



EMORY

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GOIZUETA  
BUSINESS  
SCHOOL

# **BBA PROGRAM CATALOG**

**2019-2020**

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# BACHELOR OF BUSINESS ADMINISTRATION

## Program Catalog

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# GOIZUETA BUSINESS SCHOOL

## **BBA MISSION STATEMENT**

The mission of the Goizueta BBA program is to help our students grow intellectually, personally, and professionally so that they feel enabled, empowered, and motivated to make significant positive contributions to the organizations they serve and to society as a whole.

## **SYNTHESIS and ANALYSIS**

Students will be able to integrate the functional areas of business in analyzing and solving business problems.

## **POSITIVE IMPACT in ORGANIZATIONS**

Students will be able to apply theoretical knowledge in real-world settings.

## **GLOBAL WORLDVIEW**

Students will acquire a broadened world perspective.

## **ROLE OF BUSINESS in SOCIETY**

Students will consider traditional business objectives in the context of community and environmental impact.

## **LEADERSHIP**

Students will develop as professionals through cognitive, emotional, behavioral and relational growth.

## **BBA PROGRAM STAFF**

*(As of May 2018)*

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## **ADMISSION**

Before you can decide if you want to join us, you need to know who we are. Our program consists of approximately 800 juniors and seniors who are continuing students from Emory and Oxford Colleges. Although we have our own distinctive identity, we are very much a part of Emory and share its vision and intellectual focus.

What sets us apart as a professional school is that our courses center on understanding the key functions that take place inside organizations and how they impact, and are impacted by, the external environment in which they operate.

Our professional orientation does not mean that all of our students have figured out what they want to be when they grow up.

We know you are destined to accomplish great things, even if you have not determined your exact goals. Whether your vision for the future is in sharp focus or is still a little blurred, you will find students with similar aspirations in our community. Some of your future classmates have already planned their first career move, and possibly ones that will follow.

Other prospective BBA students have absolutely no idea what they will be doing next year, or even next week. Many BBAs find themselves headed in the direction of medicine, law, politics, or the non-profit arena. Whatever path you eventually choose, the BBA program will give you an approach to problem solving and a methodology for making things happen.

Of course, the business school isn't for everyone. Our curriculum is rigorous and all students are expected to come to class prepared to make meaningful contributions. Being one of us means showing you are willing to take on challenges, push yourself intellectually, and take some risks. It means doing well in freshman and sophomore classes and getting involved. If this description fits you, then the BBA program may be just what you are seeking. We invite you to take a closer look.

## **APPLICATION PROCESS**

Our program is open to students continuing from Emory or Oxford Colleges. You are eligible to enter the BBA Program once you have earned enough credit hours to have junior standing and have completed the pre-requisites for the program. We accept applications in the semester prior to the one in which you intend to enroll.

Your college record serves as a predictor of success and admission will be based on academic performance as well as leadership and engagement. In addition to seeking students with strong academic records overall, we select candidates who display academic aptitude for BBA coursework by strong performance in business pre-admission courses and who show evidence of leadership promise through involvement in diverse activities and strong letters of recommendation.

You are eligible to enter the BBA Program once you have successfully attained junior standing based on your academic credit hours earned and have completed the pre-requisites for the program. You must have 56 credit hours for Spring (early) admission, and 60 credit hours for Fall admission, exclusive of PE, Health, and PACE. We accept applications in the semester prior to the one in which you intend to enroll. You may be enrolled in pre-requisite coursework at the time of application.

## APPLICATION

The BBA Program Application consists of an application form, an essay, a resume, a letter of recommendation from a faculty member and one non-academic/service recommendation. We also require official, hard-copy transcripts from all institutions attended outside of Emory or Oxford.

Essay topic: The BBA Program seeks students who are fully engaged in the Goizueta community and who are committed to upholding our values as set forth in the BBA Creed. Through your essay, we hope to gain an understanding of the ways in which you have laid a foundation for this during your time at Emory or Oxford College. In preparation for your essay, please read the BBA Creed below. Please choose one of the seven creed values and reflect upon its importance to you and how you have demonstrated this value during your time at Emory/Oxford.

**“We in business have an obligation to give something back to the communities that support us. That includes serving as an example as the way relations among people should be conducted.”—Roberto C. Goizueta**

The Goizueta BBA Creed is a student-driven and enacted statement depicting who we aspire to be as individuals and as a community. Members of the BBA community hold each other accountable to these principles as we pursue intellectual, professional, and personal excellence.

As members of this community, we believe:

**RESPECT** is believing that all community members are equally valuable. We pledge to honor the rights, dignity, and property of all people and to recognize the significance of each individual’s thoughts and experiences by giving each other our time, patience, and optimism.

**SCHOLARSHIP** is the honest pursuit of knowledge. We honor curious learning and believe intellect and innovation to be valuable tools. Therefore, we are eager to stretch our capacities, embrace challenges, and continuously learn from faculty, professionals, peers, and ourselves.

**INTEGRITY** is taking ownership of our actions, striving to be moral individuals, and having the conviction and character to stand up for our beliefs. We believe honesty, compassion, and honor are the foundations of successful group work and relationships.

**LEADERSHIP** is the passionate, bold process of inciting change. We pledge to seek out opportunities to push boundaries and lead our teams, peers, communities, and workplaces with principle, honor, and kindness in the creation of a lasting legacy.

**DIVERSITY** is the sincere appreciation of differences. We are committed to creating and maintaining an inclusive environment in which unique backgrounds, interests, beliefs, and self-definitions of personhood inspire innovation and collaboration.

**COMMUNITY** is lasting fellowship and service to others. We are dedicated to fully engaging with our peers, honoring the legacy of our alumni, and creating a purposeful community built upon meaningful relationships which will transcend our time at Goizueta.

**CELEBRATION** is the genuine pride and gratitude for Goizueta and its community members. We enthusiastically celebrate each other’s successes and differences, wholeheartedly appreciate the opportunities provided to us, and willingly give back to the Goizueta program.

By committing to the Goizueta Creed, we pledge to uphold these values and to positively impact our community.

### **ELIGIBILITY**

You are eligible to enter the BBA Program once you have successfully attained junior standing based on your academic credit hours earned and have completed the pre-requisites for the program. You must have 56 credit hours for Spring (early) admission, and 60 credit hours for Fall admission, exclusive of PE, Health, and PACE. We accept applications in the semester prior to the one in which you intend to enroll. You may be enrolled in pre-requisite coursework at the time of application.

### **INCOMING STUDENTS**

If you are a high school student interested in the Undergraduate BBA Program at Emory University, we welcome you to explore our website and learn more about the Goizueta Business School. You will need to apply directly to Emory University through the main Admissions Office.

All Emory University freshmen begin either at Emory or Oxford College. Once you are at Emory, you may apply to the BBA Program during the Fall of your sophomore year for entrance during the Spring, or during the Spring of your sophomore year for entrance the following Fall, depending on when you achieve junior standing.

### **TRANSFER STUDENTS**

The Goizueta Business School's BBA program is designed for students who have spent one year or more at Emory or Oxford College, regardless of the number of credits earned or years spent at another institution. Prospective transfer students are encouraged to apply directly to Emory College, and must spend two semesters at Emory before being eligible to apply and matriculate to the Goizueta Business School. Students who have already completed a significant number of business classes at their previous institution are not encouraged to apply to Goizueta, as these courses may not transfer.

### **ADMISSION CRITERIA**

While the admission rate varies based on the size and competitiveness of the applicant pool in a given semester, typically more than 80% of applicants are admitted. We strive to accommodate all qualified applicants and offer a range of options for students who are not admitted. Each applicant is reviewed individually and no one factor is the full determinant for a positive admission decision. As a guideline, the following criteria are considered:

- Consistent academic achievement
- Diverse involvement on campus
- Strong letters of recommendation
- Completion of all pre-requisites
- Strength compared to the pool of applicants

### **DEADLINES**

Application deadlines are as follows:

Spring enrollment: September 23, 2019

Fall enrollment: February 10, 2020

These are the final dates for submission of ALL materials, including transcripts and recommendations. You should start your online application well before this date in order to have these materials in process

early on. In particular, you should visit the Education and Recommendation sections early as these components of the application are dependent upon work completed by others.

### **APPLICATION DECISIONS**

If your complete application is received by the deadline, it will be reviewed within 4-6 weeks. You will be notified of your admission decision via e-mail in time to bid on classes for the subsequent semester.

If your complete application is received after the deadline for any reason, it will be reviewed on a space available basis, and you will be notified of your admission decision after the end of the semester in which you apply. Applications are not considered complete until all components are received. However, we do admit a number of students at the end of the semester, so if your application is not complete by the deadline, it is still possible to be admitted.

The possible outcomes of your application are as follows:

- *Accept* - the Admissions Committee has determined you are a good fit with the BBA Program
- *Deny* - the Admissions Committee has determined that you are not currently a fit with the BBA Program
- *Waitlist* - you are close to meeting the criteria and the Admissions Committee would like to see how you perform in the current semester before rendering a final decision
- *Hold* - you meet the criteria for admission but we are missing important information such as grades in more than one pre-requisite if you are currently enrolled in two or more

Note that students who have transferred to Emory may not apply during their first semester at Emory and the Admissions Committee will wait to view two semesters' worth of grades and involvement before rendering a decision.

### **RESIDENCY REQUIREMENT**

The BBA Program requires that students be enrolled for a minimum of two full academic years. Summer semester does not count towards this requirement. The residency requirement is in place to allow students adequate time both to complete academic requirements and to engage in meaningful opportunities to apply the skills learned in the classroom.

### **RECONSIDERATION**

If you applied for admission and were denied, you may request reconsideration of your application once, for the following semester, by completing a request form. Keep in mind that there is a two-year residency requirement from the time of matriculation (see section above), so late admission (i.e. after Fall of junior year) will impact your intended graduation date.

### **LEAVE OF ABSENCE**

If you intend to take a leave of absence after acceptance but prior to entering the BBA Program, please contact the BBA Program Office.

Questions about the application or admission process? Please contact Anna Gibbons.

## PREREQUISITE COURSES

You are required to complete all pre-requisite courses prior to matriculating in the BBA Program, but it is acceptable to be enrolled in one or more of the pre-requisite courses in the semester that you submit your application.

All pre-business students must complete the following:

1) MATH 111 (Calculus I)

**OR**

AP or IB credit for Calculus

(MATH 115: Life Sciences Calculus I also satisfies this requirement)

2) FIN 201 Business Economics (for Emory College students)

**OR**

ECON 101 Microeconomics OR AP Micro credit

**AND**

ECON 112 Macroeconomics OR AP Macro credit

**OR**

IB credit for Economics (Higher Level)

3) Emory College students: ISOM 350 Data and Decision Analytics

Oxford College students: MATH 117 Introduction to Probability and Statistical Inference

**OR**

AP Statistics credit

Note: Other statistics courses at Emory or Oxford, such as QTM 100 and MATH 107, cannot satisfy this requirement.

4) ACT 210 Financial Accounting

5) One Continued Writing (CWR) course in the College

Note: The Admissions Committee prefers that applicants take a CWR that is taught in the English language (vs. a foreign language).

\*Completion of lab science prior to enrollment in the BBA Program is encouraged, but not required.

### Advanced Placement Credits

If Emory University College Credit for Microeconomics, Macroeconomics, Statistics (for Decision Science), or AB or BC Calculus is posted on your transcript, these classes do not need to be repeated at Emory University.

## GENERAL EDUCATION REQUIREMENTS

The outline below is a suggested method for satisfying the general education requirements (GERs) while also completing the BBA pre-requisite courses. You should plan to enter the BBA Program after completing most of your GERs. For students entering the BBA Program in Fall 2013 and beyond, it is required that a Continued Writing Requirement course be completed **prior** to entry (the other two CWR courses are included in the BBA Program).

In addition, some BBA core classes count towards fulfilling the GERs for BBA students. There is sufficient flexibility in the BBA curriculum to complete your remaining requirements, if necessary.

Area I.	<b>First Year Seminar (FSM)</b> (Must be taken at Emory College in the first two semesters. Oxford College students take a 1-credit Freshman Seminar instead.)
Area II.	<b>Freshman English/Writing Requirement (FWR)</b> (One course) Please note: ENG 101, ENG 181, LIT 110, ENG 185 (Oxford) and AP English all fulfill this area
Area III.	<b>Continuing Writing Requirements (CWR)</b> (Three courses, grade of C or better) <ul style="list-style-type: none"> <li>• 1 CWR-designated course in Emory College (fulfilled prior to BBA enrollment)</li> <li>• BUS 365 Business Communications (<i>BBA required core course</i>)</li> <li>• One business elective (<i>all BBAs will have an elective designated with a writing intensive component</i>)</li> </ul>
Area IV.	<b>Mathematical and Quantitative Reasoning (MQR)</b> (One course) Please note: AP Calculus Credit, MATH 111/112 or MATH 119 fulfills this area
Area V.	<b>Science, Nature and Technology (SNT)</b> (Two courses, one of which must have a lab) Please note: ISOM 351 Process and Systems Management ( <i>required BBA core class</i> )fulfills one non-lab course in this area. Completion of a lab science is highly encouraged prior to enrollment in the BBA Program.
Area VI.	<b>History, Society, Cultures (HSC)</b> (Two courses) Please note: ECON 101, ECON 112, and FIN 201 ( <i>BBA pre-requisites</i> ) and OAM 330 Organization and Management ( <i>required BBA core course</i> ) all fulfill one course in this area
Area VII.	<b>Humanities, Arts, Performance (HAP)</b> (Four courses; must include 2 courses in a single foreign language with possible exemption of 1 course by AP credit)
Area VIII.	<b>Personal Health</b> (One course, one credit hour. Emory College students only. Oxford College students must complete an additional PE course.)
Area IX.	<b>Physical Education and Dance</b> (two one-hour courses, including one PPF, may be taken on a satisfactory / unsatisfactory basis)

## PRE-BBA ADVISING

### ADVISEMENT

For pre-BBA advisement, please stop in during our drop-in hours, no appointment needed.

### COLLEGE MAJORS

The possibility of completing the needed college course work in conjunction with the BBA degree depends on the requirements of the major you are pursuing. You can use your flexible and non-business

classes to take the courses you need by planning carefully and working with advisors in both the business school and the college. Approximately 25% of the graduating BBA class successfully earns a college major.

# THE GOIZUETA BBA PROGRAM CURRICULUM

The BBA curriculum at Goizueta is distinctive not only in terms of the quality, range and scope of academic approaches provided but also because of the built-in flexibility that allows for both traditional and customized, unique concentrations and depths incorporating coursework within and outside of the Business School.

The curriculum is structured in three phases. As a student, you will first develop both broad knowledge and the capacity for reflective critical thinking through enrollment in a vibrant liberal arts curriculum. Second, you will receive world-class grounding in the key theories and practices in each of the functional areas of business through the BBA core curriculum. Finally, you will have the opportunity to develop one or several areas of expertise and to pursue your intellectual and professional passions through electives. You will have the opportunity to select from among more than 70 different BBA course choices, and virtually unlimited College options offered each year.

## BBA REQUIREMENTS

All students in Goizueta Business School are required to take the courses listed below.

### BBA CORE

#### Functional Core

ACT 211 Managerial Accounting  
FIN 320 Corporate Finance  
OAM 330 Organization & Management  
MKT 340 Marketing Management  
ISOM 351 Process & Systems Management  
OAM 331 Strategic Management  
ACT 410 Legal Environment of Business

#### Professional Development Core

BUS 365 Business Communication  
BUS 380 Professional Development  
BUS 382 Junior Seminar  
BUS 480 Senior Seminar (*Varied topics. All BBAs take at least two.*)  
BUS 490 Senior Capstone (*A 2-credit intensive course pulling from all business disciplines, designed to test skills tackling complex, ambiguous problems in a short time frame with limited resources.*)

### ELECTIVE DISTRIBUTION

#### Business Electives

Elective Type	Number	Credits
Area depth Electives	4	12
Other required business electives	2	6
Non-business electives	2	6
Flexible electives (College or Business electives)	3	9
Total	11	33

\*One elective course must have an international focus.

## PRIMARY AREA DEPTHS

The BBA curriculum requires the completion of a minimum of one primary area depth consisting of the core and four elective courses in a designated area. This allows all students to build at least one area of expertise within the functional fields of business. Some courses are housed in one academic area but very closely correlate with another, and as such, are considered bridge courses. Students wishing to pursue more than one area depth may use one and only one bridge elective to fulfill the requirements in two primary depths. As a result, in order to fulfill two primary area depths, students must complete a minimum of 7 electives.

### ACCOUNTING

*Businessweek* recently ranked Goizueta's undergraduate accounting program #3 in the U.S., and about one-third of our BBAs acquire a concentration in accounting. Our Financial Accounting and Analysis concentration, taken in conjunction with an area depth in finance, is pursued by students preparing for careers in corporate finance, financial analysis, investment banking, portfolio management, venture capital and private equity, and commercial lending. In your future career as a professional, when deciding whether to allocate capital you will have to analyze and predict future performance and risks for firms. Strong fundamental understanding of financial reporting and accounting and strong analytical and conceptual thinking are crucial components of such predictions. Our Professional Accounting (CPA) concentration is taken by students preparing for professional careers in accounting. If you follow this path, you will join professional accounting firms in their auditing, forensic, tax, or consulting practices. Other common career paths include internal audit and financial management in corporations and governmental and not-for-profit entities, as well as careers that focus on a wide range of professional capabilities to serve the business community. Corporate managers prefer the advice of accounting information experts who understand the organization as a whole and the strategic and tactical problems of senior management. Many of the top financial professionals -- the controller, the treasurer, the director of internal auditing, the director of financial planning, the vice president of finance, the chief financial officer -- are CPAs.

### ACCOUNTING AREA DEPTH REQUIREMENTS FOR NON-CPA TRACK

#### Required Courses (ACT):

- 312A - Financial Reporting I
- 312B - Financial Reporting II

#### TWO elective courses from the following (ACT):

- 414 - Financial Statement Analysis
- 516 - Non-Profit Financial Reporting & Analysis
- 517 - Professional Accounting Research
- 598R - Advanced Audit
- 612 - Advanced Fin. Acct.
- 613 - Advanced Managerial Accounting
- 615 - Federal Income Tax
- 616 - Corporate and Partnership Taxation
- 618 - Auditing
- 619 - Information and Global Capital Markets

#### May substitute ONE of the following related courses for an elective:

- ACT 409 - Accounting elective abroad-related

ACT 411 - International Law  
FIN 321 - Economics and Finance of Film  
FIN 322 – Fin. Valuation: Theory & Prac. of Valuing a Bus.  
FIN 420 - Advanced Corporate Finance  
FIN 422 - Advanced Financial Markets  
FIN 424 - Derivative Asset Analysis  
FIN 425 - Real Estate Finance  
FIN 426 - Bank Management and Financial Services  
FIN 427 - International Finance  
FIN 428 - Investment Banking  
ISOM 358 - Data Analytics and Visualization  
OAM 439 - Business Ethics

### **ACCOUNTING AREA DEPTH REQUIREMENTS FOR CPA TRACK**

#### **Required Courses (ACT):**

312A - Financial Reporting I  
312B - Financial Reporting II  
612 - Advanced Fin. Acct.  
615 - Federal Income Tax  
618 - Auditing

#### **Elective Courses\*(ACT):**

414 - Financial Statement Analysis  
516- Non-Profit Financial Reporting & Analysis  
517 - Professional Accounting Research  
598R - Advanced Audit  
613 - Advanced Managerial Accounting  
616 - Corporate and Partnership Taxation  
619 - Information and Global Capital Markets

*\*Students who intend to sit for the CPA exam in the state of GA (and most other states) must earn 150 credit hours, including 30 hours of accountancy beyond ACT 210 & ACT 211.*

### **FINANCE**

*Businessweek* rated Goizueta's BBA program #2 in the area of Financial Management, and our Finance track is consistently one of the top concentrations at Goizueta. The curriculum is carefully designed to equip you with the analytical skills and practical expertise necessary to excel in finance careers. Many students graduate to join banking firms on Wall Street, and other common career paths include corporate finance and investment management. Our course offerings also allow you to emphasize career tracks in real estate as well the growing areas of private equity, hedge funds, and new venture financing through Goizueta's Center for Alternative Investments.

### **FINANCE AREA DEPTH REQUIREMENTS**

#### **Required Course (FIN):**

423 – Investments

**Three elective courses from the following (FIN):**

322 – Financial Valuation: Theory & Practice of Valuing a Business  
325 - Corporate Governance  
385 - Entrepreneurial Finance  
389 - Mergers and Acquisitions  
400 - Finance elective abroad  
401 - Finance elective abroad-global  
403 - Global Macroeconomic Perspectives  
420 - Advanced Corporate Finance  
421 - Corp. Governance & Firm Value  
424 - Derivative Asset Analysis  
426 - Bank Management and Financial Services  
427 - International Finance  
428 - Investment Banking  
428B - Venture Capital & Private Equity  
429 - Fixed Income  
483 - Applied Investment Management  
484 - Advanced Derivative Assets  
485 - Entrepreneurial Private Equity  
487 - Global Derivatives Markets  
495 - Distressed Investing

**May substitute one of the following related courses for an elective:**

ACT 414 - Financial Statement Analysis  
ACT 619 - Info and Global Capital Markets  
FIN 321 - Economics and Finance of Film  
FIN 324 - Sports Finance  
FIN 409 - Finance elective abroad-related  
FIN 422 - Advanced Financial Markets  
FIN 425 - Real Estate Finance  
FIN 481 - Frontiers and Illiquid Assets  
FIN 482 - Real Estate Market Analysis  
FIN 486 - Real Estate Equity Investment  
FIN 488 - Real Estate Development & Investment  
FIN 489 - Advanced Real Estate Finance  
FIN 497 - Finance Honors Seminar  
OAM 385 - Entrepreneurial Practicum

**INFORMATION SYSTEMS & OPERATIONS MANAGEMENT**

The Information Systems & Operations Management (ISOM) area deals with the variety of approaches to structured and unstructured problem solving that have become critical to today's businesses and the hallmarks of modern consulting best-practices. The ISOM curriculum is designed to inform a wide range of professions, perhaps most emblematically that of consulting (in which systems and process problems are regularly tackled). To gain an appreciation of the dynamics of systems and processes, the ISOM curriculum offers a range of analytics courses that prepare you for dealing with large data sets, how to best apply statistical and computational methods in prediction, risk-assessment and strength/weakness detection, and the task of decision support application development to help automate and encapsulate intelligent approaches to problem solving. Along with preparation for analytical work, the ISOM

curriculum offers courses that prepare you for best practices in management activity, including how to effectively account for operational and IT capabilities in strategy development and deployment and how to account for idiosyncrasies in individual and group psychology -- issues that can either help or hinder strategic efforts.

The ISOM faculty ranks #4 internationally in terms of research productivity in elite outlets such as the *Journal of Operations Management*, *MIS Quarterly*, *Production and Operations Management*, and *Information Systems Research*. Per capita productivity in these outlets led the business community in 2006-2010. The ISOM curriculum reflects the strength of this knowledge base. Here three central themes reflect attention to the role of information technology in the contemporary enterprise, management of operations (including project, supply chain and quality management) and decision analysis (including quantitative methods). Recent ISOM majors have been placed at such firms as Bain, McKinsey, PwC and Hitachi.

### **ISOM AREA DEPTH REQUIREMENTS**

#### **FOUR of the following courses (ISOM):**

- 352 - Project Mgmt. & Collaboration
- 353 - Supply Chain Management
- 354 - Strategic Modeling and Social Dynamics
- 355 - Appcology: New Commerce Infrastructure
- 356 - Think Code Make
- 358 - Data Analytics and Visualization
- 359 - Privacy in a Digital Age
- 400 - ISOM elective abroad
- 401 - ISOM elective abroad-global
- 450 - Foundations of Digital Enterprises and Markets
- 451 - Making Effective Decisions
- 452 - Healthcare Operations & Technology Management
- 453 - Operations Strategy
- 454 - Advanced Data Science
- 455 - Forecasting & Predictive Analytics
- 456 - Introduction to Business Data Analytics
- 457 - Business Threats, Crises & Response
- 458 - Psychology of Technology
- 459 - Process Analysis and Six Sigma
- 461 - Strategic Decision Analysis

#### **May substitute ONE of the following related courses for an elective:**

- ACT 619 - Information and Global Capital Markets
- FIN 423 - Investments
- ISOM 409 - ISOM elective abroad-related
- MKT 342 - Data Driven Market Intelligence
- MKT 343 - Digital & Social Media Strategy
- MKT 449 - Marketing Strategy
- OAM 430 - Competitive Advantage
- OAM 432 - Negotiations
- OAM 433 - Leading & Managing Change
- Approved computer science class*

## **MARKETING**

Marketing is concerned with creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. Goizueta's marketing faculty is comprised of highly-accomplished scholars well known for their work on customer relationship management, marketing analytics, customer loyalty programs, customer valuation, pricing, auctions, brand management, market structure and evolution, social media, shopper decision-making, multi-channel management, and assessing market opportunities in emerging markets. If you pursue a concentration in marketing, you will select from electives that develop your toolkit to analyze customers and market opportunities, assess and create marketing strategies, and implement marketing programs.

### **MARKETING AREA DEPTH REQUIREMENTS**

#### **Choose one from Required Courses (MKT):**

- 342 - Data Driven Market Intelligence
- 343 - Digital & Social Media Strategy
- 347 - Product & Brand Management
- 462 - Market Research

#### **Choose two from the combined set of Required and Elective Courses (MKT):**

- 341 - Seminar on Global Marketing
- 344 - Market Analytics in Excel
- 346 - Consumer Behavior
- 348 - Sales and Business Development
- 400 - Marketing elective abroad
- 401 - Marketing elective abroad-global
- 441- Ideation
- 442 - Marketing Consultancy Practicum
- 443 - Pricing Lab
- 445 - Predictive Sports Analytics
- 446 - Advertising & Marketing Communications
- 447 - Sports Marketing
- 448 – Mktg. Channel Strategy & Retailing
- 449 - Marketing Strategy

#### **Choose one from the combined set of Required, Elective and Related Courses listed below:**

- ACT 411 - International Business Law
- ACT 414 - Financial Statement Analysis
- ACT 613 - Advanced Managerial Accounting
- FIN 324 - Sports Finance
- FIN 420 - Advanced Corporate Finance
- ISOM 352 - Project Mgmt. & Collaboration
- ISOM 358 - Data Analytics and Visualization
- ISOM 450 - Found. of Digital Enterprises and Markets
- ISOM 453 - Operations Strategy
- ISOM 455 - Forecasting & Predictive Analytics
- MKT 349 - Entertainment & Media Fieldwork
- MKT 409 -Marketing elective abroad-related
- MKT 440 - Non-Profit Marketing Fieldwork
- MKT 444 - Marketing Analytics Consulting

OAM 430 - Competitive Advantage  
OAM 432 - Negotiations  
OAM 433 - Leading & Managing Change  
*Approved econ, psyc, or soc class*

## **STRATEGY & MANAGEMENT CONSULTING**

Organizations are the engines of technological and social innovation, the foundations of individuals' careers, and therefore the bases of social advance and diversity. The academic study of organizations is a multi-disciplinary endeavor that draws from various social science disciplines including economics, political science, psychology and sociology. Organizational scholars utilize an array of quantitative and qualitative research methods to develop important insights about the antecedents and consequences of organizational behavior.

## **STRATEGY & MANAGEMENT CONSULTING AREA DEPTH REQUIREMENTS**

### **FOUR of the following courses (OAM):**

332 - Business & Society  
333 - Sports Management  
334 - Social Enterprise in Nicaragua  
335 - Strategies for Entertainment & Media  
336 - Catalyzing Social Impacts  
337 - Managing Groups & Teams  
338 - Behavioral Economics  
385 - Entrepreneurial Practicum  
400 - O&M elective abroad  
401 - O&M elective abroad-global  
430 - Competitive Advantage  
431 - Social Enterprise & Impact Investing  
432 - Negotiations  
433 - Leading & Managing Change  
434 - Psychology of Leadership  
435 - Multinational Firms  
436 - Entrepreneurship and New Venture Management  
438 - Management Consulting  
439 - Business Ethics  
471 - Applied Entrepreneurship  
472 - Corporate Strategy and M&A  
473 – Applied Lean Startup

### **May substitute ONE of the following related courses for an elective:**

ACT 414 - Financial Statement Analysis  
ACT 613 - Advanced Managerial Accounting  
FIN 385 - Entrepreneurial Practicum  
FIN 420 - Advanced Corporate Finance  
FIN 421 - Corp. Governance & Firm Value  
FIN 428B - Venture Capital & Private Equity  
ISOM 352 - Project Mgmt. & Collaboration

ISOM 354 - Strat. Modeling and Social Dynamics  
ISOM 358 - Data Analytics and Visualization  
ISOM 451 - Making Effective Decisions  
ISOM 453 - Operations Strategy  
ISOM 459 - Process Analysis and Six Sigma  
MKT 347 - Product and Brand Mgmt.  
MKT 442 - Marketing Consultancy Practicum  
MKT 446 - Advertising & Marketing Communications  
MKT 448 – Mktg. Channel Strategy & Retailing  
MKT 449 - Marketing Strategy  
OAM 409 - O&M elective abroad-related  
FILM 403 - The Biz  
*Approved econ, psyc, or soc class*

## SECONDARY AREA DEPTHS

Secondary area depths supplement expertise in a primary depth and require a minimum of three elective courses. In order to equip BBA students to meet the challenges of a fast changing and globally integrated world, the faculty has designed cross-functional depths that make use of a range of electives from across academic areas. Secondary depths allow you to benefit from additional directed choices that provide focused study but integrated thinking.

A student wishing to pursue one primary and one secondary depth may use one listed elective in the primary depth to fulfill the requirements of the secondary depth. As a result, in order to fulfill one primary and one secondary depth, students must complete a minimum of 6 electives.

### ANALYTIC CONSULTING

The Analytic Consulting depth exposes students to a rigorous analysis of business from multiple functional perspectives and prepares them to holistically address business problems and make meaningful recommendations. In addition, the electives in this depth enhances students' ability to identify relevant information and patterns in that information, with an emphasis on analyzing, optimizing, monitoring and controlling.

#### **THREE of the following courses, no more than one from any academic area:**

ACT 414 - Financial Statement Analysis  
ACT 613 - Advanced Managerial Accounting  
FIN 420 - Advanced Corporate Finance  
FIN 422 - Advanced Financial Markets  
ISOM 352 - Project Management & Collaboration  
ISOM 354 - Strategic Modeling & Social Dynamics  
ISOM 356 - Think Code Make  
ISOM 358 - Data Analytics and Visualization  
ISOM 450 – Foundations of Digital Enterprises and Markets  
ISOM 452 - Healthcare Operations & Technology Management  
ISOM 453 - Operations Strategy  
ISOM 454 - Advanced Data Science  
ISOM 455 - Forecasting & Predictive Analytics  
ISOM 459 - Process Analysis and Six Sigma  
MKT 342 - Data Driven Market Intelligence  
MKT 444 - Marketing Analytics Consulting  
MKT 449 - Marketing Strategy  
OAM 430 - Competitive Advantage  
OAM 438 - Management Consulting

### BUSINESS AND SOCIETY

The Business & Society depth emphasizes the critical nature of the relationship between organizations and society, and the correlation between ethical behavior and corporate performance. Electives expose students not only to the emotional and cultural dimensions of the business world but also to the relationship between social responsibility and business strategy. Students explore the dual goals of improving economic performance while simultaneously integrating social and corporate values. In this

depth, the focus is on harnessing information, analyzing complex situations and synthesizing data for ethical decision making.

**THREE of the following courses, no more than one from any academic area:**

ACT 411 - International Business Law  
ISOM 451 - Making Effective Decisions  
ISOM 452 - Healthcare Operations & Technology Management  
ISOM 457 - Business Threats, Crises & Response  
ISOM 458 - Psychology of Technology  
MKT 441 - Ideation  
OAM 332 - Business & Society  
OAM 334 - Social Enterprise in Nicaragua  
OAM 336 - Catalyzing Social Impacts  
OAM 431 - Social Enterprise and Impact Investing  
OAM 433 - Leading & Managing Change  
OAM 437 - Leading for Creativity & Innovation  
OAM 439 – Business Ethics  
*Approved Emory College elective - see Advisor*

**ENTREPRENEURSHIP**

The entrepreneurship depth provides multi-disciplinary immersion into the intricacies of launching a new venture. The depth allows students with immediate entrepreneurial aspirations to develop and operationalize their concepts. For those whose entrepreneurial intentions are more long-term, the depth offers the foundational knowledge and skills needed to understand and evaluate start-ups. A range of largely-experiential courses across all academic disciplines provides students with hands-on opportunities to both work on projects of their own choosing and to partner with existing entrepreneurs. Concepts covered build the ability to conceive of and test ideas, identify markets and engage in customer discovery, utilize appropriate technologies as both venture platforms and back-end infrastructure, create sustainable competitive strategies, develop proformas and calculate valuation, and understand venture capital and other sources of funding. Faculty make use of both traditional and emerging pedagogical approaches to provide students with the most robust learning experience.

**ONE of the following courses:**

FIN 385 - Entrepreneurial Practicum  
OAM 436 - Ent. and New Venture Mgmt.  
OAM 471 - Applied Entrepreneurship  
OAM 473 - Applied Lean Startup

**TWO of the following courses:**

FIN 322 - Financial Valuation  
FIN 428B - Venture Capital & Private Equity  
FIN 485 - Ent. Private Equity Persp. from Practitioners  
ISOM 355 - Appcology  
ISOM 356 - Think, Code Make  
MKT 342 - Data Driven Market Intel.  
MKT 348 - Sales & Business Development  
MKT 359 - Innovation in a Digital World

OAM 430 - Competitive Analysis  
OAM 431 - Social Enterprise  
*Or additional course from column one*

### **INTERNATIONAL BUSINESS**

The International Business Depth prepares students for conducting business in an increasingly globalized world by providing a broadened world perspective. Specified electives in the depth focus on one or more aspects of international relationships, such as formulating global strategies, understanding and reporting global transactions, dealing with the complexities of global trade and finance, and marketing across geographic boundaries. In addition, students have the ability to select from a wide range of Emory electives that provide a liberal arts perspective within a global context. The depth also requires study or work experience abroad to provide students with a contextual grasp of international business.

#### **TWO of the following courses:**

ACT 411 - International Business Law  
ACT 619 - Information and Global Capital Markets  
FIN 403 - Global Macroeconomic Perspectives  
FIN 427 - International Finance  
FIN 487 - Global Derivatives Markets  
ISOM 353 - Supply Chain Management  
ISOM 450 - Found. of Digital Enterprises and Markets  
ISOM 457 - Business Threats, Crises & Response  
MKT 341 - Seminar on Global Marketing  
OAM 332 - Business & Society  
OAM 334 - Social Enterprise in Nicaragua  
OAM 435 - Multinational Firms

#### **ONE of the following options:**

- Approved Emory College elective - see Advisor
- Approved class abroad
- OR one more from the list above

Additional requirement: Participation in BBA exchange or international internship.

### **REAL ESTATE**

The Real Estate depth is centered in the Finance department. Students are trained in the nuances of the real estate industry, with emphasis on factors that make up the market and the intricacies of properties as an asset in money management. In addition to fundamentals, students receive high-level training in development, REITS and capital markets. Courses allow flexibility and interaction with local professionals, giving students a competitive advantage. Goizueta's proximity to Atlanta is one of the greatest differentiators from other real estate programs. Not only is Atlanta one of the largest real estate markets in the country, but it is also home to the regional offices of various real estate companies that operate throughout the U.S. and beyond. Beyond the area depth, Goizueta offers a robust real estate program.

#### **Required Course:**

FIN 425 - Real Estate Finance

**Choose TWO elective courses:**

FIN 482 - Real Estate Market Analysis

FIN 486 - Real Estate Equity Investment

FIN 488 - Real Estate Development & Investment

FIN 489 - Advanced Real Estate Finance

**May substitute ONE elective course with one of the following courses:**

FIN 495 - Distressed Investing

ISOM 451 - Making Effective Decisions

MKT 348 - Sales & Business Development

OAM 432 - Negotiations

## CONCENTRATIONS

The BBA Curriculum extends far beyond the traditional core and elective courses. We offer a growing series of collaborative concentrations between Goizueta Business School and Emory College, providing a structured approach to immersing BBA and College students in both the intellectual and business aspects of specific industries or fields.

If you have other specialized interests, we will work with you to design a custom set of electives that utilize both College and Business School offerings. These innovative collaborations deepen BBA students' knowledge of their fields of interest while equipping BA/BS students with fundamental business principles and practices relevant to their majors.

Current established concentrations include:

### **Arts Management (includes Art History, Music, Theater, and Dance)**

The Concentration in Arts Management is a collaboration between the department of Art History, Music, and Theater and Dance in Emory College and the Goizueta Business School BBA Program. Participation is limited to BBA students and students who are Art History, Music, Theater, or Dance majors.

The Arts Management Concentration enhances perspectives and competencies by providing context outside the discipline and integrating theory with practice. The concentration provides knowledge, competencies and experiences for BA and BBA students interested in pursuing administrative and management careers in the performing arts. BBA students focus on the history, politics and practice of the arts field of their choice within Emory College. Arts students acquire grounding that enables them to understand the organizational and market mechanisms underlying the creation and dissemination of the arts. All students pursue business-related and arts focused electives and participate in a capstone course that provides the opportunity to synthesize and validate their evolving perspectives in both an academic and an applied environment.

### **Concentration in Health Innovation**

The concentration in health innovation is a collaborative effort between the Center for the Study of Human Health (CSHH) BA Program in Human Health in Emory College and the Goizueta Business School BBA Program. This concentration provides knowledge, competencies and experiences for BA and BBA students interested in pursuing careers in a wide array of fields related to the business of health with a focus on innovation.

The concentration in health innovation is open by application to Business School and Emory College students majoring in human health. During the junior and senior year, in addition to pursuing their own majors, students admitted to the concentration complete two core courses in the non-major program, two electives from a list of relevant choices, and one senior capstone. Additional seminars, industry speakers, internships and field projects augment the resources available to concentration students.

### **Environment and Sustainability Management**

The Concentration in Environment and Sustainability management is collaboration between the department of Environmental Sciences in Emory College and the Goizueta Business School BBA Program. Participation is limited to BBA students and students who are Environmental Sciences majors.

This concentration provides knowledge, competencies and experiences for ENVS BA or BS and BBA students interested in pursuing careers in environmental management. BBA students who complete this concentration will focus on the history, politics and practice of the environmental fields. Environmental Sciences students who complete the concentration will acquire grounding in business principles and practices including- management, marketing, finance and strategy. All students will be required to pursue business-related and environmentally focused industry-related electives and to participate in a capstone course that will give them the opportunity to synthesize and validate their evolving perspectives in both an academic and an applied environment.

### **Film and Media Management**

The concentration in film and media management is a collaborative effort between the Department of Film and Media Studies in Emory College and the Goizueta Business School BBA Program. This integrated set of curricular offerings provides knowledge, hands-on skills, and industry experiences for BA and BBA students interested in pursuing film and media as a postgraduate or professional option.

The film and media management concentration is open by application to business school and Emory College students majoring in film studies. During the junior and senior year, in addition to pursuing their own majors, students admitted to the concentration complete two core courses in the non-major program, two electives from a list of relevant choices, and one senior capstone. Additional seminars, networking events, industry speakers, and professional opportunities augment the resources available to concentration students.

## BBA DUAL DEGREES

### **BBA/MPA**

The BBA/MPA combined degree program is designed to enable students enrolled in the BBA Program at the Goizueta Business School to complete a master's degree while simultaneously fulfilling the requirements to sit for the Certified Public Accounting (CPA) examination. Though educational models vary by state, nearly all states require the completion of 150 semester hours of post-secondary education and a baccalaureate degree from an accredited college or university prior to sitting for the CPA examination. Earning the necessary semester hours will likely require a fifth year of formal post-secondary education. The BBA/MPA program is designed to address this need through master's level coursework and an internship.

In addition to earning a master's degree, a unique feature of the BBA/MPA program is that students gain valuable on-the-job accounting, auditing, tax, forensics, or advisory services experience by completing a required full-time internship in the spring semester of their senior year. Students are responsible for securing their own internship opportunities, with the assistance of the accounting faculty and the BBA/MPA Program Office as needed. These internships may be with our accounting firm partners, the numerous corporations with which the school has established strong recruiting relationships, non-profit organizations, entrepreneurial start-up organizations, or pre-doctoral academic projects.

This program is designed to develop Goizueta Business School students intellectually, personally, and professionally; these students will become future leaders for the public accounting profession and other accounting careers. The program provides the knowledge, skills, and tools that enable, empower, and compel our students to uphold the highest ethical standards of the accounting profession and to make significant positive contributions to the organizations they serve and to society as a whole.

The Master of Professional Accounting degree program is accredited by both the Southern Association of Colleges and Schools™ (SACS) and the Association to Advance Collegiate Schools of Business (AACSB) International.

### **Suggested BBA/MPA Schedule**

Minimum Hours at BBA Program entrance 63

#### **Junior Year, Sem 1**

ACT 211 Managerial Accounting	CORE	3
OAM 330 Organization & Management	CORE	3
BUS 365 Business communications	CORE	3
ACT 312A Financial Reporting I	MPA	3
ACT 615 Federal Income Taxation	MPA	3
BUS 380 BBA Professional Development	CORE	2
Total Credits		17

#### **Junior year, Sem 2**

OAM 331 Strategic Management	CORE	3
FIN 320 Corporate Finance	CORE	3
MKT 340 Marketing Management	CORE	3
ACT 312B Financial Reporting II	MPA	3

ACT 616 Corporate and Partnership Taxation	MPA	3
BUS 382 Junior Seminar	CORE	1
Total Credits		16

#### Senior year/MPA Sem 1

ISOM 351 Operations Management	CORE	3
ACT 517 Professional Accounting Research	MPA	3
ACT 618 Auditing	MPA	3
Business elective	BELEC	3
BUS 490 Senior Capstone	CORE	2
BUS 680 Professional Development I	MPA	2
Total Credits		16

#### Senior year/MPA Sem 2

ACT 690 Professional Development II	MPA	3
ACT 691 Applied Work Experience	MPA	9
Total Credits		12

#### MPA Sem 3

ACT 410 Legal Environment	CORE	4
ACT 619 Information and Global Capital Markets	MPA	3
Accounting Elective*	MPA	3
Business elective	BELEC	3
Non-business elective	ELEC	3
BUS 480A Senior seminar (Beta Alpha Psi)	CORE	2
Total Credits		18

#### MPA Sem 4

ACT 411 International Law (or Flex Elective)	MPA	3
ACT 612 Advanced Financial Accounting	MPA	3
Accounting Elective*	MPA	3
Accounting Elective*	MPA	3
Business elective	BELEC	3
ACT 580 Master Seminar (Beta Alpha Psi)	MPA	2
Total Credits		17

**TOTAL HOURS FOR BBA/MPA DEGREE 159**

*\*Must choose 3 from ACT 414, ACT 516, ACT 598R, ACT 613*

#### BBA/MSBA

The joint BBA/MSBA allows a Goizueta BBA student to complete a joint degree in 4.5 years instead of the typical 4 + 1 year timeframe of completing a BBA and then a Master of Science in Business Analytics. The MSBA is a STEM-credentialed program designed to develop a "business data scientist" who can speak the language of business, data, and technology. In addition to the regular, stand-alone 10-month program that admits students from all over the world, the MSBA offers BBA students the opportunity to apply to and enroll in a joint BBA/MSBA curriculum.

The joint degree program is structured to permit students to finish both degrees in a compressed time period, typically 4.5 years, requiring one additional semester of coursework. Admission to this joint degree program is reserved for current Goizueta BBA students, and does not require GRE/GMAT scores. Students should apply during their junior year. The senior year will be devoted to the MSBA curriculum, before returning to the BBA program for a final semester.

Successful BBA/MSBA applicants will possess technical and quantitative fluency, typically acquired through significant coursework in advanced calculus, statistics, linear algebra, programming, and databases/SQL as well as other applied math and/or computer science classes.

#### PRE-REQUISITES FOR ADMISSIONS TO THE BBA/MSBA DEGREE

1. Technology Competency: Fluency in a programming language; in-depth understanding of databases and SQL
2. Mathematics Competency: Completion of the following courses with a grade of B or higher: Calculus 1, Calculus 2, Statistics

#### **BBA/ENGINEERING**

The Dual Degree Engineering Program is a partnership between Emory University and Georgia Institute of Technology. The program confers a BBA from Emory and a BS in Engineering from Georgia Tech.

The Dual Degree Engineering Program is sequential and typically takes between five and six years to complete, depending on a variety of factors. The program is open to all Emory College of Arts and Sciences and Oxford College students who meet the requirements. Dual Degree students spend their first three years on campus completing Emory degree requirements. Students may select from any of the undergraduate major options available through Emory College of Arts and Sciences or the Goizueta Business School. Students complete the pre-engineering curriculum while also fulfilling Emory general education requirements and major requirements. When general education requirements, major requirements, and engineering pre-requisite coursework is completed, typically after the Spring semester of the third year, students then transfer to Georgia Tech.

#### **BBA + QSS CO-MAJOR**

In an increasingly data-driven world, data influences all aspects of society, from our careers to our roles as citizens to our private lives. The business world is at the forefront of this data revolution; to thrive in this environment, you must be able to work with data, draw well-reasoned inferences from it, and effectively communicate your discoveries to broader audiences.

The Institute for Quantitative Theory and Methods (QTM) in Emory College and the Bachelor of Business Administration program in the Goizueta Business School offer a BBA with a secondary major in QSS. Students are required to complete the BBA program *plus* a secondary QSS major. The secondary major consists of the requisite QTM coursework and 4 additional BUS courses.

Students choose three QTM elective courses to expand their quantitative knowledge. Topics covered in QSS major electives may include advanced statistics, technical writing, data science computing, text analysis, game theory, generalized linear model, time series analysis, experimental methods, and more. In addition to QTM courses, students complete a minimum of six business courses to complete the secondary QSS major. Courses for this portion of the secondary major include electives in the areas of

Accounting, Finance, Information Systems & Operations Management, Marketing, or Strategy & Management Consulting.

This partnership couples the rigor of the BBA program with a second major in Quantitative Sciences. The BBA + QSS major requires meticulous schedule-planning starting freshman year, and is only available to students admitted to the Goizueta BBA Program. The purpose of this degree program is to enhance the quantitative and analytic preparation of students choosing to study business at Emory. As the functional fields of business including marketing analytics, strategy and management consulting, decision analysis/operations and finance, are increasingly driven by data and quantitative analysis, it is imperative that BBA students are sufficiently prepared in quantitative methods. It is also suitable for those interested in graduate training in business.

Students must be admitted to the BBA program in order to earn the BBA+QSS secondary major. Students are required to complete the BBA program PLUS a secondary QSS major. The secondary major consists of the requisite QTM coursework and 6 additional BUS courses (two of these BUS courses may co-count between the BBA depth & the QSS major).

## COURSE DESCRIPTIONS

All courses carry three hours credit and require junior standing unless otherwise noted. The following courses are open to Emory College freshmen and sophomores on OPUS without prior approval:

### PREREQUISITE COURSES

#### **FIN 201 - Business Economics**

This course in economics will provide the fundamental tools in understanding the workings of markets and those participating in markets. Topics from microeconomics include the following: demand functions, production functions, elasticity, advertising, and profitability. Topics from macroeconomics include: macroeconomic statistics; models of aggregates; the workings of the Federal Reserve Bank; monetary policy; fiscal policy. The course will include lectures, group work, economic activities, written assignments, and exams. Students will learn economic theory, experience economics, translate experience into theory and translate theory into experience.

#### **ACT 210 - Financial Accounting**

An introduction to the principles, procedures, and objectives of an accounting system. Discussion of the format and content of general purpose financial statements.

#### **ISOM 350 - Data & Decision Analytics**

Introduction to statistical analysis for managerial decision making. Introduces methods of data description, statistical inference, statistical modeling, and statistical decision theory. Methods applied to practical business problems. Hands-on computer work included.

### ACCOUNTING COURSES

#### **ACT 211 - Managerial Accounting (Core Course)**

Prerequisite: ACT 210

In an ever-changing business environment, managerial accounting information plays an increasingly important role in understanding business activities. Both financial and non-financial information must be utilized by managers in planning, directing, motivating and controlling organizations, and this course provides an introduction to many of the concepts and procedures necessary for effective business decision-making. Topics which are examined include traditional cost systems, activity-based cost systems, cost behavior analysis, break-even and cost-volume-profit analysis, budgeting, standard costing, transfer pricing systems, relevant costs, and responsibility accounting.

#### **ACT 312A - Financial Reporting I**

Prerequisite: ACT 210 Financial Accounting

Intermediate financial accounting course on issues pertaining to the measurement, valuation, and communication of the various components of financial statements. Accounting issues are examined from the view of the accountant as well as from the perspectives of investors and managers. An analytical and critical posture is adopted to make the student proficient in the preparation of financial reports and in how these issues affect the use of financial reports and in how these issues affect the use of financial data in decision making.

#### **ACT 312B - Financial Reporting II**

Continuation of ACT 312A

### **ACT 410 - Legal Environment of Business (Core Course)**

An intensive study of topics illustrating the social, ethical, economic, and political considerations which create the legal environment as it affects business. Topics include the American legal system, contracts, the Uniform Commercial Code, property rights, government regulation, and various forms of business organization.

### **ACT 411 - International Business Law**

Prerequisite: BUS 410 Legal Environment of Business

An in-depth study of how social, ethical, economic, and political forces create and shape the regulatory environment in which individuals and businesses operate. Using case analysis, class discussion and debate, and legal research, this course explores the Constitutional of the American regulatory system, how tort and property law operate as powerful private regulatory systems, and, government regulation including intellectual property, environmental law, and employment law.

### **ACT 414 - Financial Statement Analysis**

Prerequisite: ACT 210 Financial Accounting

This course focuses on the techniques commonly used to analyze financial statements and related information: business strategy analysis, financial reporting and disclosure analysis, financial ratios, forecasting and pro forma financial statements, and valuation. Students will develop hands-on experience analyzing actual financial statements for a variety of business purposes including security analysis, mergers and acquisitions, corporate restructuring, risk assessment, credit analysis and commercial lending, and management's strategic communication to external parties.

### **ACT 516 - Nonprofit Accounting**

Prerequisite: ACT 210 Financial Accounting

By the end of 2014, about 1.5 million nonprofit organizations (NPOs) were registered with the US Internal Revenue Service. These organizations, with \$2 trillion in revenues and \$5 trillion in assets, contributed over 5% of the country's GDP. Nonprofit employment makes up 10% of total employment in the US—the 12 million employees in the nonprofit sector are the third largest workforce of all US industries, behind retail trade and manufacturing. Over 25% of all adults in the US volunteered 8 billion hours, worth an estimated \$160 billion. Total private charitable contributions exceeded \$340 billion. The economic impact of unregistered NPOs, including an estimated 315,000 religious groups, is simply unknown. Clearly, the nonprofit sector is an important component of the US economy. The financial statements of an NPO are used to assess the organization's overall mission-based economic performance, to set up and monitor contracts between the organization and its stakeholders, to value claims on its net assets, and to regulate and control its activities. Finding, understanding, and evaluating information in those financial statements is a core competency that anyone managing or doing business with NPOs must develop. In this course, you will learn to read, interpret, and analyze the financial statements of an NPO, and to evaluate the effects of common economic transactions on the organization's financial performance and tax status. By the end of the course, you should have the financial knowledge and skills to be an active and contributing member of an NPO's board of directors. As the figure below shows, we will focus on three major areas: (1) financial reporting, (2) taxation and regulatory compliance, and (3) governance and control. Throughout the course, you will examine the most recent financial reports and tax filings of well-known NPOs operating in the US and around the world in a broad range of sectors—human services, healthcare, human and animal rights, education and literacy, economic development, nature and the environment, and arts and culture.

### **ACT 517 - Professional Accounting Research**

Prerequisite: ACT 210 Financial Accounting

The objective of this course is to develop familiarity and expertise with tools and techniques for framing research questions about accounting issues, finding authoritative answers to such questions, and communicating the results of your research. To achieve this objective we will focus on the following four elements: Structured Approach: Develop a standard three paragraph approach to identifying, motivating, and establishing the scope of a research question; Databases: Explore online and electronic databases commonly available to professional accountants, analysts, and investors; Communication: Using research templates and in-class presentation opportunities, practice communicating the results of your research, including making recommendations and providing assurance of coverage of critical issues; Laugh-Out-Loud Tests: Develop expertise in testing the reasonableness of your answer. Learning new technical accounting literature is not a primary objective of the course, although researching a question that has uncertainty attached to it will involve learning new facts, procedures, and positions.

### **ACT 580 - Contemporary Issues in Accounting (MPA Seminar)**

This is the Beta Alpha Psi Seminar for MPA students. Beta Alpha Psi is the international honorary organization for Financial Information Professionals. The primary objective of the organization is to encourage and give recognition to scholastic and professional excellence in the business information field. This includes promoting the study and practice of accounting, finance, and information systems; providing opportunities for self-development and association among members and practicing professionals; and encouraging a sense of ethical, social and public responsibility.

The Epsilon Upsilon chapter of Beta Alpha Psi was chartered at Emory in May, 1979. It is recognized as one of the outstanding professional organizations on the Emory campus. In addition to presenting 20 weekly programs on business topics during the academic year, chapter members participate in a number of philanthropy projects.

Seminar requirements include attendance and active participation in a minimum of 9 of 10 weekly professional and organizational meetings, active participation in at least two service events and completion of a writing requirement.

### **ACT 612 - Advanced Financial Accounting**

Prerequisite: ACT 312B Financial Reporting II or permission of instructor Investigation of special problems in selected areas of accounting

Topics include accounting for business combinations, consolidated financial statements, SEC reporting, foreign currency accounting, government and non-profit accounting, and partnership accounting.

### **ACT 613 - Advanced Managerial Accounting**

Prerequisites: ACT 210 Financial Accounting and ACT 211 Managerial Accounting

In depth emphasis on cost control and performance evaluation systems. Topics include detailed job cost and process cost systems, overhead control, labor and materials control, standard cost, variance analysis, gross profit and analysis, and project control.

### **ACT 615 - Federal Income Tax**

Prerequisite: ACT 210 Financial Accounting

Study of the United States system of income taxation. Emphasis on the taxation of the individual, particularly the nature of income and deductions. The course includes examination of the income tax results of property transactions, basis, gains and losses, non-recognition of income. The course emphasis is on both planning and compliance for business, personal, and investment decisions.

### **ACT 616 - Corporate & Partnership Taxation**

Prerequisite: ACT 615 or permission of instructor

Study of the effects of U.S. income tax laws on partnership and corporate forms of conducting business. The course includes an examination of the income tax consequences of organizing, reorganizing, and liquidating corporations, limited liability companies, partnerships, and S corporations. Estate and gift taxes and international tax issues are also discussed.

### **ACT 618 – Auditing**

Prerequisite: ACT 312A Financial Reporting I or permission of instructor

Provides students with an understanding of attest, assurance, and audit services provided by public accounting firms, with the primary focus on auditing. Topics covered include generally accepted auditing standards, professional ethics, the current litigation environment, internal controls, the audit risk model and various types of audit reports. New professional standards for consideration of fraud in financial reporting, including a study of recent major accounting frauds, are included. Professional developments in new and expanded assurance services also will be surveyed.

### **ACT 619 - Information & Global Capital Markets**

Prerequisite: ACT 210 Financial Accounting

The objectives of ACT 619 are to (1) Develop familiarity with and understanding of the financial and reporting infrastructure of four regions or clusters of capital markets: (a) Anglo-American capital markets; (b) Continental European-type capital markets; (c) Latin American-type capital markets; and (d) Emerging markets-type capital markets; (2) Learn to use the financial statements of non-US firms to assess the "quality of earnings" reported in those statements, subject to the limitations of comparability; (3) Develop an understanding of the "home bias" in investing; and (4) Learn the principles of global investor relations on the internet and through other disclosure vehicles.

### **ACT 680 – MPA Professional Development I**

This is a 2-credit hour course that has two main objectives. The first is to cover many of the "soft" skills that are necessary for you to be successful in a professional accounting career. These include communication and Excel skills, networking and interviewing skills and listening and social interaction skills. The second is to present you with an experiential learning experience that will allow you to practice your critical thinking skills. You will be presented with a case study that models a real world forensic investigation, giving you the opportunity to critically access the information you are given and to see what you uncover as a result. You will be able to gain recognition for your teamwork, critical thinking and communication skills while connecting with your classmates and some Atlanta area forensic accounting professionals.

The topics covered in this course are relevant for students preparing for careers in consulting and public accounting, corporate accounting, corporate finance (financial planning and treasury functions) and other careers in professional accounting.

This course is delivered primarily by seminar sessions. It is graded on a satisfactory/unsatisfactory basis; it is a requirement for graduation with the BBA/MPA dual degree.

### **ACT 690 – MPA Professional Development Seminar II**

This is a 3-credit hour course that goes along with the professional applied work experience (internship experience) in the MPA program. It is the second course in a two-course series of professional development seminars that cover many of the "soft" skills that are necessary for you to be successful in a professional accounting career. This course includes written communication skills, excel skills, and an

ethics course component that reviews the core values of the CPA profession (integrity, objectivity and independence) and recaps the key requirements of the AICPA Code of Professional Conduct. The topics covered in this course are relevant for students preparing for careers in consulting and public accounting, corporate accounting, corporate finance (financial planning and treasury functions) and other careers in professional accounting.

This course is delivered entirely by self-study assignments. It is graded on a satisfactory/unsatisfactory basis; it is a requirement for graduation with the BBA/MPA dual degree.

### **ACT 691 – MPA Applied Work Experience**

This is the professional applied work (internship) experience that is part of the BBA/MPA curriculum.

### FINANCE COURSES

FIN 320 - Corporate Finance (Core course)

Prerequisites: ACT 210 Financial Accounting and ISOM 350 Data and Decision Analytics (Business BUS 350 may be taken concurrently; Oxford Students take Math 117 in lieu of Business 350)

Introduction to the principle ideas in finance and their application to the solution of financial problems. Topics include choice among investment projects (capital budgeting), corporate policy towards dividend payments and retentions, capital structure (e.g., debt versus equity), and analysis of risks and returns.

FIN 321 – Economics and Finance of Film

Prerequisites: FIN 201 Business Economics OR ECON 101 Introductory Microeconomics and ECON 112 Introductory Macroeconomics (or instructor permission)

Introduces students to the underlying economic structure and financing of films and current trends impacting filmmaking and its role in the overall U.S. economy. This course will explore contemporary models and theory of finance as they relate to the film industry as well as finance and economic theory in such areas as industrial organization, public finance, and labor economics within the context of the film industry. Special consideration is given to both major studios and independent films and emphasis is placed on examining issues related to development, production and post-production costs as well as industry-specific financial considerations arising from the creation and distribution of films.

### **FIN 322 – IMPACT360: Strategic Valuation**

Prerequisite: FIN 320 Corporate Finance

This course is an introduction to the theory and practice of valuing a business entity. Specifically, it covers the art and science of valuation by discounted cash flow methodologies, multiples analysis, and precedent transactions techniques. A significant part of the course will be dedicated to applying valuation techniques to one or more real world situations. This will require you to work in groups to build applied financial models based upon sound financial theories and thinking. To ensure the application of this valuation work to the real world there will be significant involvement from business and finance professionals from outside Goizueta.

FIN 324 - Sports Finance

Prerequisites: FIN 320 Corporate Finance

Provides students with knowledge of the theories and models pertaining to the sports industry such that students can identify the common practices within the industry, understand the fundamental workings of different markets, utilize a range of economics and finance tools to examine the practices within the industry, and apply these tools to industry problems.

### **FIN 325 – Financial Decisions/Boardroom**

Prerequisite: FIN 320 Corporate Finance

The market for corporate control is the market in which alternative management teams compete to control corporate resources. This course will examine the forces which can potentially explain corporate phenomena that affect corporate resources under the command of a management team, like takeovers, leveraged buyouts, stock buybacks, leveraged acquisitions, divisional sales, etc. This course will also examine internal and external control mechanisms, as well as any interactions between them, which serve to discipline management and align management goals with shareholder wealth maximization.

### **FIN 389 - Mergers & Acquisitions**

Corporate transactions such as mergers and acquisitions (M&A) and leveraged buyouts (LBOs) are among the most important ways managers can create value for their shareholders. However, despite the intense effort and resources involved, many deals, in retrospect, end up destroying value. This course will explain the gap between the theory of why these deals should take place, and the common reality of why they actually take place. The theoretical justification is grounded in understanding the sources of firm value and how certain transactions enhance value, and mastering the tools to quantify this value. However, the reality may often be better understood by identifying the most powerful decision-makers and their private benefits from the deal.

### **FIN 403 - Global Macroeconomic Perspectives**

Prerequisite: FIN 320 Corporate Finance

This course introduces global concepts, frameworks, issues and tools that will enhance the analytical skills and world-view of students. This course has two major focuses: global macroeconomics relevant to students and development of leadership skills necessary to succeed in global business. Topics covered include: globalization, international trade, foreign direct investment, development of emerging economies, basics of international finance and global investing, balance of payments, and global demographic trends. The course structure is designed to help students develop their own global perspective; this aim is enhanced by numerous global leaders who serve as guest speakers. This course will broaden students' awareness of the impact of global economic, financial, political, and demographic trends on all business. It also provides students with conceptual frameworks and tools for analysis critical to conducting business in the international environment. Implications for human as well as economic development are discussed. Current trends and case studies as well as important historical events and models are studied. Topics covered include the raging debates over globalization, trade deficits, off-shoring of jobs, exchange rates, and possible manipulation of currencies.

### **FIN 420 - Advanced Corporate Finance**

Prerequisite: FIN 320 Corporate Finance

Introduces advanced topics in corporate finance in addition to reviewing and extending some topics covered in Business 320. In addition, the theories presented in Business 320 and 420 will be applied in the analysis of case studies. Through case studies the course explores strategies for increasing firm value in the context of commonly faced financial management problems.

### **FIN 421 - Corporate Governance & Firm Value**

Prerequisite: FIN 320 Corporate Finance

The market for corporate control is the market in which alternative management teams compete to control corporate resources. This course will examine the forces which can potentially explain corporate phenomena that affect corporate resources under the command of a management team, like takeovers, leveraged buyouts, stock buybacks, leveraged acquisitions, divisional sales, etc. This course will also

examine internal and external control mechanisms, as well as any interactions between them, which serve to discipline management and align management goals with shareholder wealth maximization.

#### **FIN 422 - Advanced Financial Markets**

Prerequisite: FIN 320 Corporate Finance

The course has been designed to study economic and financial theory from the daily changes in market prices rather than from a textbook. The course is divided into two sections. The first section is a review of the various instruments that trade in the financial markets including stocks, bonds, commodities, forwards, futures, options, & mortgages. Students will examine the general features and risks of investing in each security. The second section of the course focuses on understanding how current events are affecting the financial markets and the implication of these changes. The overall goal of this course is to provide students with a strong command of what is going on in “the real world” and what issues are worrying market participants.

#### **FIN 423 - Investments**

Prerequisite: FIN 320 Corporate Finance

Study of the organization and function of securities markets. Emphasis will be on equity markets and the management of equity portfolios, though bond, options and futures markets will also be covered. The course is constructed to be an introduction to professional portfolio management. The concepts of modern portfolio theory, capital asset pricing, efficient markets and security analysis are introduced.

#### **FIN 424 - Derivate Asset Analysis**

Prerequisites: FIN 320 Corporate Finance and ISOM 350 Data and Decision Analytics (Oxford Students take Math 117 in lieu of ISOM 350)

This is a course dealing with the valuation and use of derivative financial assets. Our focus will almost exclusively be on exchange-traded products. Initially — and for a large portion of the semester — we will study call and put option contracts having common stocks as their underlying assets. We will consider relative pricing requirements for these contracts which are enforced by arbitrage trading strategies. Extension of this analytic technique will lead to the derivation of exact valuation models. We will conclude our study of options by examining options with other underlying assets. During the second portion of the course we will study futures contracts. The focus again will be on relative pricing requirements enforced by arbitrage trading strategies. The overall objective of the class is to give students the skills to assess the values and risks of derivative financial assets and to develop trading and hedging strategies based on their analyses.

#### **FIN 425 - Real Estate Finance**

Prerequisite: FIN 320 Corporate Finance

This course covers the contemporary principles of valuation, acquisition, financing, and financial management of real property. Emphasis is on the analytical techniques of mortgage lending, valuation, tax factors, investor objectives, and trends in the industry.

#### **FIN 426 - Bank Management and Financial Services**

This course focuses on the management of commercial banks and the role they play in the functioning of the economy. We will examine the services they offer, how they provide these services and how they measure, manage and mitigate the risks arising from the production of these services. One important issue we will cover is how regulation shapes banks' lending, funding, capital and investment decisions.

#### **FIN 427 - International Finance**

Prerequisite: FIN 320 Corporate Finance

A study of financial decision making in the international setting of investors, exporters, importers, and multinational firms. Special consideration is given to foreign exchange risk management, international money and capital markets, exchange rate determination, international money and capital markets, and exchange rate determination and forecasting. International macroeconomics and political risk evaluation and management are also introduced.

### **FIN 428 - Investment Banking**

Prerequisite: FIN 320 Corporate Finance

This course is intended to give students an idea of the work conducted by investment banks. Areas reviewed will include debt financing, equity underwriting, merger & acquisition advisory assignments, and trading activity. Special emphasis will be placed on the methods commonly applied when conducting valuation, debt capacity, and transaction analysis. In addition, to provide context, there will be a brief summary of investment banking history and of the peripheral players (private equity and hedge funds) which increasingly interact with banks. A combination of lectures, reading assignments, problem solving drills, business cases, and exams will be used as instruction materials.

At the conclusion of the course, the student should have developed stronger corporate finance analytic skills, an improved understanding of the execution process associated with certain investment banking product areas, and a broader awareness of the complex issues that often emerge during banking assignments.

### **FIN 428B - Venture Capital & Private Equity**

Prerequisite: FIN 320 Corporate Finance

This course surveys the private equity industry, with an emphasis on the financial and economic tools useful for leveraged buyout and venture capital investing. The course is divided into four modules. We begin with an introductory module on the organization and strategies of private equity funds. The second module covers examples of the basic types of private equity transactions, and the third module expands on these types by studying transactions with options and hybrid financing structures. The final module covers some "special topics": the IPO market, incubators, and corporate venture capital. The primary audience for this course is finance majors interested in careers at private equity funds. The secondary audience is students planning careers that have significant interaction with private equity funds, either as providers of these funds (pension fund managers, institutional investors, investment advisors) or as consumers of them (managers/owners of startups or buyout candidates). The course will be primarily case-based, with written assignments by student-formed teams required for about half of the class meetings.

### **FIN 429 - Fixed Income**

Prerequisite: FIN 320 Corporate Finance

The objective of this course is to familiarize you with fixed income markets. Starting with plain vanilla bonds we will progress to the valuation of complex bond structures. Initially, we will build the essential foundations of fixed income markets viz., pricing of bonds, bond yields, the term structure of interest rates, duration and convexity. After the basic building blocks are in place, we will delve deeper into the markets for fixed income securities. The term "fixed income security" will refer to any asset whose value depends on the level of bond prices or interest rates. We will develop the tools for valuing fixed income securities such as bonds with implicit option characteristics, bond options, caps, floors, collars, swaps, swaptions, etc.

### **FIN 481 - Frontiers & Illiquid Assets**

Prerequisite: FIN 320 Corporate Finance

This course, offered through the Emory Center for Alternative Investments, examines in depth the illiquid aspects of modern alternative investing. The explosive growth of investments in highly illiquid instruments, driven in part by increased competition for excess returns and in part by changes in views of portfolio allocation, has made this an important area for students. Just as private equity and venture capital were relatively esoteric topics over a decade ago, today sparse attention is paid to the important activity at the periphery of the alternative space, which this course terms “frontiers”. Focus on these frontiers, and the implications of their illiquid nature, is the purpose of this course.

### **FIN 482 - Real Estate Market Analysis**

This course includes an introduction to the principles of real property analysis and use. Subjects include the nature of real estate and real property, fundamentals of real property law, public and private limits on the rights of ownership, principles of location theory, an introduction to legal documents, and an examination of the processes used to analyze the supply and demand for real estate. General methodologies for market studies are developed and then applied to the residential, retail, and office sectors. The course also explores demographic, technological, economic, and social trends that affect these real estate markets into the future. Techniques of spatial analysis are introduced.

### **FIN 483 - Applied Investment Management**

Prerequisite: FIN 320 Corporate Finance and FIN 423 Investments

This course uses academic studies, practitioner-oriented readings, case studies, and projects to cover both conventional wisdom and state-of-the-art methods used in managing a portfolio of equity securities. Topics include: asset allocation, active stock selection, market timing, quantitative selection methods, technical analysis, passive management, performance measurement, trading (retail and institutional), mutual funds, and hedge funds.

### **FIN 484 - Advanced Derivatives Assets**

Prerequisites: FIN 320 Corporate Finance and FIN 424 Derivative Asset Analysis

This course will build upon the knowledge obtained in the course BUS 424: Derivative Asset Analysis. Using the fundamental pricing technique (valuation by arbitrage) and the valuation models derived from this technique, various extensions and applications will be examined. These will primarily be equity-based, though some fixed-income products will be analyzed. The perspective of both the derivatives dealer and the end-user of derivative products will be taken, the latter including hedgers, speculators, and arbitrageurs. Topics to be covered include exchange-traded and over-the-counter products, financial engineering and product design, numerical methods (e.g. Monte Carlo simulation) and the mathematics of derivatives pricing. Included in the course will be an introduction to investment partnerships (a.k.a. hedge funds) and their role in the derivatives market.

### **FIN 485 - Entrepreneurial Private Equity Perspectives from Practitioners**

Prerequisite: FIN 320 Corporate Finance and FIN 423 Investments

The course provides an overview of the private equity industry from the perspectives of actual industry participants: private equity fund managers, limited partners, investment bankers, commercial lenders, corporate lawyers, portfolio company managers, and other advisers to private equity funds. The course is divided into four modules. The first module focuses on how private equity firms develop investment strategies and raise capital, and how investors (limited partners) decide how, whether, and in which private equity firms to invest. The second module provides an overview of the “nuts and bolts” of private equity: sourcing attractive companies, negotiating with sellers, structuring the deals and

financing the transactions. The third module focuses on the methods private equity managers use to add value to portfolio companies operationally and transactionally. The fourth and final module provides an overview on how to exit an investment through a public offering or sale to a strategic or financial buyer. The audience for the course is students interested in private equity, entrepreneurship, investment banking, institutional investing, and commercial banking.

#### **FIN 486 - Real Estate Equity Investment**

Prerequisites: FIN 320 Corporate Finance and FIN 425 Real Estate Finance

This course presents information on investment in and valuation of income-producing real estate, both in public company and direct property formats. It examines the relationship of project and entity valuation to various financial and performance metrics, sources and uses of capital, and management decisions. Direct investment concepts covered include cash flow analysis, net present value, internal rate of return and yield capitalization in addition to public market measures such as Fund From Operations and financial reporting via SEC filings. The course also focuses on different property sectors within the real estate industry along with the tools and resources available to conduct relative valuations. Real world examples and applications are used to highlight these analytical techniques as are outside speakers.

#### **FIN 487 - Global Derivatives Markets**

Prerequisite: FIN 320 Corporate Finance

This Goizueta elective is a practical, trading oriented course that gives students exposure to the global capital and derivatives markets. We take a real-world approach to applying theory to global capital markets, as the students explore the derivatives trading environment of a Wall Street brokerage house, hedge fund and corporate consumer or producer. Research and discussion of current financial markets and the global economy is fundamental to each class.

The hands-on style of the course mirrors a being part of a trading team of a Wall Street broker/dealer that trades with an international corporation that has exposure to derivative products for hedging purposes. Students are pided into “trading desks” of a broker/dealer including interest rates, credit products, FX, equities and commodities desks. Applications require each team of students to structure, value and risk their own portfolio. After learning the basics of each product type, assignments are driven by handling customer-driven demand for derivative hedge products. There will also be a variety of visiting speakers who will share their industry experiences.

Seminar-style classes are pided between lecture format, team work, student presentations and discussion. Researching and understanding the financial markets is a major component of the course, and current events will determine the decision making strategies of each team’s projects. Each class begins with a discussion of the markets and recent market events; required reading consists of a daily financial news publication. There is no traditional text book for this course, and prior knowledge of derivatives is not required. This course is highly complementary to FIN 424.

#### **FIN 488 - Real Estate Development & Investment**

Prerequisites: FIN 320 Corporate Finance and FIN 425 Real Estate Finance

This course will present a comprehensive look at the real estate development process. The curriculum will lead the class through a staged development and introduce the various components and individuals involved in a project. The plan for the class is to supplement the teaching with a number of outside speakers from the real estate industry that specialize in specific aspects of the development process as well as respected real estate leaders from the industry.

### **FIN 489 - Advanced Real Estate Finance**

Prerequisites: FIN 320 Corporate Finance and FIN 425 Real Estate Finance

This course provides for advanced application of theory and techniques for analysis of the equity position in real estate ownership utilizing readings and cases. It considers the impact of leverage, creative financing, and federal tax policies and concentrates on the evaluation of the basic productivity of real estate assets based on net cash flows. Particular attention is paid to the operation of the capital markets and portfolio theory.

### **FIN 495 - Distressed Investing**

Prerequisite: FIN 320 Corporate Finance

The course surveys distressed investing with a focus on real estate. The course is divided into three modules. The first module covers the institutional structure of the distressed market and valuation techniques. The second module features a broad overview of distressed investing strategies across the capital structure and market segments. The third and final model provides an in-depth analysis of distressed investing techniques. The primary audience for this course is finance majors interested in careers in real estate finance or in private equity and hedge funds. The secondary audience is students planning careers that have significant interaction with real estate finance and/or private equity and hedge fund industries, either as providers of these funds (pension fund managers, institutional investors, investment advisors) or as consumers of them (managers/owners of companies).

Approximately fifty percent of the classes will have guest participants who will participate in an active debate with students. Meets with BUS 695/695P C45 and will have a few extra sessions that are TBA.

### **FIN 497R - Finance Honors Seminar**

Prerequisite: FIN 320 Corporate Finance

Completion of the Finance Area Depth. This course is open only to Seniors with an overall GPA minimum of 3.6 and an average of 3.7 in the finance depth. Area honors seminars are offered to students who have a deep interest in an academic field and who have excelled in course work in the area. It is an opportunity for students to become further ground in the intellectual models and current research employed by scholars in the field. It is anticipated that a student completing an honors seminar will be able to differentiate himself or herself as someone with an in-depth understanding of scholarship and its application. Seminars will focus on research in the field and will provide students with cutting-edge thinking and the ways in which it will influence practice. Courses are conceived to be very focused on discussion and active interaction. Readings will be complex and thought-provoking. A component of the course will include guest lectures by senior faculty in the area.

### **FIN 499R – Special Topics: FinTech**

Special topics courses include courses that address a current or timely topic, that are in a "pilot" phase before being offered on an ongoing basis, or that are known to be one time offerings. Special topics course offerings can vary from term to term.

## **INFORMATION SYSTEMS & OPERATIONS MANAGEMENT COURSES**

### **ISOM 351 - Process & Systems Management (Core Course)**

Prerequisite: ISOM 350 Data and Decision Analytics (Oxford Students take Math 117 in lieu of ISOM 350)

Introduction to statistical analysis for managerial decision making. Introduces methods of data description, statistical inference, statistical modeling, and statistical decision theory. Methods applied to practical business problems. Hands-on computer work included. Introduction to statistical analysis for managerial decision making. Introduces methods of data description, statistical inference, statistical

modeling, and statistical decision theory. Methods applied to practical business problems. Hands-on computer work included.

This course provides a comprehensive introduction to analyzing, running and improving business operations regardless of industry. The concepts taught in this course apply broadly to management activities in areas from medicine to entertainment, and are specifically suited to assisting in the daily operations of the wide variety of other professional services that dominate the economy (e.g. financial management, law, marketing, consulting, etc.). Firms in these environments face continued competition and must continually strive to improve the way they process work in order to survive, as well as thrive. Yet improving processes fundamentally requires modifying the way resources (e.g. people and technology) are used. Therefore operations management simultaneously requires the consideration of both process-design and resource decisions. In the course, students will be expected to examine data relevant to real world business scenarios and use such data to both quantitatively and qualitatively derive and assess the effectiveness of these decisions.

### **ISOM 352 - Project Management & Collaboration**

Prerequisite: ISOM 351. This course provides a comprehensive understanding of project management. Fueled by trends such as fewer management layers, team-based work practices, and greater flexibility for knowledge workers, project management has grown into a vital tool for business success. Today, project management has transcended its roots in construction and manufacturing industries and continues to transform the service, financial, technology, and general management sectors. The skills and tools of Project Management are therefore part of an essential tool-kit for all business students and even more salient for students interested in careers in business consulting, technology consulting, operations management and new product/services development. The aim of this course is to provide students with the concepts and tools needed to better plan and manage projects. The course accomplishes this through a combination of readings, lectures, case discussions, and hands-on exercises with project management software (MS-PROJECT).

### **ISOM 353 – Supply Chain Management**

This course will introduce students to the state-of-the-art in supply chain management. We will explore the current trends in supply networks, the link between supply chain and firm's strategy, and the issues of incentives, information sharing, trust, coordination, risk, resiliency, and logistical efficiency. Students with an interest in consulting, operations management, or business analytics are the primary target for this course. Students interested in private equity, investments, and marketing will find the course useful as those functions are often linked to supply chains (they are called value chains for a reason!)

### **ISOM 354 - Strategic Modeling & Social Dynamics**

Prerequisites: None

Simulation and modeling has been part of both science and practice for a very long time. In this course we will examine a unique and specific form – agent based systems (ABS). ABS fill a niche that other approaches cannot fill; therefore, they are often used in complement to other approaches business analytics bring to bear on solving problems. ABS afford some unique characteristics that allow managers and researchers to ask different questions, and to ask questions differently. ABS are extremely useful when some of the heroic assumptions of other methods cannot be met. ABS are also capable of investigating symbolic constructs as well as numerical constructs of interest. In particular, ABS have been very successful in modeling social systems that vary in size from three to millions. ABS allows the modeler to look into the “details” of the events that are generating the phenomena of interest, whether it is the behavior of a business, implications of strategy, market behavior, or groups

interacting on the Internet. ABS have been quite useful in determining the various types of consequences occurring in what are called dynamical, complex systems, including the often unforeseen consequences of strategy and policy decisions. This is a programming course that has no prerequisites. In this course we will autopsy some ABS models and construct others.

### **ISOM 355 - Appcology: New Commerce Infrastructure**

Prerequisite: None

This course will explore issues associated with the emerging forms of applications and services changing software ecosystems and commerce interactions. We will involve both design and development of real apps, gizmos, and widgets. This course will enable students to learn the design, development and distribution of the small and the many, and leave with a portfolio, not just a certificate. This will be a workshop/project-oriented course and participants will work on themed projects in app development, including work with Emory Communications, the Halle Institute, and other Emory schools and centers. In addition, participants will lead and contribute to themes at an Emory App Fair on mobile applications.

### **ISOM 356 - Think Code Make**

Prerequisite: None

Introduces the fundamentals of coding, programming and systems design thinking. Steve Jobs said “Everyone should learn how to code, because it teaches you how to think.” The course is designed for folks with low-to-no coding background and exposes one to the tools that support other decision making activities. We develop basic skills in Python (data manipulation, string handling, etc) and in web development – HTML/CSS/js (web design) and some will be involved in SWIFT language (new from Apple). In addition, concepts and languages in 3D Printing, augmented reality and game design are explored. Many small projects and a few summary projects are used to demonstrate acquired skills.

### **ISOM 358 - Data Analytics and Visualization**

Prerequisite: None

How can modern data management approaches and technology be used to empower workers, raise awareness and ensure that decisions align with both the strategic objectives and obligations of organizations? In this course, students will learn to develop Excel-based analytical tools, informational frameworks and visual interfaces for improving resource-usage and process effectiveness in support of these issues. In doing so, students will gain the ability to leverage strategic, operational and social awareness in the pursuit of long-term competitive sustainability.

### **ISOM 359 – Privacy in a Digital Age**

Prerequisite: ISOM 351 Process & Systems Management

This course will examine the ways in which information technologies drive and facilitate organizational innovation. Through a variety of readings as well as written and live business case studies, students will develop a framework for thinking about the range of technologies that may be brought to bear on business innovations. In addition, we will explore how these technological tools actually create new business models for the production and consumption of goods and services. The course will revolve around a project that will use the educational environment as a lab for designing technologically driven innovation. Working in teams, students will choose and experiment with at least one new approach to using technology as a medium to deliver and/or consume educational services and will evaluate the potential of this approach to enhance learning.

### **ISOM 450 - Foundations of Digital Enterprises & Markets**

Prerequisite: None

Our personal interactions, our interactions with businesses and government, and interactions between businesses are increasingly occurring in digital environments. Whether you are a financial analyst valuing investment opportunities, a marketer evaluating sales channels, or a consultant framing up new technological opportunities for your clients, understanding the foundations of these digital environments will be critical to your role as a leader in the next decade, as advances in technology continue to lead to new ways of working, new ways of interacting, and new ways of making money. This course lies at the intersection of business, economics, and digital technology. You will emerge from the course with an appreciation of how the technology powering digital enterprises and markets is creating new business opportunities as well as shaping the way we live and work. You will learn about fundamental principles surrounding information systems (e.g., information architecture, data mining, data privacy and security, authentication, and human-computer interaction) and information economics (e.g., network externalities, information asymmetry, and role of technology standards). The course will be interspersed with technology briefings that will showcase emerging technologies. These briefings are designed to stimulate student interest in emerging technologies and help student groups embark on a class project that examines an emerging technology.

### **ISOM 451 - Making Effective Decisions**

Prerequisite: ISOM 350 Data and Decision Analytics (Oxford Students take Math 117 in lieu of ISOM 350)

Every aspect of your life is surrounded by decisions those made by you and those made by others. Imagine how much better your life would be if all of your important decisions were as good as they realistically could be. As your career grows, your decisions will become more and more important. Many of them will entail considerable risk. Many will also involve potential competition. Most of them will be neither clear-cut nor obvious. You have acquired the tools of rationality. In this course we will examine the bounds of rationality and how decisions (and problems) are made under the influence of those bounds. Our journey will take us from the influence of groups and social media, to the psychology and neuroscience underlying deception, economic choice, risk, emotional influences, and social and ethical decisions. The goal of this course is to examine both how you currently make your decisions and how a variety of methods will allow you to significantly improve your decision making and problem solving skills. All this comes from the enormous amount of research in the last few years about how people make decisions and solve problems, and how they can make their decisions and problem solving better.

### **ISOM 452 - Healthcare Operations & Technology Management**

Prerequisite: ISOM 351 Process and Systems Management

In the US, the health care sector accounts for 17.3% of the gross domestic product. Already the largest sector of the economy, health care continues to experience significant growth. Health care organizations face numerous challenges, including rising costs, increasing complexity and quality issues, all while confronting an increase in demand for limited resources. Given the unprecedented pressure to improve efficiency and quality, there is thus a tremendous opportunity for healthcare organizations around the world, large and small, to better manage their operations.

### **ISOM 453 - Operations Strategy**

Prerequisite: ISOM 351 Process and Systems Management

How can firms compete on operations? Some do it by delighting customers with a steady stream of innovative products. Others deliver goods and services faster or at lower cost than competitors. Such superior operations are typically the result of the operations strategy. This course on operations strategy explores how operations can create and sustain competitive advantage. The first step in developing an operations strategy is to ask: what value proposition does the firm want to offer its customers? We

consider a variety of possible bases of competition, including lowest price/cost, highest quality, flexibility or speed of customer response, and innovativeness. The choice of value proposition in turn suggests a series of choices with respect to the design and management of the operating system. The course reviews how to configure an appropriate and effective operating system – one that aligns with, supports, and delivers the chosen value proposition. We also examine the complexities associated with global operating systems, including the hidden costs of outsourcing and offshoring. An important goal of this course is to frame key strategic operations issues and to provide tools to resolve them. The cases, readings, and frameworks covered in the course are designed to serve two audiences: students who plan a career specifically in operations, and students with broader interests who may in the future need to analyze and improve operations for strategic purposes. The latter group may include students envisioning a future in consulting or general management, as well as others interested in strategic management, marketing, accounting, and finance.

### **ISOM 454 - Advanced Data Science**

Prerequisite: ISOM 350 Data and Decision Analytics (Oxford Students take Math 117 in lieu of ISOM 350)

This course is an advanced analytics course focusing on data science and the development of data products. Data science is an emerging interdisciplinary field that draws from computer science, statistics, business, as well as other fields. All of the typical phases of data science projects will be discussed in the course: data acquisition, data cleaning, storage and retrieval, data analysis, and production product development. The course will use the programming language Python and the R statistical package as the primary software tools. The course will also introduce the cloud computing environment which is where we will do our heavy number crunching (probably on Amazon Web Services) and will discuss strategies for computationally intensive problems. We will analyze both structured and unstructured (e.g., text) data. The goal of the course is to give students some real experience with data science so that they have the understanding necessary to function as a part of a data science team and contribute to business decisions in that context. This course involves programming and debugging and students should expect to face unstructured problems that will produce significant frustration (all a part of functioning in this arena). The course is intended only for students in the top quartile in terms of quantitative and computer skills. Most of the work in this course will be team based and you will be expected to help each other.

### **ISOM 455 - Forecasting & Predictive Analytics**

Prerequisite: ISOM 350 Data and Decision Analytics (Oxford Students take Math 117 in lieu of ISOM 350)

This course expands on the basic statistical tools of BUS 350 in two major ways: [1] New methods of Modeling/Analyzing data and [2] Development of automated structures to support decisions tied to data. This course is a very “hands on” working-with-data, either data sets provided or those you are specifically interested in. Many students have gone on to utilize the skills/tools from this class successfully in their first jobs or startups. The instructor will present extensive examples from personal experience with forecasting and modeling for companies ranging from Fortune 100 to successful startups. Through sharing of experience and discussion of many data sets and problems we gain years of experience in a few months. The course is structured to challenge the very good quantitative people while providing a path to success for the numerically challenged.

### **ISOM 456 – Introduction to Business Data Analytics**

Virtually every aspect of business is instrumented for data collection and data is increasingly analyzed systematically to improve business decision-making and offer competitive advantage. In this class, we will study the fundamental principles and techniques of data mining in order to extract useful information and knowledge from data. We will improve our ability to approach problems ""data-

analytically", we will examine real-world examples that place data mining in context, and we will apply data-mining techniques while working hands-on with a data mining software. After taking this course, you should be able to view business problems from a data analytics perspective, think systematically about how the techniques of extracting useful knowledge from data can improve business performance and have hands-on experience with data mining techniques. Prior experience with a programming language or with data mining is useful but not necessary.

### **ISOM 457 - Business Threats, Crises & Response**

Prerequisite: None

What are the economics of extreme events? How can social network analysis and social simulation be used to inform and anticipate such events? How can risk be framed and policy developed to aid non-profit and for-profit organizations deal with these environments while ensuring public benefit and cultural acceptance? These questions are at the heart of this course.

### **ISOM 458 - Psychology of Technology**

IT (information technology) is becoming both pervasive and capable. You interact with IT daily, and so will your clients, customers, colleagues, family and friends. So, what principles guide people's reactions to, and interactions with, IT? How can we use these principles to design better actions, reactions and interactions? The answers are neither obvious nor easy, but are essential for improving business practices and products. In this course, we will view the latest research in leading laboratories and talk with the researchers. We look at cases and examples, ranging from web pages and common business applications, to games, agents, social computing, virtual worlds, artificial intelligence, and robots. This will lead us to societal issues, examining the digital divide, ethics, malware, piracy, and privacy.

### **ISOM 459 - Process Analysis & Six Sigma**

Prerequisite: ISOM 351 Process and Systems Management

This course builds upon BUS 351, treating process analysis in detail. Process analysis is a key component of Six Sigma programs. Six Sigma is an approach for performance improvement that was made famous by GE and is currently being implemented by thousands of companies. The analytical skills you learn in this course are important to many employers and can be foundational for a career in operational performance improvement.

### **ISOM 461 - Strategic Decision Analysis**

Prerequisite: ISOM 350 Data and Decision Analytics (Oxford Students take Math 117 in lieu of ISOM 350)

This course is an introduction to decision analysis, game theory and strategic decision making. It covers classical decision analysis in which there is a single decision maker and the actions of other players are treated as random or chance events but then quickly moves on to the more interesting, and complicated, scenario where other players are treated as rational actors making conscious decisions in their own best interests. The course covers the fundamentals of game theory (simultaneous and sequential games, dominance, backward induction, pure vs mixed strategies, Nash equilibria, repeated games, etc.) and uses them to develop conceptual frameworks and tools for strategic decision making. It also discusses strategic moves used to gain an advantage such as signaling, screening, commitments, threats and promises. Many applications are discussed including models of competition and cooperation, bargaining, auction design and bidding, fair division and incentive structures. Real world examples taken predominantly from business but also from politics and international relations are used to illuminate the concepts.

### **ISOM 499R Special Topics - Data Visualization**

This course will introduce the techniques and tools used to create effective data visualizations. The field of data visualization combines the art of graphic design with the science of data analytics. Students will learn how to perform exploratory analysis through visualization, how to create well-designed data visualizations to effectively communicate quantitative information, and how to design interactive visualizations and dashboards. Students will learn how to visually represent the common quantitative messages, which include time series, rankings, proportions, deviations, frequencies and distributions, correlations, categorical comparisons, and geospatial plots. Students will also acquire a working knowledge of Tableau and other common data visualization software packages.

## **MARKETING COURSES**

### **MKT 340 - Marketing Management (Core Course)**

This is the introductory marketing course designed to familiarize students with the practice of marketing in a modern business environment. It takes as its starting point students' every-day observations of marketing activity (e.g., advertisements and retailing) and explains the network of activities and concepts that guide these programs. Students will acquire an understanding of the marketing process: Marketplace analysis organized around the 5 C's (context, customers, company, collaborators, competition). Marketing strategy using the STP (segmentation, targeting, positioning) frame work Implementation organized around the 4 P's (product, promotion, price, place). The course project provides an opportunity to demonstrate creativity by developing a marketing plan for a business of your choice.

### **MKT 341 - Seminar on Global Marketing**

Prerequisites: MKT 340 Marketing Management

This is an advanced-level seminar on contemporary marketing issues with significant global content. This course provides in-depth learning of new marketing paradigms and practices, especially the impact of global competition and the growth of emerging markets. The course is less historic and more futuristic in its orientation. The global aspects of the course focus largely on marketplace opportunities in developing markets including India and China.

### **MKT 342 – Data Driven Market Intelligence**

Prerequisites: MKT 340 Marketing Management and ISOM 350 Data and Decision Analytics

This course will help you make better business decisions by giving you the tools to analyze marketplace data and to understand how data analysis tools can be used to guide and inform corporate direction. While the course provides insight into how to actually conduct research, its focus is on providing the needed background for future managers who will be the ultimate users of the data, and who will determine the scope and direction of research conducted. The skills learned are particularly valuable for students planning careers in marketing or strategic consulting, or as entrepreneurs, and is a fundamental function in industries such as consumer packaged goods, entertainment, financial services and sports management. This course is a Marketing Knowledge / Tools elective designed to build students' analysis and insight toolkit.

### **MKT 343 - Digital and Social Media Strategy**

The goal of the course is to familiarize students the digital media landscape as it relates to marketing strategy. As digital marketing tactics become more common among organizations, digital strategy will become integrated into the broader marketing strategy. To this end, the course is roughly divided into three main parts: (1) understanding online behavior, (2) understanding social media, and (3) incorporating social media into marketing strategy.

**MKT 344 - Marketing Analytics in Excel**

Prerequisites: MKT 342 Marketing Intelligence and Customer Insights; completed or taken concurrently, or permission from the instructor.

While more powerful tools may be available in some organizations, the ubiquity of Excel makes comfort with it an essential business skill. This course develops students' familiarity with Microsoft Excel as a tool for analyzing business problems. No prior experience with Excel is necessary. Drawing on commonly encountered marketing scenarios, tools are developed using Microsoft Excel to provide guidance to support managerial decisions. Among the topics discussed are customer valuation, pricing, forecasting and the analysis of survey data. Format: Lectures and discussion, hands-on lab exercises.

**MKT 346 - Consumer Behavior**

Marketing begins and ends with the customer, from determining customers' needs and wants to providing customer satisfaction and maintaining customer relationships. This course examines the basic concepts and principles in consumer psychology with the goal of understanding how these ideas can be used in marketing decision making. Topics covered include customer psychological processes (e.g., motivation, perception, attitudes, decision-making) and their impact on marketing (e.g., segmentation, branding, customer satisfaction). The goal is to provide students with a set of tools, concepts, and theory to consider when faced with a decision involving understanding customer responses to marketing actions. Format: Lectures and discussion, applied projects.

**MKT 347 - Product & Brand Management**

Prerequisite: MKT 340 Marketing Management

Virtually every business is organized around its products and services. A firm's brands are often its most valuable assets. This course exposes students to the contemporary challenges faced by a broad variety of firms in creating, maintaining, and managing brand equity over both the short and long term. It examines the contemporary challenges faced by a variety of firms involved in developing and introducing new products, formulating strategies for managing product lines, and building, leveraging and defending brands. Students work with data that are typically available to product and brand managers to achieve a real-world learning experience. The course is not only relevant to students whose interests are in brand management, but also students from outside of marketing seeking broad coverage of marketing issues.

**MKT 348 - Sales and Business Development**

Prerequisites: MKT 340 Marketing Management

This course focuses on business-to-business sales organizations – the essential elements that influence their effectiveness, and the latest changes impacting sales management practice. The course offers greater emphasis on management effectiveness than personal selling, though it does include a brief survey of various sales methodologies. Also considered is the emerging role of sales operations, a portfolio of productivity initiatives many firms now use to support sales force effectiveness. The course examines innovative technologies that are disrupting the B2B buying and selling process, reshaping roles, and improving sales force productivity. Students gain an appreciation for what makes a sales organization effective, an understanding of how management decisions impact sales force productivity, and exposure to emerging trends and best practices in B2B sales organizations. Format: Lectures and discussion, case analyses, guest speakers.

**MKT 349 - Entertainment & Media Fieldwork**

Prerequisite: MKT 340 Marketing Management

This course is intended to provide students with: Exposure to the various facets of and challenges faced by entertainment, media, and sports organizations. Practical experience through the opportunity to address and solve actual business problems that entertainment, media, and sports organizations face. The opportunity to develop a plan to launch a new entertainment, media, or sports related organization or a new entertainment, media, or sports related initiative within an existing organization This is an Implementation and Industry Elective with a significant experiential learning fieldwork component.

#### **MKT 440 - Non-Profit Marketing Fieldwork**

Prerequisite: MKT 340 Marketing Management

This Marketing course is intended to provide students with exposure to the challenges that not for profit organizations face – some which are similar to those for profit businesses organizations face, and some which are unique to NPO organizations. The class will also allow students to work on projects for NPO organizations. Furthermore, this course is intended to provide students with: Practical experience through the opportunity to address and solve actual business problems that Non Profit (not-for-profit) Organizations face. Exposure to the various facets of and challenges faced by Non Profit Organizations. The opportunity to develop a plan to launch either a new non-profit organization or a new non-profit initiative within an existing organization. This is an Implementation and Industry Elective with a significant experiential learning fieldwork component.

#### **MKT 441 - Ideation**

Prerequisites: MKT 340 Marketing Management

Creative ideation fuels, supports, and underlies the ability to innovate. In this course students learn the tools and methods as well as the self-reflection necessary to become a thinker in the idea-rich 21st century. Students discover how great ideas create and re-invent corporations and provide the stimulus to move them forward. Students acquire the capacity to derive the master idea behind a business' potential for greatness and learn how to apply a thinking process to approaching and analyzing business situations. In so doing, students identify and hone their creative skills and be able to use them more effectively in their professional as well as their personal lives. Format: Lectures and discussion, major project.

#### **MKT 442 - Marketing Consultancy Practicum**

Prerequisite: MKT 340 Marketing Management

Integrated Marketing Communications (IMC) involves the strategic process of planning, developing executing, evaluating and controlling the use of various promotional mix elements to effectively communicate with target audiences. The goal of most of this communication is to encourage customers to become aware of a brand, develop a preference for it, and eventually purchase it. In this applied course, which is an integration of IMC and research-based consulting, your goal is to develop a strategic IMC campaign for a real client, The Coca Cola Company. As such, you will be exposed to a consulting process based on a research-based structured problem solving approach which will guide your efforts to develop actionable recommendations for your client. This is an Implementation and Industry Elective with a significant experiential learning fieldwork component.

#### **MKT 443 - Pricing Lab**

Prerequisites: MKT 340 Marketing Management

Pricing is a critical business activity and one that is often viewed as a significant challenge. In this course we will take a hands on approach to developing pricing tactics and strategies. Using data whenever possible we will explore techniques for setting prices in a variety of contexts. For example, we will consider problems of pricing across a product line, dynamic pricing of perishable products (such as hotel

rooms or sports tickets) and nonlinear pricing. The approach is hands on and most exercises will be conducted using Excel. Format: Lectures and discussion, hands-on lab exercises.

#### **MKT 444 - Marketing Analytics Consulting**

Prerequisites: MKT 340 Marketing Management

Teams work with partner companies on data-intensive marketing projects. The key questions addressed in the projects focus on central issues in marketing, such as segmentation and targeting, pricing, customer retention, marketing ROI, and demand forecasting. Students receive hands-on faculty guidance in creating marketing models, analyzing data, and extracting insights. Deliverables include a final presentation to the partner company.

#### **MKT 445 - Predictive Sports Analytics**

Prerequisite: ISOM 350 Data and Decision Analytics (Oxford Students take Math 117 in lieu of ISOM 350)

Over the past decade, a professional sports team's decision processes have been transformed from being based mainly on intuition and experience, to being based on copious amounts of data and sophisticated statistical models; this trend has even been highlighted in popular culture through the bestselling book and blockbuster movie, "Moneyball". In this course, we will focus on the use of analytics and data for improving human capital related decisions in the context of both sports and non-sports. The core of the class will focus on developing data management and statistical skills. In terms of work product, students will be expected to complete several statistical modeling based assignments and a final project that focuses on an applied "human capital" problem.

#### **MKT 446 - Advertising and Marketing Communications**

Prerequisite: MKT 340 Marketing Management

This course provides students with an understanding of the role of integrated marketing communications in the overall marketing program and its contribution to marketing strategy. The course objectives are threefold: (1) To help students gain an appreciation of what is required in managing the various aspects of marketing communications within organizations by understanding the communications mix including advertising, public relations, sales promotions, direct marketing, internet and interactive marketing; (2) To enable students to examine and evaluate the artistic creativity and technical expertise required in marketing communications; and, (3) To help students gain firsthand skills in developing an integrated marketing communications campaign, including creative strategy and media planning, budgeting, campaign design and analysis. Students will become more aware of the challenges and issues faced by marketers in the wake of radical changes in the marketing communications discipline and to be exposed to a comprehensive set of theories, concepts and approaches to apply toward career endeavors. Format: Lectures and discussion, case analyses, guest speakers.

#### **MKT 447 - Sports Marketing**

Prerequisite: MKT 340 Marketing Management

This course introduces students to important topics in sports marketing, particularly "marketing assets" such as brand equity, customer equity, and inventory equity. This course focuses on the business side of sports; BUS545 focuses on the player operations side. Format: Lectures and discussion, guest speakers.

#### **MKT 448 - Marketing Channel Strategy & Retailing**

Prerequisite: MKT 340 Marketing Management

This course is about the strategy of how to create value for customers by making products available at the right place and time. Emphasis will be placed on retailing (both online and offline). Topics include

how to manage multiple channel formats, how to manage partnerships, how to select and incentivize partners, how to price through the channel and the implications for social business channels in emerging markets. Ideal for individuals who are targeting jobs in consulting, retailing, marketing strategy, and business development, as this course involves a mix of organizational and operations strategy, and negotiations. The class format will include cases, projects, a retailing simulation and guest lecturers.

### **MKT 449 - Marketing Strategy**

Prerequisites: MKT 340 Marketing Management

In this course we will consider the topics of marketing strategy and customer relationship management. Classic Marketing Strategy emphasizes the selection of customer segments and the determination of the appropriate positioning of the product or brand. Customer Relationship Management has grown in popularity over the past decade as firms have gained the ability to implement marketing strategies at the level of micro segments or individual customers. In addition, in this course we will emphasize how firms can develop and use information to support brand and customer strategies. The course is designed as a lab course in that the course will stress an active approach to learning. For example, student teams will compete via the Markstrat simulation and we will have a CRM project based on a "real world" challenge currently faced by a local consultancy. The course is also part of the marketing analytics concentration. As such we will also use a number of cases and assignments that involve analysis of market and customer data.

### **MKT 462 – Market Research**

Prerequisite: MKT 340 Marketing Management

Firms have access to detailed data of customers and past marketing actions. Such data may include in-store and online customer transactions, customer surveys as well as prices and advertising. Using real-world applications from various industries, the goal of the course is to familiarize students with several types of managerial problems as well as data sources and techniques, commonly employed in making effective marketing decisions. The course would involve formulating critical managerial problems, developing relevant hypotheses, analyzing data and, most importantly, drawing inferences and telling convincing narratives, with a view of yielding actionable results.

### **MKT 499 – Special Topics: Data Monetization Lab**

Special topics courses include courses that address a current or timely topic, that are in a "pilot" phase before being offered on an ongoing basis, or that are known to be one time offerings. Special topics course offerings can vary from term to term

## **ORGANIZATION AND MANAGEMENT COURSES**

### **OAM 330 - Organization & Management (Core Course)**

Organization and Management Presents and integrates materials from organization and applied behavioral sciences to create a solid foundation for further study of the dynamics of management, as practiced now and with a view to the future. This is a foundation course for further work in organization and management.

### **OAM 331 - Strategic Management (Core Course)**

Strategic management focuses on the "big picture" questions in business: What drives the total profitability of an entire corporation? Why do some companies succeed while others fail? And what -- if anything -- can managers really do about it? The main strategic problem for any company is to diagnose its situation correctly despite incomplete and ambiguous information about the problems and opportunities that it faces. So, this course helps students develop such "diagnostic reasoning" skills

through both exercises/simulations and case analysis/discussion. Students also learn and apply a set of conceptual tools and frameworks for assessing the profit implications of both the company's external environment and its internal resources and capabilities.

### **OAM 332 - Business & Society**

Prerequisite: None

This course surveys the complex and evolving relationship between corporations and society. As powerful social actors, corporations are increasingly held accountable to not just their shareholders but also a range of internal and external stakeholders. This course adopts a broad theoretical perspective on the challenges and opportunities that corporations confront in their interactions with society, such as struggles to maintain legitimacy, acquire resources, build partnerships, and solve complex global problems. Topics covered in the course include (but are not limited to) the following: The history of the corporation as a social, political, and legal actor; the participation of business in government, including lobbying and PACs; corporations, the environment, and human rights; ethical consumerism and cause-related marketing; fair trade and fair labor; corporations, NGOs, and social movements; and multilateral institutions that impact business, such as UNICEF and the UN Global Compact. A significant portion of the course will address the issue of corporate social responsibility and how companies are strategically addressing these challenges with business acumen.

### **OAM 333 - Sports Management**

Prerequisite: OAM 330 Organization & Management

A primary focus of the course will be on the business of collegiate and professional sport. In addition, this course is designed to introduce students to some of the laws, rules, and regulations that impact the work setting of sport organizations and that drive business decisions. A core purpose of the course is to provide students with a basic understanding of the business and legal issues involved in the operation and management of organizations in the sport business management industry, and to equip students with the skills and strategies needed to effectively work with business executives and lawyers to resolve these issues. Students will learn and apply sport business management principles, including substantive concepts in the following areas: collegiate athletics, professional sport, international sport, sport marketing, sport tourism, sport consumer behavior, public relations in sport, sport broadcasting, sport sales, sport sponsorship, facility and event management, sports franchise valuation, sport analytics, legal and ethical issues in sport, diversity and inclusion issues in sport, managerial leadership in sport organizations, and sport management research.

### **OAM 334 - Social Enterprise in Latin America**

Prerequisite: OAM 331 Strategic Management

This BBA juniors-only course/trip is designed to expose students to the many development challenges faced in the region and engage them in discussions related to how business principles and market-based solutions can be applied to achieve meaningful societal impacts. This travel module allows students to experience first-hand a range of social enterprises as well as several different focus areas of development. The chosen enterprises operate in urban through rural settings and comprise different combinations of for-profit and nonprofit orientations.

### **OAM 335 - Strategies for Entertainment and Media**

The course examines the main economic features common to entertainment, cultural and media industries, and how those features pose strategic and organizational challenges for managers. These features include large fixed costs for the first copy of new products and brands, but small variable costs for each additional copy; intrinsic uncertainty in the success of products prior to their introduction into

the market; and an unusual relationship between product age and value, where products initially lose their value rapidly but can also retain some residual value for an effectively infinite period. The course focuses on thinking strategically about the nature of cultural and media products, what drives their supply and demand, the factors that affect their value and how firms can manage them.

### **OAM 336 - Catalyzing Social Impacts**

Prerequisites: OAM 330 Organization and Management and OAM 331 Strategic Management

The aim of this course is to build on prior iterations of the popular consulting class and provide a vehicle through which twelve local nonprofit organizations will benefit from the time and energy provided by our BBA students. While taking the course, students will learn about the basics of defining, conducting and presenting the results of consulting projects. At the same time, they will develop a basic understanding of how a business school education can be brought to bear on issues faced in the nonprofit sector.

### **OAM 337 - Managing Groups & Teams**

Prerequisite: OAM 330 Organization and Management

Team work is prominent in a variety of organizational, social, and professional settings. Yet, many misconceptions exist about teams that hinder their effectiveness. The course will cover the theory and processes of group and team behavior. A variety of behavioral topics will be covered (e.g. innovation, power & politics, social networks) with an emphasis on group contexts. Examples of the types of group contexts considered include special project work groups, business units, and top management teams. The course is intended for students who seek a greater understanding of teams and who wish to increase their competence in managing and working effectively in team contexts. This course is also suitable for students interested in expanding their knowledge of the people side of organizational life.

### **OAM 338 - Behavioral Economics**

Prerequisite: OAM 330 Organization and Management

Behavioral economics enriches traditional economics by providing it with more realistic psychological foundations. In the course, we study some of the most robust and important findings of the field, and examine their implications for individual decision making, marketing, finance, and management.

### **OAM 385 - Entrepreneurial Practicum**

This course discusses in the depth all facets of operating and financing an entrepreneurial venture. The class structure is unconventional. The core of the course consists of students applying their knowledge at actual entrepreneurial ventures (practicum) and be actively involved in a commercialization forum (forum). The class room time supplements and is secondary to the core experience of working with entrepreneurial ventures. To ensure that students are prepared to provide maximum value to their entrepreneurial venture, the class will have a broad focus on understanding the key attributes of successful ventures and understanding strategies and tactics used to increase the probability of success. The course is divided into three modules. The first module consists of evaluating entrepreneurial ventures (valuing them, assessing their likelihood of success). The second module consists of strategies and techniques (including marketing, sales, finance) to enhance value for an entrepreneurial venture. The third module features a broad overview of financing methods for entrepreneurial ventures and how to prepare and negotiate a deal with capital providers. Throughout these three modules student teams will apply their knowledge at an entrepreneurial venture and be actively involved in a commercialization forum in which companies present to seasoned investors. The primary audience for this course are (i) students interested in starting their own company or joining an entrepreneurial venture and (ii) students interested in joining firms that capitalize entrepreneurial ventures (angels, venture capital firms, private

equity firms, family offices, endowments, sovereign wealth funds, pension funds, etc.). The secondary audience for this course is students planning careers that have significant interaction with entrepreneurial ventures or those that finance these ventures (investment advisors, consultants, etc.).

### **OAM 430 - Competitive Advantage**

Prerequisites: OAM 330 Organization and Management and OAM 331 Strategic Management

This course focuses on analyzing competitors and building corporate advantage. Students will learn how to assess a firm and corporate strategy from an analyst's perspective. Accordingly, we explore how firms can create and maintain a strong competitive position across their lines of business -- analyzing competitors across and within their businesses. We then examine how firms enter new businesses through M&A, alliances, and internal development. Finally, we examine strategy analysis and formulation in uncertain and turbulent environments. This course may be especially useful for those who seek careers in consulting, general management, and investment banking.

### **OAM 431 - Social Enterprise & Impact Investing**

Prerequisites: OAM 330 Organization and Management and OAM 331 Strategic Management

Social enterprises are mission-driven organizations that trade in goods or services for some defined social purpose. At times, the profits from a business are used to support a specific social goal. Other times, the organization itself accomplishes a defined social aim through its own operations. This class discusses the evolving role played by the social enterprise in the context of changes in both the private and government sectors. This is followed by an elaboration of specific organizational and management challenges faced by social enterprises. The third part of the course focuses, in turn, on different 'types' of social enterprises; e.g., large established social enterprises like Habitat for Humanity or C.A.R.E.; social entrepreneurship; global social enterprise; and organizations dedicated to environmental sustainability. The course concludes by discussing careers options in and associated with social enterprises. Additionally, every student that enrolls in this class is required to contribute (i.e., volunteer) 15-20 hours to a social enterprise. The form of this internship is flexible and is determined in consultation with the professor.

### **OAM 432 - Negotiations**

Prerequisite: OAM 330 Organization and Management

Offers students an opportunity to develop negotiation skills for a global business environment. Students learn to manage conflicts with competence, fairness, and sensitivity. The course relies heavily on simulations to promote learning by doing. It provides a low-risk setting with individual feedback to help students evolve an effective negotiating style that feels natural.

### **OAM 433 - Leading and Managing Change**

Prerequisite: OAM 330 Organization and Management (or 330 should be taken concurrently)

Addresses the forces that drive organizational change; examines obstacles to organizational change as well as those strategies for making change more effective. The emphasis is on planning, managing, evaluating, and surviving organizational change, with application to emerging business issues, including: knowledge management, "learning organizations," network management and organizational implications of new technologies and the internet. Case analyses will be augmented by exercises, live cases, guest speakers and projects.

### **OAM 434 - Psychology of Leadership**

Prerequisite: OAM 330 Organization and Management

The seminar will introduce students to what is known about relating to others in personal, social, and especially, business situations. Of particular note is the means by which strong relationships foster leadership competencies and professional acumen that can be brought to bear in driving organizational change. Students will read the pertinent literature from a variety of sources including scholarly journals and popular publications. They will examine and evaluate the information available about the importance of relationships as it relates to succeeding and leading in the workplace especially as viewed through the perspective of locus of control or how individuals view the connection between how they behave and what happens to them. The class will focus on the skills involved in how relationships progress from choice to beginning to deepening and to ending. Using Emory as an example of a location in which to form organizationally-facilitated relationships, the seminar will especially examine endings as the pivotal learning point. The crucial management skills necessary to successfully make transitions from one phase of a relationship to another for oneself and for others will be presented with an emphasis on the special role that nonverbal communication plays in that process. Students will survey literature, keep a relationship diary of their own ending at Emory, read and lead a discussion of at least three recent research studies on aspects of relating as they relate to personal and business situations, and work with a team to present one of the seven important modes of nonverbal communication.

By the end of the seminar students will understand how relationships operate in their own and other people's lives and be able to apply that knowledge to not only their personal growth but also to their development as business leaders.

#### **OAM 435 - Multinational Firms**

Prerequisite: OAM 330 Organization and Management and OAM 331 Strategic Management  
Explores the development and performance of multi-national enterprises in global economic, political, and cultural environments. Topics include the design and control processes of MNE's, the role of transnational institutions, political risk assessment, technology transfers, and management of a multicultural workforce.

#### **OAM 436 - Entrepreneurship and New Venture Management**

Prerequisites: OAM 330 Organization and Management and OAM 331 Strategic Management  
This course is designed to endow you with an entrepreneurial perspective, enhance your ability to use functional knowledge in an applied setting, and familiarize you with the skills and resources necessary for starting a new venture. By the end of the class you will be able to:

- Identify trends and opportunities in the marketplace
- Formulate new venture ideas
- Analyze your market and validate your customer base
- Present a competitive analysis of a specific industry
- Create a revenue model, forecast costs and demand, and assess potential profitability
- Understand how financing, venture capital and valuation work
- Utilize a business model canvas
- Put together and present a business plan and pitch
- Analyze ventures, both inside and outside of corporations

#### **OAM 438 – Management Consulting**

Prerequisites: OAM 330 Organization & Management and OAM 331 Strategic Management  
Familiarizes students with the history, theory, and practice of management consulting. The course reviews the theoretical underpinnings of management consulting by addressing such divergent topics as organizational diagnosis and strategic implementation theories, with an emphasis on fundamental

intervention skills (i.e., analytic skills and process skills). Finally, the risks and rewards of external intervention to an organization are discussed.

### **OAM 439 - Business Ethics**

This course is designed to aid you in developing tools for resolving ethical dilemmas. It fundamentally is about the question “what should I do?” in various business contexts. While many courses touch on the consequences of business decisions against the backdrop of profit maximization, this course is different. You will learn about ethical principles and frameworks that provide guidance for moral decision-making and apply them to a variety of business settings. These principles and frameworks may justify or constrain actions in the business world. You will consider ethical dilemmas from the perspectives of domestic and global business leaders as well as company employees, customers, research subjects, and other parties affected by business decisions.

The course is a study in applied ethics and business decision-making, and, to the extent the law serves as a floor for ethical action, legal policy. No prior legal experience is necessary. The goals of this course are: To aid you in identifying ethical issues in business. To introduce you to ethical principles and frameworks for addressing ethical problems. To provide guidance for applying those principles and frameworks to business decisions. To foster a general understanding of what limits the law imposes on business activities.

The course will consist of lectures and in-class discussions of materials. From time-to-time we may have “Voices from the Field” guest lectures from experts in the business and law fields. I will include you in law school business-related events to the extent I am able to do so.

### **OAM 460 - Strategic Networks**

Why do some people prosper while others struggle? The difference is more than what they know – their human capital. It's also who they know. Successful people know how to improve their wealth, health, and happiness by creating rich social capital, tapping the hidden resources in their business, professional, and personal networks. Research shows that rich social capital produces higher pay, faster promotions, better jobs, funding for new ventures, new business opportunities, and profitable companies. This course focuses on social capital: what it is, how to build it, and how to use it to achieve your goals.

### **OAM 471 - Applied Entrepreneurship**

Prerequisites: OAM 330 Organization and Management and OAM 331 Strategic Management and OAM 436 Entrepreneurship

This course is a second level course for those students who have previously taken BUS 436, designed specifically for future entrepreneurs and business leaders. While the first level class is focused around building a business plan and pre-launch of a business, this class is focused on the actual “how to” of starting, building and running a business. In this course, you and your team will act as CEOs of a new venture. The primary goal of this class is provide you with as close an experience as possible to actually starting and implementing your own business. This class is very “hands on” and active class participation is critical. We will focus on several essential business and entrepreneurial concepts including determining where risks and opportunities exist within the competitive landscape; creating tactics that are high impact and easy to implement; understanding how to increase your sales closing rates and grow your business quicker; leveraging your effectiveness of working with partners and minimize the risks associated with partnering; negotiating effectively with investors (or as an investor); determining if

a business should be closed or if it is worth investing more time and money; and recognizing when is the best time to sell your business and establishing how much it is really worth.

### **OAM 472 - Corporate Strategy and M&A**

Prerequisites: OAM 330 Organization and Management and OAM 331 Strategic Management (or 331 should be taken concurrently)

This course focuses on building corporate advantage -- the problem of how multi-business firms can create value. Accordingly, we first explore sources of complementarities or synergy among businesses and how to manage them. We then examine how firms acquire new capabilities with a special emphasis on M&A, alliances, and internal development. Finally, we examine strategy analysis and formulation in uncertain and turbulent environments. This course may be useful for those who seek careers in consulting, general management, and investment banking where multi-business firms play an especially critical role.

### **OAM 473 - Applied Lean Startup**

## **BUSINESS COMMUNICATIONS, BBA SEMINARS AND CAPSTONE**

### **BUS 365 - Communication & Prof Development**

Prerequisite: None

Whatever your concentration, communication skills are critical to your success at Goizueta, in your job search, and in your professional career. This course creates the foundation for strong communication ability and introduces the dynamics of interpersonal and organizational communication. In this course, you will create, develop, and deliver professional presentations and documents, individually and in a team, demonstrating effective project management and team dynamics. You will also prepare for job interviews and increase your self-awareness and self-reflection through the Birkman® assessment, which will help you identify what you need to operate most productively and how you can better deal with stress.

### **BUS 380 - Professional Development Seminar**

The Professional Development course is designed to teach BBA students to begin to discover who they want to be as business professionals by helping them connect personal goals to career goals.

### **BUS 382 - Junior Seminar**

The objective of this course is to fully engage you in a variety of co-curricular events that will enhance your personal and professional development. In addition to programming provided by the school, and opportunities to learn from outside professionals, some events organized by student organizations will also count towards junior seminar credit. Programming will be provided in career management, business research, leadership, technology, and academic skills & professional development. Finally, attendance at speaker events will generally count towards the session requirement.

### **BUS 480 - Senior Seminar**

Seminars will be offered on various topics. Previous offerings include: The Entertainment Industry, Wall Street, Law and the Legal Profession, Business Etiquette, Applied Field Experience (in conjunction with an internship), Personal Finance, Public Relations, Beta Alpha Psi, and Sports Management. Students need to complete 2 credit hours of senior seminar as a graduation requirement.

### **BUS 490 - Senior Capstone**

Through the Capstone Course experience students will: Practice problem-solving skills in situations characterized by ambiguity and lack of structure. Generate contextually informed, well-researched recommendations that integrate functional area knowledge. Enhance their capacity to engage in concrete, logistical and grounded analysis.

# ACADEMIC STANDARDS

## HONOR CODE

Members of the Roberto C. Goizueta Business School community are committed to values of honor, integrity, and accountability. We will not use dishonest means to gain unfair advantage in the academic arena, nor will we tolerate anyone who does so.

Academic dishonesty is a corrosive force at any University. Apathy or acquiescence in the presence of academic dishonesty is not a neutral act. It undermines the bonds of trust and honesty between members of the community and defrauds those who may eventually depend on our knowledge and integrity.

All members of the University community, students, faculty, and staff share the responsibility and authority to challenge and report acts of apparent academic dishonesty. Any member of the University community who has witnessed an apparent act of academic dishonesty, or has information that reasonably leads to the conclusion that such an act has occurred or has been attempted, has the responsibility to inform the faculty member in the class involved or the Honor Council promptly in writing.

Undergraduate students enrolled at Goizueta Business School are also expected to conform to the conduct requirements as described in the Emory University Undergraduate Code of Conduct, and to conduct themselves in accordance with the ideals for which Emory stands.

## GRADE DISTRIBUTION

The following recommended grade distribution for BBA courses is intended to result in an equitable policy that underscores the rigor of the program and provides a means for accurately assessing and recognizing the quality of student performance.

Grade	BBA Core	BBA Elective
A	15% - 20%	15% - 25%
A-	15% - 20%	15% - 25%
Not to exceed	35%	40%
B+	15% - 20%	15% - 25%
B	15% - 20%	15% - 25%
B-	10% - 15%	10% - 15%
Not to exceed	45%	50%
C+ or below	20%	10%

# ACADEMIC PROCEDURES

## Grading

Symbols A, A-, B+, B, B-, C+, C, C-, D+, and D indicate grades that receive academic credit. F indicates failure and is a permanent notation on the transcript. IF indicates failure to finish an incomplete. W indicates withdrawal without penalty and indicates no academic credit earned. WF indicates withdrawal failing. F, IF, and WF receive no academic credit, and factor into the GPA calculation at a value of 0 quality points.

For each semester hour of credit, quality points are computed as follows:

A	= 4.0	B-	= 2.7	D+	= 1.3
A-	= 3.7	C+	= 2.3	D	= 1.0
B+	= 3.3	C	= 2.0	F	= 0.0
B	= 3.0	C-	= 1.7		

## Grade Appeals Process

Grade appeals are exercised only in egregious and exceptional circumstances and, as such, are rare. Students should be aware that grading is the prerogative of the faculty member. There are only three scenarios that may result in a successful argument for a change of grade:

- The faculty member calculated the grade incorrectly and the student has documentation to provide evidence.
- Criteria used in grading were different than those set forth in the syllabus and/or provided orally to the class.
- There is objective evidence that the student was graded according to criteria or a scale other than that by which others in the class were graded.

Students who believe such a scenario may apply to them should contact their academic advisor. If a formal appeal is filed, it must be put in writing to the faculty member with stated reasons for the request. If it remains unresolved, the student, in consultation with the Program Director, should forward the same information with any relevant new information to the area coordinator. If it still remains unresolved, the final step would be to forward the same information with any relevant new information to the Vice Dean, whose decision will be final.

## Incomplete Work

The notation "I" is recorded whenever the student has been granted formal permission by the instructor, with approval of the Senior Associate Dean of the BBA Program, to defer a final examination or part of a course. Arrangements to receive an incomplete must be made prior to the end of the semester. Deferments are not permitted except for severe illness or other serious emergencies and must be approved prior to the date of the examination. The obligation to complete the work and the conditions under which the incomplete will be removed will be set forth by the faculty member. Incomplete work must be completed during the student's next semester of residence, or within twelve

months if the student does not reenroll. Failure to complete the course by the appropriate deadline will result in a grade of F.

### **Exam Absence**

Any BBA student seeking to defer a major in-course exam or final exam due to illness or emergency must be granted formal permission by the Senior Associate Dean of the BBA Program. Such deferments will be granted only in the following circumstances, all of which must be independently documented and verified:

1. Illness requiring in-patient hospitalization during the time of the exam.
2. Death of an immediate family member (grandparent, parent, or sibling) at the time of the exam, or immediately prior.
3. Illness for which a treating physician provides independent, written documentation directly to the Program Office stating that the student is medically incapable of taking the exam because of health risk to himself/herself or others. In the event that such documentation is not available, with written consent from the student, if the BBA Program Office can verbally confirm with a physician in Student Health that the student is medically incapable of taking the exam because of health risk to himself/herself or others, then the student will be excused.
4. Other extraordinary circumstances beyond the student's control for which documentation can be provided and for which there is absolutely no alternative.

Except in the case of #1 or #2, such documentation must be received prior to the exam in order to be excused. In the case of #1 and #2, documentation must be provided no later than 24 hours after the exam and must cover the time of the exam.

### **Probation & Suspension Guidelines**

Students placed on probation are expected to concentrate on bringing their work up to the required standard. The following regulations adopted by faculty decree are subject to change by the faculty at any time.

1. A student whose semester grade point average is 1.0 or greater but less than 2.0 will be placed on probation for the subsequent semester. A student on probation must earn a minimum semester average of 2.0 and at the end of the probationary semester have a minimum cumulative grade point average of 2.0. Failure to do so will result in academic suspension. The summer term will be treated as a semester for probation purposes for any student who enrolls in twelve hours or more of course work.
2. A student whose semester grade point average is below 1.0 will be automatically suspended.
3. Undergraduate students suspended for academic deficiency may petition to the Faculty Education Committee for readmission. The minimum suspension is one semester. The Faculty Education Committee will consider petitions for readmission during the suspended semester. The petition must be submitted in writing to the Senior Associate Dean of the BBA Program by February 15th for requested fall semester return or October 1st for a requested spring semester return. Late submission of the petition may result in a delayed return.
  - a. If a petition brought before the Faculty Education Committee is denied, the student may not resubmit a petition for readmission until one calendar year after the date of the denial.
  - b. If a student is suspended more than one time, a petition for readmission will not be considered until at least one calendar year after the date of suspension.
  - c. A student may at any time be put on probation by the Dean for neglect of duty, failure to make satisfactory progress towards degree, or other cause, irrespective of grades.

- d. Any student who in the opinion of the Senior Associate Dean of the BBA Program is not making satisfactory progress shall be formally notified of delinquency at the end of any semester and may be advised to withdraw. If such a student, after being advised to withdraw, elects to remain in school, the case may be brought to the Faculty Education Committee. If in the opinion of the Committee or the Dean the student is not making satisfactory progress at the end of the following semester, that student shall be suspended.
4. Students who return after being suspended are readmitted with probationary status. A student on probation must earn a minimum semester grade point average of 2.0 and at the end of the probationary semester must have a minimum cumulative grade point average of 2.0 in order to remain in the program.
5. The faculty expects completion of the BBA within a minimum requirement of four semesters and a maximum of six semesters. Students will not be permitted to register for more than one additional semester after having met the residency requirement. Exceptions based on chronic medical problems or other extraordinary and severe hardships will be considered upon written petition to the Faculty Education Committee. Exceptions to the minimum four semester residency requirement are based on extraordinary circumstances only, and are considered upon petition to the Faculty Education Committee.

### **Official Transcripts**

Upon written request to the University registrar, students may receive a copy of their official academic transcripts. Official transcripts bearing the University seal and validating signatures are mailed as directed by the student's request to agencies or institutions as confidential information. All transcripts include the entire academic record. No partial or incomplete statements of record will be issued as transcripts. For prompt receipt of transcripts, students should make requests within a reasonable time before needed. Delay in issuing transcripts may occur immediately before or after a term break.

Official transcripts can be mailed to agencies or institutions, provided the student's record shows no financial indebtedness to the University. Transcripts may be requested via OPUS or the University registrar's office.

### **Transfer Credit**

Evaluation of all existing transfer and test credit will occur prior to matriculation into the BBA program. Other than approved study abroad programs, course work may not be taken for credit towards degree at institutions other than Emory while a student is enrolled at Goizueta Business School. The Senior Associate Dean of the BBA Program will consider exceptions that involve the completion of preadmission course work or hours.

### **Non-degree Seeking Students**

Students from other divisions of Emory University who are not enrolled in the Business School may enroll in undergraduate Business School classes on a space-available basis, with instructor approval, providing all course prerequisites are satisfied. Non-BBA students may enroll in a maximum of 8 hours per semester and a total of 16 hours. Emory College of Arts & Sciences students should carefully consult College of Arts & Sciences policy regarding application of BBA coursework toward Emory College graduation requirements.

## **Registration**

Students must be officially registered for courses on OPUS and must appear on the professor's roll to be eligible to receive credit for a course. Course enrollment will not be granted after the completion of the drop/add period, regardless of class attendance. Students are allowed to preregister on dates set by the Goizueta Business School registrar's office.

## **Changing Courses**

Students who change their schedule after the original registration date are required to follow the procedures and calendar posted by the Goizueta Business School registrar's office. Business School students may utilize online add/drop/swap procedures. Once a course has closed, only the Goizueta Registrar's Office may enter students into classes. This will be done from a sequential waiting list. No one else, including the instructor of record, may add a student to a closed class. Students registering for fewer than twelve hours in any semester other than a student's final semester must obtain approval from the Associate Dean of the BBA Program.

## **Withdrawal from Courses**

Any student who withdraws voluntarily from a class after the specified drop/add period must obtain a signed permission slip. Students withdrawing prior to the end of the sixth full week of classes will receive a grade of W. Thereafter, a student who withdraws will receive a grade of WF. In calculating the student's overall average, the grade of WF is counted as an F. The grade of W is not calculated into the overall average. A student who withdraws from class after the sixth week for documented health reasons, or under other extraordinary circumstances, may petition the Associate Dean of the BBA Program in writing at the time of withdrawal in order to receive a grade of W. If the situation so warrants, a recommendation that a grade of W be awarded will be forwarded to the faculty member, who will make the final determination. Under no circumstances will a grade of WF be converted to a grade of W after it has been issued.

## **Complete Voluntary Withdrawal**

A student may withdraw from the BBA program at any time prior to the beginning of the final examination period. Upon voluntary withdrawal, grades of W or WF are recorded as set forth above. A student who withdraws from class after the sixth week for documented health reasons, or under other extraordinary circumstances, may petition the Associate Dean of the BBA Program in writing at the time of withdrawal in order to receive a grade of W. Students receiving the BBA Program Director's permission for a complete withdrawal during the fall and spring semesters may be eligible for a partial refund, depending on the date of withdrawal. During the summer semester only, students receiving permission for a partial (course) withdrawal may be eligible for a partial refund. The University's refund schedule is included in the Emory University Schedule of Courses Bulletin, available from the Office of the Associate Director of Academic Services.

## **Involuntary Withdrawal**

Emory University considers the safety and welfare of its students, faculty and staff a top priority. When a student engages in behavior that violates Emory's rules of conduct, the behavior will be addressed as a disciplinary matter under the applicable Student Conduct Code. The Student Conduct Code defines prohibited conduct and outlines a process for conducting disciplinary proceedings.

This Involuntary Withdrawal Policy and Procedure is not a disciplinary code, policy or process. It is not intended to apply to situations in which a student engages in behavior that violates the University's rules of conduct. It is intended to apply when a student's observed conduct, actions and/or statements

indicate a direct threat to the student's own health and/or safety, or a direct threat to the health and/or safety of others. There may be situations in which both this Involuntary Withdrawal Policy and the Student Conduct Code may apply. In all cases, the Dean of the Goizueta Business School, or his/her designee, shall have final authority regarding the decision, enactment, enforcement and management of the involuntary withdrawal of a student. Such a process will occur in accordance with University policy.

### **Class Attendance**

All class attendees must be officially registered by the appropriate University official. A registered student who fails to attend class can be involuntarily withdrawn from that class at the discretion of the faculty member in consultation with the Senior Associate Dean of the BBA Program. A grade of W or WF will be assigned in accordance with the policy outlined above. It is expected that students enrolled in Goizueta Business School will attend all classes, except in the very exceptional case of a dire emergency. Outside responsibilities, work obligations, job interviews, travel plans, and minor emergencies are not sufficient to excuse a student from class. Classes are highly interactive, and team assignments rely on all students being active class participants. Course attendance regulations are the prerogative of individual faculty members, who may use class attendance, class participation, or any combination thereof in any stated percentage in the calculation of the course grade. Students who are on probation may be subject to additional regulations and disciplinary action based on class attendance.

### **Absences from Examinations**

Any student who fails to submit a required course assessment or take a required examination when normally scheduled may not take this examination without both the consent of the faculty member and written permission from the BBA Program Office. In such cases permission will be granted only for verified, documented illness for which the care of a physician was required or other verified extraordinary and compelling reasons. A student who reports for and takes any part of a final examination ordinarily will not be allowed to defer or retake that final. Deferred examinations must be taken at the beginning of the student's next semester of residence, or at a time designated by the faculty member.

### **Residence**

The residence requirement for the BBA degree is four semesters of full-time enrollment. Full residence in any semester involves registration for and completion of a minimum of twelve hours of course work, directed readings, or directed study. More than full residence may not be earned in any semester, regardless of the number of hours scheduled. Students who enroll in twelve or more hours during the summer term(s) may apply the enrollment towards residency. Requests to reduce the four-term residency requirement will be considered by the Faculty Education Committee but are granted only under extraordinary circumstances and only to students who will otherwise complete all degree requirements and course hours in residence at Goizueta Business School.

Residency on a full-time basis in a Goizueta Business School-approved study abroad program may be applied to the four-semester requirement, assuming approval is granted prior to embarking on the program. No retroactive residency status or enrollment requests can be granted.

### **Student Complaint Policy**

Students who wish to file a complaint that does not fall within the jurisdiction of an academic area, the honor code or the conduct code should first discuss the concern with the appropriate personnel in the BBA Program Office.

Federal financial aid laws and regulations require that each state have a process to review and act on complaints concerning educational institutions in the state. If you have a complaint, you may, of course, file a complaint with Emory's financial aid office or call the Trust Line at 1-888-550-8850 or file a report online. You may also file a complaint about Emory University with the State of Georgia Office of Inspector General by following the directions at the Office of Inspector General (OIG) website. In the event that OIG receives a student complaint relating to financial aid, it will be forwarded to the Office of Inspector General of the U.S. Department of Education."

## HONORS AND AWARDS

### **Dean's List**

Inclusion on the Dean's List is based on comparative semester grade point average for that semester. BBA students in full residence who fall within the top 20% of their class by semester grade point average are recognized on the Dean's List for that semester. In addition to the requisite class standing, a student must have a cumulative grade point average in the Business School of 3.0 or above and must have been enrolled for twelve or more hours, completed all course work, and earned no grades of Unsatisfactory.

### **Beta Gamma Sigma**

Beta Gamma Sigma is the international honor society serving business programs accredited by AACSB International. The mission of the society is to encourage and honor academic achievement in the study of business and personal and professional excellence in the practice of business. Invitation to membership is the highest recognition a business student can achieve, anywhere in the world. At the undergraduate level, membership is extended to those students who both stand in the top 10% of the graduating class and who display the personal and professional attributes befitting the society.

### **Graduation Honors and Awards**

Students whose work has been particularly outstanding during four semesters in the Business School will be granted degrees with distinction, depending on the candidate's final class standing relative to the total graduating BBA Class. The calculation is inclusive of all graduates, including those from the Summer and Fall of the preceding year.

Graduating with honors in the business school is earned by rank:

Highest Distinction (Top 5%)

High Distinction (Top 6% - 10%)

Distinction (Top 11% - 20%)

### **BBA Program Graduation Awards**

#### **BBA SCHOLAR ATHLETE AWARD**

Presented to the graduating business student who has most effectively balanced the demands of varsity athletics with the rigors of his or her academic program.

#### **CAMPUS LEADERSHIP AWARD**

Given to the graduating senior who has served as an exemplary BBA representative through leadership beyond Goizueta Business School and whose efforts have made an extraordinary contribution to the larger university community.

#### **BUDNICK AWARD FOR TRANSFORMATION THROUGH CREATIVITY**

Awarded to the senior who has most successfully applied artistic and creative talents to enhance and expand the horizons of the Business School or University.

#### **INTERNATIONAL AMBASSADOR AWARD**

Presented to the student who has done the most to assist the school in its efforts to forge cross-cultural ties and extend its global reach.

#### **BBA CAREER MANAGEMENT CENTER AWARD**

Awarded to the graduating student whose efforts have expanded the School's outreach and helped to augment career opportunities for BBA students.

#### BBA MERITORIOUS SERVICE AWARD

Presented to the senior who has significantly enhanced the undergraduate business student experience through service beyond expectations and who has supported the mission of the BBA Program.

#### FARAAZ HOSSAIN CORE VALUES AWARD

Presented to the senior who embodies principled leadership by demonstrating personal and professional growth and intellectual development, and who is driven to create positive impact in organizations.

#### TRANSCENDENCE AWARD

Awarded to a graduating BBA student who serves as a role model in breaking down barriers and demonstrating resilience, and whose accomplishments extend beyond perceived boundaries.

#### UNsung HERO AWARD

Presented to the graduating student who has rendered notable service to the program, the University, or the larger community, without expectation of recognition.

#### BURT AND BETTY SCHEAR BOOK PRIZE

Awarded on a university-wide basis to the student most likely to make a uniquely positive mark on his or her universe.

#### BOISFEUILLET JONES MEDAL

Presented to the graduating senior who best represents qualities of devoted service, integrity, character and contribution.

#### ANDREW ETHRIDGE OUTSTANDING BBA ACHIEVEMENT AWARD

Given to the graduating BBA senior who has made the most significant contribution to community life during his or her tenure at Emory.

#### MOST OUTSTANDING ACADEMIC ACCOMPLISHMENT

Presented to the graduating student who has amassed the most distinguished academic record in the program.

#### JOHN ROBSON OUTSTANDING STUDENT ACHIEVEMENT AWARD

The Business School's highest graduation award, presented to a graduating student, selected from amongst all of the school's programs, who has best contributed to Goizueta Business School in its ongoing efforts to achieve excellence across all facets of the institution.

#### ROBERTO C. GOIZUETA AWARD FOR LEADERSHIP

This award is the highest honor given to a graduating student in the BBA Program and comes with a significant financial stipend. It is presented to the graduating student who best exemplifies six criteria: a love of learning, inspirational leadership, creative thinking, courage and commitment, transparency and trust, and excellence and integrity.

### **Academic Awards by Faculty Area**

## ACCOUNTING

### *Campbell Accounting Award*

Presented to the student who has attained the highest scholastic average in accounting during his or her senior year.

### *Educational Foundation of the Georgia Society of CPAs Award*

Presented to the student with a concentration in accounting who has attained the highest scholastic average over the four year course of his or her undergraduate program.

### *John R. Jones Accounting Award*

Presented to an undergraduate accounting student in recognition of outstanding academic and personal characteristics.

## BUSINESS COMMUNICATION

### *Excellence in Communication Award*

Presented to the student who has enhanced the standards for business communication within the BBA Program and has consistently demonstrated intelligent, creative solutions to communication issues in school, work, and life.

## ENTREPRENEURSHIP

### *Entrepreneurship Award*

Presented to the student who best demonstrates the aspirational vision, related academic performance, and business acumen needed to launch a successful entrepreneurial career.

## FINANCE

### *Atlanta Society of Financial Analysts' Award*

Presented to an undergraduate student who demonstrates outstanding academic scholarship and whose contribution to the classroom creates a better learning environment for both students and faculty.

### *Partnership Award in Finance*

Presented to the most outstanding undergraduate student in finance.

### *Real Estate Faculty Award*

Presented to the most outstanding undergraduate student in real estate.

### *Wall Street Journal Student Achievement Award*

Presented to a student who has demonstrated exemplary performance in the study of finance.

## INFORMATION SYSTEMS AND OPERATIONS MANAGEMENT

### *ISOM Consulting Analytics Award*

Presented to a graduating student who exhibits an exceptional understanding of data analytic tools and methodologies and has demonstrated the ability to leverage this knowledge in field-based projects.

### *ISOM Distinction Award*

Presented to the student who best exemplifies excellence in the field of information systems and operations management.

*ISOM Emerging Technologist Award*

Presented to the student who best enhances the reputation of the school through the application of state-of-the-art technology to innovative problem solving and through interactions with the larger technological community.

MARKETING

*American Marketing Association Award*

Presented to the most outstanding undergraduate student in marketing based on academic performance and the student's contribution to the field of marketing.

*Marketing Faculty Honor Award*

Presented to the most outstanding student in marketing based on academic performance and service to the area.

ORGANIZATION & MANAGEMENT

*Organization & Management Faculty Award*

Presented to the graduating student making the most significant contribution to the field of organization and management.

*Social Enterprise Distinguished BBA Student Award*

Presented to the student who has most notably distinguished himself or herself in the field of social enterprise.

## **BBA LIFE AND LEADERSHIP**

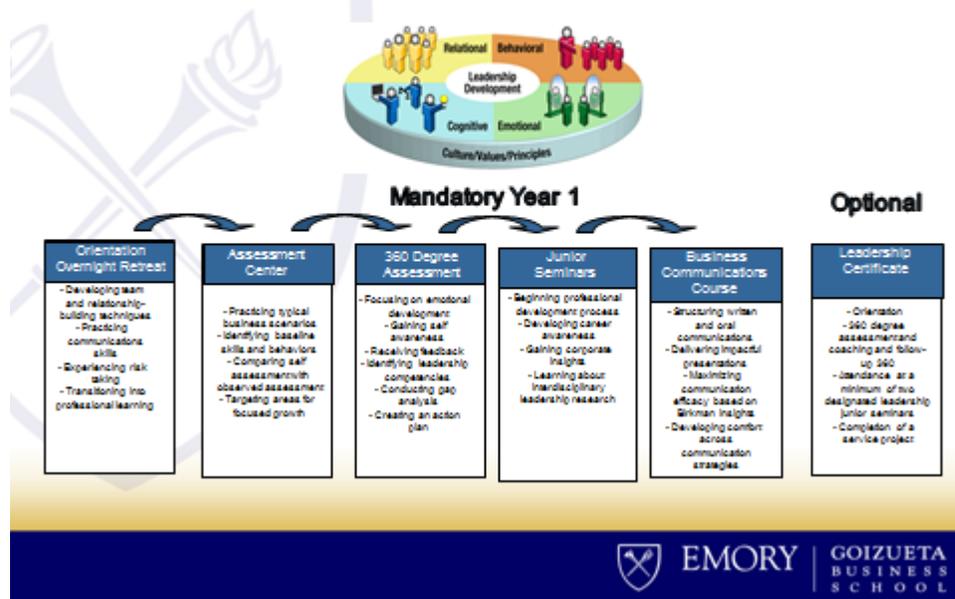
Goizueta's BBA students engage in a unique curriculum that adopts a holistic, multifaceted approach to developing leadership abilities. Beginning with your overnight orientation retreat and continuing throughout your two years in the BBA Program, you will participate in a series of coordinated and impactful experiences, including:

- A 360-degree assessment that will identify your leadership competencies, increase your self-awareness, and create an actionable plan
- Junior seminars in which you will begin the professional development process, gain corporate insights, and learn about interdisciplinary leadership research
- Individual coaching sessions
- A business communications course that will strengthen your written and oral communications and presentation skills
- Senior seminars in which you will develop industry-specific insights, fine-tune your career skills, and increase your professional exposure
- Case competitions that will enhance your ability to work under pressure, think on the fly, tolerate ambiguity, and produce innovative solutions

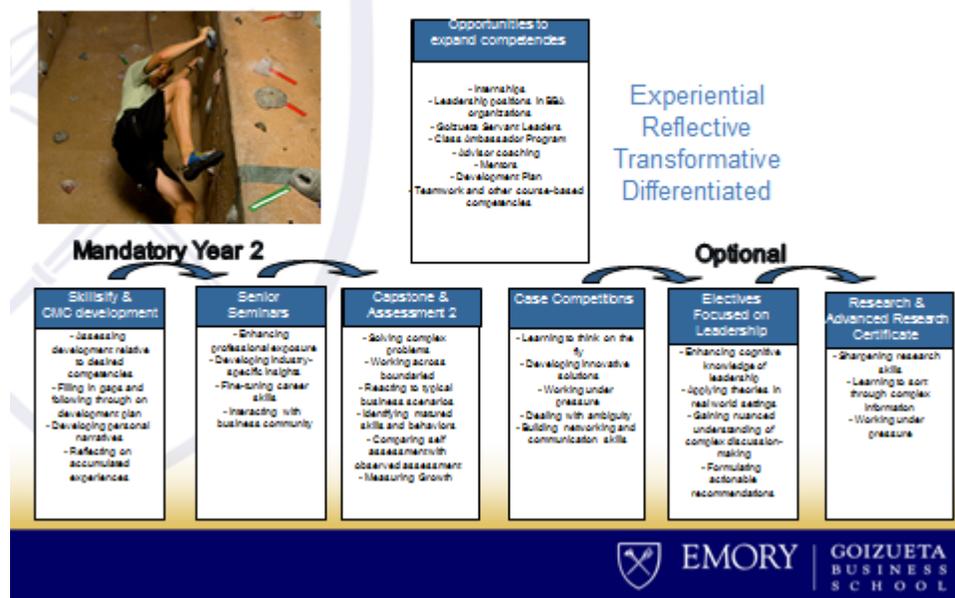
You will also have the opportunity to gain leadership experience in organizations and clubs across the University. We are proud to note that Goizueta hosts the largest student-run business leadership conference in the country, which brings over 100 student leaders and some of the world's most respected global business thinkers to campus for workshops, lectures, networking, and case competitions.

Goizueta believes that individual development and personal growth is most effectively achieved over time, experientially, and through multiple venues. Leadership is important at all levels of an organization, requiring a varied repertoire of styles and competencies. Our goal is to enhance not only your cognitive capabilities, but also your social, behavioral, and emotional skills. These four interconnected dimensions are embedded in the positive values and principles that support and inform the entire Goizueta community.

# Co-Curriculum: Leadership



# Co-Curriculum: Leadership



### **Undergraduate Business School Leadership Conference (UBSLC)**

The UBSLC, previously hosted by corporations such as GMAC, Goldman Sachs, Deloitte and The Home Depot, provides a forum for the top undergraduate BBA students to meet with leading business executives to become more effective leaders. Through distinguished speakers, mutual academic collaboration, and a dynamic environment, attendees will develop new leadership roles and build a social network among some of the world's most promising future business professionals.

Our goal in planning this year's UBSLC is to empower students with the skills necessary to return to their home schools and make a significant positive impact on their own student body. Intimate sessions with executives provide students with the opportunity to learn more about a wide variety of industries and participate in an engaging, interactive dialogue with many of the Southeast's most well-known entrepreneurs.

### **Academic Advising and Support**

As an incoming student, you will be assigned an academic advisor upon entrance to the business school. Your academic advisor will assure that you are making satisfactory progress toward your BBA degree and that your course selection is appropriate for your educational and professional goals. You will meet with your advisor each semester to arrange coursework. A crucial component of the advising process is to assist you in taking advantage of the many resources and opportunities available through the business school.

### **Business Writing Center**

We recognize that the foundation of successful business in the 21st century is clear, effective communication. The Goizueta Business Writing Center exists to promote better writing in the business community, providing assistance and editing for BBA students. During the regular semester, the BWC operates from 16-20 hours per week. Consultants may also be available, by advance arrangement, for appointments after hours, on weekends, during some holidays, and at various times during the summer.

### **CLUBS AND ACTIVITIES**

The BBA program offers access to a vibrant student community and provides an abundance of initiatives and vehicles for involvement. As you improve your leadership capacities and strengthen your business acumen, you will also have the opportunity to leave your imprint on the Business School.

By working for constructive change alongside your peers, you will enhance your ability to make meaningful contributions to organizations and to enrich the communities in which you operate. Some of the more distinctive components of BBA student life are described below.

#### **BBA Council**

The BBA Council is the governing body for all BBA students. Your Council is elected each year to represent the needs of the students and to serve as your voice in enabling and enhancing professional, social, and academic opportunities.

The Council allocates funding and provides oversight for all the BBA Clubs and plans events ranging from weekly "Kegs in the Courtyard" to monthly social activities and the annual Undergraduate Business School Leadership Conference, BBA Formal, and Senior Class Celebration.

Students are highly encouraged to get involved in the Council by running for office, spearheading an initiative with the Council's assistance, or taking a leadership role in a BBA club.

## **Business and Leadership Clubs**

### **ALPHA KAPPA PSI**

Alpha Kappa Psi is the oldest and largest co-ed professional business fraternity in the United States. Alpha Kappa Psi exists to mold today's business students into tomorrow's business leaders. Through a combination of professional, philanthropic and brotherhood events, Alpha Kappa Psi challenges its members to achieve even more in the world of business.

### **BBA COUNCIL**

The BBA Council functions as the student government of the BBA Program. The BBA Council is charged with governance over and providing support to BBA clubs, advocacy on behalf of BBA students, and creating programming to build and strengthen community within the BBA Program. The BBA Council has elected and appointed positions available for BBA students; elections and interviews are held in the spring semester for the following academic year. The BBA Council is responsible for carrying on a beloved Goizueta tradition every Thursday afternoon, as well as planning programming, study breaks, and other engagement opportunities for BBA students.

### **HONOR COUNCIL**

Members of the Roberto C. Goizueta Business School community are committed to values of honor, integrity, and accountability. The Honor Council investigates suspected Honor Code violations, along with increasing awareness throughout the Goizueta community of the importance of academic integrity and promoting an atmosphere of trust, integrity, and respect.

## **Functional Area Clubs**

### **BETA ALPHA PSI**

Beta Alpha Psi is the national scholastic and professional fraternity focusing on the areas of accounting, finance, and information technology. Its primary objective is to encourage and recognize scholastic and professional excellence in these fields. The Emory chapter sponsors programs open to all interested students. Programs include field trips, social events, student presentations, and prominent speakers from industry. The chapter also holds an annual reception for all members.

### **EMORY BUSINESS ETHICS**

Emory Business Ethics was started by two students in the Fall of 2015 who care about instilling the ideologies of ethical engagement and principled leadership to students at Emory. We provide our fellow students with a forum for open discussion and evaluation about the role that ethics plays in business decisions. On campus, we host events to discuss current events and educate undergraduate students about everyday situations regarding fairness, responsibility and transparency in business. Upcoming events include a case competition, a panel discussion with business professionals, lunches with professors, an ethical debate and more! All years and majors are welcome to join!

### **EMORY DATA ANALYTICS CLUB**

The Emory Data Analytics Club (EDAC) is a source for deeper learning in quantitative decision making. EDAC provides opportunities for students to learn more about careers in analytics, further develop their quantitative skills, and meet data professionals in the Atlanta area.

### **EMORY IMPACT INVESTING GROUP**

The Emory Impact Investing Group (EIIG) is Emory's only undergraduate impact investing group. EIIG promotes social impact in the local Atlanta community through targeted short-term debt investments to micro-entrepreneurs. EIIG provides an educational experience for its members by engaging them in all

aspects of the lending process including fundraising, investment analysis/selection and loan monitoring. Currently, EIIG is partnering with the Start:ME business accelerator to identify promising entrepreneurs in the Clarkston and East Lake areas of Atlanta.

#### GOIZUETA CONSULTING CLUB

The Goizueta Consulting Club creates and maintains long-term relationships with consulting firms in order to help qualified students gain job placement. To help prepare students for the job search process, the GCC offers resume critiques, mock interview sessions, case-based interviewing workshops, career panel speakers, and an on-campus case competition. The club also assists students by working closely with the Career Management Center and alumni to bring consulting firms to campus for interviewing and informational presentations.

#### 180 DEGREES CONSULTING – A GOIZUETA CONSULTING GROUP CLUB

180 Degrees Consulting is the world's largest volunteer consultancy, with chapters across 81 universities worldwide

#### ATLAS CONSULTING GROUP – A GOIZUETA CONSULTING GROUP CLUB

Emory Venture Strategy Partners is a student-run consulting club on Emory's campus that partners with for-profit companies in the Atlanta area. We are an extremely diverse student body who share a passion for problem-solving and provide students the opportunity to get the real world experience of consulting that is not found in the classroom. EVSP consultants work on a wide variety of consulting issues for companies in various industries including financial services, sports franchises, and consumer retail products. Our projects span from brand optimization to product launch strategies.

#### CONSULT YOUR COMMUNITY – A GOIZUETA CONSULTING GROUP CLUB

CYC is a national nonprofit organization that provides pro-bono consulting services to low-income and minority-owned small businesses and nonprofits. Through this process, students gain hands-on business experience and develop skills that prepare them for their future careers, while also helping their local communities thrive. At Emory, we have worked with 17 businesses in a variety of industries including technology, food and drink, and nonprofits.

#### GOIZUETA ENERGY & ENVIRONMENTAL GROUP

Goizueta Energy & Environment Group (GEEG) is Emory's first alternative energy and environmentally focused club. Our mission is to bridge the gap between sustainability and business by promoting careers in the environmental sectors at Goizueta. Last year, we hosted a case competition in the business school that consisted of 100 participants, 9 judges who are professionals in their respective fields, and \$2000 in cash prizes.

#### GOIZUETA FINANCE GROUP

Goizueta Finance Group is comprised of the Alternative Investments Group, Goizueta Investment Management Group, Pre-Finance Society, and the three Goizueta Finance Academies. These groups coordinate efforts and collaborate with one another to increase awareness around all finance career paths and provide meaningful programming and educational opportunities for networking and recruiting for students interested in finance.

#### ALTERNATIVE INVESTMENTS GROUP – A GOIZUETA FINANCE GROUP CLUB

The Alternative Investments Group (AIG) is a BBA student Organization created within Emory University's Goizueta Business School with the dual objectives of networking and educating Goizueta BBAs in private equity, venture capital, and hedge funds.

#### GOIZUETA INVESTMENT MANAGEMENT GROUP – A GOIZUETA FINANCE GROUP CLUB

The Goizueta Investment Management Group (GIMG) is a student-managed investment fund at Emory University's Goizueta Business School. GIMG features two funds managed by undergraduate students. The first fund is a portion of Emory's endowment in a long-only, U.S. equity portfolio. The second fund is the GIMG Fixed Income Fund, which launched in Spring 2015. In addition to investment activities, GIMG partners with area high schools to help teach financial literacy to underserved youth in the Atlanta area.

#### GOIZUETA FINANCE ACADEMIES

The three Goizueta Finance Academies are designed to prepare juniors for internships in the area(s) of their interest. Current offerings include the Investment Banking Academy, the Sales & Trading Academy, and the Asset Management Academy. The Academies leverage the skills and experiences of seniors who have interned, as well as alumni, to build comprehensive preparatory programs. The academies are structured as series of seminars but also incorporate speaker panels and competitions.

#### GOIZUETA MARKETING CLUB

The Goizueta Marketing Club is an organization comprised of undergraduate business students who express a passion for marketing. The GMC seeks to add greater value to students' academic experiences by enlightening and preparing them for future careers in marketing. Club activities include guest speaker sessions, office visit programs, and networking events.

#### GOIZUETA REAL ESTATE CLUB

The Goizueta Real Estate Club offers information and career networking opportunities for students interested in the field of real estate. The group organizes speakers and encourages participation in real estate seminars, panel presentations, and field trips.

#### GOIZUETA WOMEN IN FINANCE

Goizueta Women in Finance (GWIF) is Emory University's forum dedicated to engaging women interested in pursuing careers in finance. The group aligns with the initiatives of the other Goizueta Finance academies to foster greater participation among women. We create an environment focusing on the unique challenges and opportunities that exist for women in the finance industry. Events and seminars are inclusive to all genders at the undergraduate, graduate and alumni levels in order to develop a lasting network in the Goizueta community.

#### SPARK MENTORSHIP GROUP

Spark is a mentorship program designed to help adults on the autism spectrum develop important career and life skills. The meeting is broken into two parts. The first part is a group training session with a career-oriented activity and the second part is a one-on-one mentorship program, tailored to each mentee's needs. You will form wonderful, meaningful relationships and be a huge help and role model to all of our members!

### **Identity & Interest Clubs**

ASSOCIATION OF LATINO PROFESSIONALS FOR AMERICA (ALPFA)

ALPFA creates opportunities, adds value, builds relationships for its members, the community, and its business partners while expanding Latino leadership in the global workforce.

#### **ASCEND**

Ascend is the premier professional organization dedicated to enabling its members, business partners and the community to leverage the leadership and global business potential of Pan-Asians. Ascend Emory is dedicated to building a wide stage for undergraduate pan-Asian students to develop their leadership skills and gain valuable career advice and networking opportunities.

#### **GOIZUETA BLACK STUDENT ASSOCIATION**

The mission of the Goizueta Black Student Association is to promote diversity and academics among Goizueta's BBA and Pre-BBA students while adding value to the broader Atlanta community. The GBSA strives to meet these objectives through a wide range of programs focused on leadership and professional development, academic achievement, mentorship, and community service. As a result, our organization hopes to expand the network of the Goizueta Black Student Association and the Goizueta Business School as a whole.

#### **GOIZUETA INTERNATIONAL NETWORK**

The Goizueta International Network promotes all international endeavors for exchange students that wish to go abroad or are interested in learning about foreign cultures. Look forward to a Buddy program, potluck dinners, nights out in Atlanta, and possibly a trip to Athens, GA.

#### **GOIZUETA MULTICULTURAL ORGANIZATION**

The Goizueta Multicultural Organization is a multicultural, multiethnic group that is committed to promoting the professional and personal development of students at Goizueta. GMO is an inclusive and diverse group of students devoted to leadership, diversity, and service. GMO prepares students for future success in the business world by providing cultural engagement opportunities with a keen focus on fostering authentic relationships and professional development through networking and mentoring.

### **ORIENTATION**

At the start of each semester, our BBA Orientation Retreat gives our incoming students a seamless educational experience — one that is informative, fun and memorable. We believe that Orientation makes a substantial impact on welcoming and connecting new students as they transition to the Goizueta Business School — a time in which basic habits are formed that influence their academic success and personal growth.

Our goals for Orientation are to introduce you to academic life within the business school, begin conversations about important community values, give you the time and information needed to feel at home and introduce you to the individuals and resources that you will need to be successful in our program.

To accomplish these goals, Orientation is an off campus two day event that combines an academic and resource overview with team building and experiential leadership programming to give you the foundation you need at the start of our program.

During these two days, you will be exposed to a full schedule of adventure learning experiences structured to increase community, enhance leadership, and encourage team building skills.

## **INTERNATIONAL PROGRAMS**

International programs at Goizueta encompass more than study abroad. They include a globally focused course that every BBA takes, international study trips, international internships, and opportunities for interaction with the 100+ international exchange students hosted at Goizueta each year.

Through our partnerships with the world's best business and management education institutions, Goizueta BBA students can take advantage of opportunities to expand their knowledge of other cultures, become fluent in other languages, and complement their Goizueta education by becoming more informed about the global marketplace.

BBA students may apply to study abroad after the completion of their first semester at Goizueta. International exchange students from our partner universities are welcome in their advanced years of study.

## **SKI TRIP**

Each January, the BBA Program Office invites enrolled BBA students to complete a PE credit toward graduation requirements by participating in the BBA Ski Trip. The annual ski trip is held in Blowing Rock, North Carolina and is geared towards all levels of experience. You can learn to ski or to snowboard, and fully 1/3 of all participants are new to their sport of choice. During the three days of instruction and practice, you will learn the fundamentals of what may turn into a life-long passion.

## **CASE COMPETITIONS**

Creativity, analytical skills and the ability to work under pressure are just a few of the characteristics that distinguish BBA case competition team members. If you are seeking an exceptional hands-on learning experience, coupled with the opportunity to network with students from other top Business Schools around the world, and the chance to bring fame and fortune back to Goizueta, then case competitions are a great option for you.

Each year, a group of BBA students are selected to participate on the Goizueta Case Competition team based on interest, functional expertise, quantitative and qualitative abilities, presentation skills and motivation. The BBA Program office provides coaching, support and travel expenses and the students do the rest.

Goizueta is very proud of its case competition track record and delighted to have the opportunity to showcase our BBA students to business schools and professionals from across the globe.

Examples of external case competitions in which Goizueta BBA students have recently participated include:

- Eller Ethics
- National Biz Quiz
- Queen's Business Plan Competition
- Wake Forest Marketing Summit
- Georgetown Business Strategy Challenge

## **BBA CAREER MANAGEMENT CENTER**

The BBA Career Management Center is housed in Goizueta Business School and serves as a link between the school and The Career Center of Emory University. Our mission is to provide resources to students for lifelong career development, to maximize student placement in both internships and full-time positions, and to develop and strengthen recruiting opportunities.

### **Location & Hours**

1300 Clifton Road, Goizueta Business School, Suite 320

Hours: Mon- Fri 9am – 5pm

Phone: 404-727-8106

### **Career Resources**

Your career search is an exciting time to learn what you want to do, where you want to live, work, and play. As a Goizueta BBA you are part of a community of peers, alumni, faculty, staff, and companies, willing to help you answer these questions and be successful in your search, interviewing, and beyond your BBA. The CMC is here throughout your journey. It all begins with career advising and flows through the network you'll continue to build.

## **GOIZUETA BUSINESS LIBRARY**

The Goizueta Business Library, affiliated with the Goizueta Business School and Emory University Libraries, is located on the entrance level of the Robert W. Woodruff Library. The BBA student will find space for group work and quiet study along with wireless service, Macs, PCs, color printers, scanners and SMART boards. Over 60 remote access business databases, an expanding collection of scholarly and popular business books, as well as over 60,000 full-text online journals, provides the BBA student with the authoritative sources s/he needs to succeed at Goizueta. An experienced team of business librarians offers research consultations, instruction and email reference assistance to help the BBA student make the most effective use of library's resources.

Business Essentials, an exclusive program to sharpen research skills, will start the BBA student on the path toward becoming a problem solver and critical thinker—highly sought after skills in today's competitive job market.

An array of classes is taught by professional librarians each semester on topics ranging from finance to marketing to competitor analysis. Being familiar with the business library databases will help the BBA student complete class projects efficiently and effectively. All classes count toward Junior Seminar credit.

Business Certification is awarded to those BBA students who complete four classes during their career at Goizueta. Students may distinguish themselves by earning Advanced Certification, which requires six classes plus an in-house challenge.

## **FINANCIAL INFORMATION**

### **EXPENSES**

The major expenses at the University are tuition and fees, living costs, textbooks, and supplies. Living expenses will vary considerably, depending on whether the student lives in University housing and eats meals at Campus Dining facilities, or makes other arrangements.

Charges for tuition and dormitory accommodations are stated by the semester in accordance with the Academic Calendar. These charges are payable in advance at the time of registration.

### **TUITION AND OTHER FEES**

Tuition charges cover a normal program of study, use of facilities and equipment, library service, and participation in student activities. Part-time students with a course load of fewer than twelve hours are charged by the credit hour. This charge does not include fees for housing, food, medical and health service or participation in student activities.

Students who plan to attend college from August to May should estimate expenses on the basis of two semesters per year. Students who expect to attend throughout the year should estimate on the basis of three semesters. Expenses of attendance in summer are typically equivalent to other semesters. Students should note that, other than tuition, these figures represent estimates only and are based on living in a university dormitory. It is possible to spend less or considerably more.

### **NEED BASED AID**

#### **Financial Assistance**

If you are accepted to Emory but are unable to attend without financial assistance, you are invited to contact Emory's Office of Financial Aid. You should plan to apply for scholarship aid using forms furnished by the Financial Aid office and returned to that office between January 1 and April 15 prior to the academic year for which aid is sought. A student financial aid consumer bulletin is available on request from the Financial Aid office. In order to be eligible for assistance, students must adhere to all financial aid deadlines.

### **MERIT BASED AID**

#### **Emory Scholars Program**

Emory College offers scholarships based on academic merit to incoming first-year students as part of the Emory Scholars Program. All merit scholarships awarded to incoming freshmen continue once the student matriculates into the BBA program.

#### **Goizueta Scholars Award**

A scholarship opportunity for students with a strong interest in business was implemented in the Fall of 2007. The Goizueta Scholars Award supports four years of undergraduate study, including study-abroad options, and ranges from one-half of tuition to full tuition and fees. This is a merit-based award that goes to high school seniors who are matriculating to Emory University.

Interested students should have superior academic credentials and a demonstrated interest in business as evidenced by engagement in entrepreneurial activities, participation in internships, membership in business clubs, and/or involvement in business-related conferences, competitions, and similar offerings.

Leadership and community service are also important components in the selection process, and candidates who bring diverse perspectives and backgrounds are of special interest.

Goizueta Scholars have guaranteed admission to the BBA Program and priority access to business classes. In the freshman and sophomore years, these students also have the opportunity to enroll in special business scholar seminars, to participate in an extensive array of leadership and professional activities, and to interact with some of the most admired business executives in the world. Scholars will be personally advised by the Dean of the BBA program and given access to a wide variety of ongoing Goizueta resources, including internships, mentoring, and other career services.

#### **Bank of America Scholarship**

In 1990, a scholarship fund exclusively for BBA students was established through the generosity of NationsBank. Bank of America has decided to continue to fund this scholarship. The award is based primarily on academic performance in the BBA Program as well as on financial need.

#### **DeSevo Scholarship**

The award is given in memory of Emory College Alumnus Daniel DeSevo to a BBA student from New York, New Jersey or Pennsylvania who demonstrates outstanding academic merit and personal leadership and is shown to have financial need.

#### **Johnston-Life of Georgia Scholarship**

The Lynn H. Johnston Scholarship is awarded to an entering BBA student who is a graduate of Oxford College of Emory University. It is named in honor of Mr. Johnston '50Ox-'52BBA, retired chairman of the Life Insurance Company of Georgia.

#### **The Robert Strickland Scholarship**

The Strickland Scholarship was established in 1995 in honor of the former chairman of Emory University's Board of Trustees and the former chairman of SunTrust Banks. It will be awarded to a BBA student who has demonstrated academic achievement, financial need, and personal and scholastic merit.

#### **The Ron Frank Marketing Scholarship**

This scholarship has been endowed in honor of Ronald Frank, renowned marketing scholar and past dean of the Goizueta Business School. It is awarded to a graduating senior who has selected Marketing as an area depth. Selection is based on overall GPA, grades in Marketing, and outside activities that relate to the field of marketing.

#### **Other Awards**

In addition to the larger named scholarships, the BBA Program has a smaller set of awards (\$1000-\$3000 per year) that it gives based on need and merit. These awards are made possible through alumni and friends of the school.

Students who apply to the BBA Program are automatically considered for scholarship, and awards are made in the summer between sophomore and junior year.

## ACADEMIC CALENDAR

### FALL TERM 2019

Classes Begin - Aug 28 (W)  
Schedule Change Ends - Sept 4 (W)  
Labor Day (no classes) - Sept 2 (M)  
Grading Basis Change Deadline - Sept 13 (F)  
Date of Record - Sept 18 (W)  
Fall Break - Oct 14-15 (M-Tu)  
Spring Pre-Registration Begins - Oct 28 (M)  
Thanksgiving Recess - Nov 28-29  
Classes End - Dec 10 (Tu)  
Exam Period - Dec 11-21 (W-Sa)  
End of Term/Graduation Date - Dec 21 (Sa)

### SPRING TERM 2020

Classes Begin - Jan 14 (T)  
MLK Holiday (no classes) - Jan 20 (M)  
Schedule Change Ends - Jan 21 (T)  
Grading Basis Change Deadline – Jan 30 (Th)  
Date of Record - Feb 5 (W)  
Spring Break - Mar 9-13 (M-F)  
Fall Pre-Registration Begins - Mar 2 (M)  
Classes End - Apr 27 (M)  
Exam Period – Apr 28-May 8 (Tu-F)  
End of Term/Graduation Date - May 11 (M)