and current planning uses of the following
trusts: irrevocable and revocable trusts, grantor trusts, testamentary
trusts, trusts for minors, dynasty trusts, life insurance trusts and
corporate trusts.
Prerequisite: TXGB 7020.

TXGB 7050. STATE & LOCAL TAXES. (3 Credits)
Discusses the basic elements of state and local taxes, and surveys the
distinctive tax characteristics of major business states, such as New
York, New Jersey, Illinois and California.
Prerequisite: TXGB 7001.

TXGB 7056. TX EXEC COMP BNFT RE. (3 Credits)
Covers the tax consequences as well as various strategies relating to
the design and implementation of executive compensation programs
including stock options, restricted stock, stock appreciation rights,
phantom stock and golden parachutes; employee benefit plans, including
health care, disability, life insurance, educational assistance, dependent
care and cafeteria and flexible spending plans; and retirement plans,
including qualified pension, profit-sharing and stock bonus plans, as well
as non-qualified supplemental executive retirement plans (SERPS), top
hat plans and excess benefit plans. Prerequisite: ACGB 7184.
Prerequisites: ACGB 7184 or GBA Waiver IndvBus Entity Tax with a score of 070.

TXGB 7065. CURRENT PROBLEMS IN TAX. (3 Credits)
This course analyzes the major provisions of new federal tax legislation,
case ruling and regulations. Examining their impact on individual
taxpayers, business, investments, retirement plans, estates, trusts and
practices and procedure. The course uses the current legislative changes
to keep up with the constantly changing tax environment.
Prerequisite: TXGB 7001.

TXGB 7076. TAX ACCOUNTING. (3 Credits)
Focuses on situations where government rules required to compute
tax liability differ from those permitted by the accounting profession
to reflect the financial condition of a business. Studies the effects of
different accounting methods on cash flow and reported earnings and
explores their implications for financial decision-making. Topics include
depreciation methods, inventory methods, income-recognition and
changes in accounting periods.
Prerequisite: TXGB 7001.

TXGB 7080. TAXATION OF U.S. & FOREIGN EXPATRIATES. (3 Credits)
Analyzes how salaries, benefits and special allowances can be structured
to minimize individual tax liability under U.S. tax law for citizens working
abroad and foreigners working in the United States. Encompasses filing
requirements, cost-of-living differentials, foreign business expenses,
foreign tax-credit limitations and avoidance of double taxation.
Prerequisite: TXGB 7025.

TXGB 7085. FOREIGN TAXATION. (3 Credits)
Introduces the tax systems of major foreign countries from two
standpoints taxation of U.S. companies investing or operating in foreign
countries and taxation of foreign enterprises investing or operating in the
U.S.. Extends concepts discussed in TXGB 7045.
Prerequisite: TXGB 7045.

TXGB 7811. TAXATION - INTERNSHIP. (1 to 3 Credits)
This course is intended for students with a Taxation internship for this
semester that wish to receive academic credit for it. The course will begin
with an orientation session and will be followed by additional meetings
with students. The course instructor will provide additional details to
enrolled students.

TXGB 8999. INDEPENDENT STUDY. (3 Credits)