

# INTERAREA (INTA-GB)

## INTA-GB 2000 Professional Practicum (1 Credit)

*Typically offered occasionally*

The purpose of this course is to provide students with a final-term opportunity to reflect on the link between the core foundational concepts of the program and their real-world application. The course consists of two parts: selecting a personalized experience that will require the student to apply the skills and knowledge they have been developing, and then reflecting (in written form) on how this interrelationship and their growth as leaders and professionals. This course counts towards the completion of the Focused MBA program, but it does not count towards any MBA specialization. Students will not be charged tuition for this 1.0 credit course. This is a required class for the completion of the program and must be taken in the final term.

**Grading:** Grad Stern Pass/Fail

**Repeatable for additional credit:** No

## INTA-GB 2122 Disruption, Entrepreneurship & Social Impact (1.5 Credits)

*Typically offered occasionally*

Disruptive technologies have massive impacts on society and create enormous business opportunities, especially for entrepreneurs. This course examines this phenomenon through the lens of technologies causing global disruption including AI/machine learning, cybersecurity, climate change/sustainability technologies (e.g. carbon capture and water scarcity/management), and genome editing. In each domain, we will examine how the specific technology is changing the world, what business opportunities are created, and what societal issues will have to be addressed. We will focus on developing skills in investigating emerging tech, assessing technology diffusion, developing a point-of-view on the market opportunity created, and approaching commercialization. A key aspect of evaluating disruptive technology will be learning how to identify and manage several areas of uncertainty (technology risk, market acceptance, regulation, etc.) so that the plans developed will be flexible for the emergence of different scenarios. We will also touch briefly on recent innovations in tech GTM strategy that can accelerate customer adoption. Lectures and pre-readings will enable us to survey the field quickly and ensure a common understanding for a robust class discussion. We will hear from guest speakers including entrepreneurs, research scientists, and other industry experts. In-class exercises will provide practice on how to perform technology assessment and consider alternate scenarios on how a disruptive technology market will unfold. Students will complete a final project assessing a disruptive technology and the market opportunity instead of a final exam.

**Grading:** Grad Stern Graded

**Repeatable for additional credit:** No

## INTA-GB 2160 Leveraging Your MBA (1.25 Credits)

*Typically offered occasionally*

The course will provide tools to transform the learning experience to an actionable set of skills and strategies which address career management planning and techniques that can be executed “real time” outside the classroom after each session. The course will coach participants through a hands-on approach, providing tactical training in leadership, communication, and situational diagnosis awareness by examining everyday business scenarios with the potential for career opportunity and managing the risk professionals encounter throughout their career. This class was built with the EMBA student in mind and enhanced with the reflections and experiences (The Good, The Bad and The Ugly) of the instructors and guests who participate in this highly interactive course. Their stories of career decisions, transitions and advancement provide a learning experience which not only helps you avoid the potential pitfalls in a person’s career but helps build awareness of the need for an overall career strategy supported by your current EMBA experience.

**Grading:** Grad Stern Pass/Fail Executive MBA

**Repeatable for additional credit:** No

## INTA-GB 2180 FinTech (1.5 Credits)

*Typically offered occasionally*

“FinTech” refers to financial sector innovations involving technology-enabled business models that can facilitate disintermediation, revolutionize how existing firms create and deliver products and services, address privacy, regulatory and law-enforcement challenges, provide new gateways for entrepreneurship, and seed opportunities for inclusive growth. FinTech is also the label for increasingly technological approaches to the main financial intermediation functions: payments, capital raising, remittances, managing uncertainty and risk, market price discovery, and mediating information asymmetry and incentives. In today’s FinTech businesses, consumers bank via mobile apps integrated into social media, institutions trade electronically, and robo-advisers make decisions about investment portfolios. This inter-disciplinary course provides an introduction to the emerging FinTech discipline. The course will study:

- How is financial innovation different than industrial innovation? How is financial innovation evolving? What are the light sides and dark sides of financial innovation?
- Will traditional financial intermediaries be able to adapt? Or will upstart FinTechs disrupt them, re-imagining business models just as Amazon reshaped book-selling and Uber transformed taxi-rides?
- What are the critical technology strategies and foundational technologies in FinTech?
- What are the core and novel sources of FinTech data, how are they managed? How is data visualization evolving?
- What are the primary FinTech data science methods and tools? How do they apply to real FinTech problems and questions today?
- How is FinTech reconfiguring financial services business models? What are the key disruption points? What determines success in FinTech?
- Where are the limits, risks, and broader policy and social implications of FinTech?

**Grading:** Grad Stern Graded

**Repeatable for additional credit:** No

## INTA-GB 2191 Leading Through Change: Diversity and Inclusion as Business Assets (1.25 Credits)

*Typically offered occasionally*

This course will delve into the histories and emerging theories of business and the definitions and practices engaged in global “inclusion”, “diversity”, “belonging”, “equity”, “access”, (GIDBEA) “otherness”, and “difference”.

**Grading:** Grad Stern Pass/Fail Executive MBA

**Repeatable for additional credit:** No

**INTA-GB 2192 Leading Through Change: Diversity and Inclusion as Business Assets (1.5 Credits)***Typically offered occasionally*

Leading Through Change: Diversity and Inclusion as Business Assets

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2193 Executive Leadership (1.5 Credits)***Typically offered occasionally*

Executive Leadership

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2206 Business Drivers (2.5 Credits)***Typically offered occasionally*

Visit <http://www.dangode.com/drivers/> for details. We illustrate a streamlined and structured framework to analyze business drivers of companies from a wide range of industries, except financial services. This helps us understand their narrative, drill into their financial statements, and assess competitive advantage. The analysis proceeds as follows: (1) We apply the Six-Pack Framework for a top-down and comprehensive analysis of financial statements to extract the six key inputs into valuation - Size, Growth, Margins, Asset intensity, Business risk, and Financial risk. (2) We analyze how these inputs depend upon a company's strategy by computing the Competitive Advantage Score that assigns weights to competitive drivers and scores the company's strength on those drivers. This broad exposure will expand your strategic horizons and enable you to foresee challenges and opportunities due to changing competition, technology, and environment. The framework and the perspective will sharpen your ability to lead value creation as an entrepreneur or executive, or to understand value creation as an investor, banker, analyst, or consultant.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2212 FinTech Risk Management (2.5 Credits)***Typically offered occasionally*

This class explores the impact of FinTech on risk management. We study how new FinTech businesses should conduct their risk management operations, and how the emergence of FinTech changes the practice of risk management in established financial firms. Financial risk management is typically divided into four types of risk: market risk, credit risk, liquidity risk, and operational risk. The class presents the concepts and tools used in managing each type of risk and explains how new technologies affects these risks.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2225 Sustainability and Social Impact in the Supply Chain (2.5 Credits)***Typically offered occasionally*

In this course, students will learn about the latest advancements in social and environmental sustainability standards, the application of technology (blockchain), and business practices—that are being adopted by companies such as Walmart and Unilever in CPG, fashion and home brands, as well as sustainability and social impact drivers in natural resource-based sectors such as mining. Understanding the complexity of supply chains and the new sustainability demands is critical for all students regardless of industry: from finance (as investors are beginning to scrutinize these practices), management consulting, to retail and manufacturing, as well as anyone who wants to learn best practices for incorporating social impact thinking within their own career.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2226 Driving Social Impact Through Sourcing and Strategy (2.5 Credits)***Typically offered occasionally*

This course is about how to create an implementation plan for sustainability and social impact whether as a budding social entrepreneur or from within an established firm, where students will learn about the latest advancements in social and environmental sustainability standards, the application of technology (e.g. blockchain and beyond), the engagement of partnerships with NGOs, and business practices and strategies that are being adopted by various companies when dealing with their supply chains, and will hear directly from executives operating in this space. Past speakers include executives from Target, West Elm, PVH, as well as entrepreneurs operating in the space.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2251 Leading Inclusive Teams (2.5 Credits)***Typically offered occasionally*

This class is a leadership development course for managers who are faced with the challenge of managing, leading, motivating, and maximizing the output of work teams that have a diversity of social identities such as gender identity, race, religious beliefs, sexual orientation, body size/type, nationality, ethnicity, and ability status. The course will address how to overcome the challenges that exist when working with those who come from different backgrounds and experiences than the manager. Students will develop a plan to grow their intercultural capacity as well as the capacity of their work teams.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2260 Healthcare Transformation Strategy (2.5 Credits)***Typically offered occasionally*

Health service delivery in the US is a \$3 trillion dollar industry. If it were its own country, it would rank 5th in terms of total economic output of all countries in the world. The industry is undergoing significant transformation to become more equitable, accessible, effective, and efficient. Students interested in working in management consulting firms, health insurance companies, pharmaceutical and medical device manufacturers, health technology firms, provider groups, or government should know how the industry is evolving to better position their firm's products and services to this new model of health delivery. This course equips the executive with a macro view of the health service delivery ecosystem, its historical roots, transformation efforts, strategies being deployed, and future challenges.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2265 High-Tech Entrepreneurial Strategy (2.5 Credits)***Typically offered occasionally*

High-Tech Entrepreneurship is no exact science. Identifying a genuine market need, building a product to address that need, and finding a business model to tie it all together profitably can't be automated. That said, entrepreneurship is no Voodoo art either. While there's no process that guarantees success, savvy entrepreneurs and intrapreneurs employ market-tested best practices to maximize their chances. Techniques for evaluating market demand on the cheap, patterns for maximizing value capture, models for creating growth from network effects, and protocols for the early identification of symptoms of start-up failure are just of some of the tools that this course will equip you with.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No

**INTA-GB 2280 Foundations of Fintech (2.5 Credits)***Typically offered occasionally*

FinTech<sup>®</sup> is the label for increasingly technological approaches to the main financial intermediation functions: payments, capital raising, remittances, managing uncertainty and risk, market price discovery, and mediating information asymmetry and incentives. In today's FinTech businesses, consumers bank via mobile apps integrated into social media, institutions trade electronically, and robo-advisers make decisions about investment portfolios. This inter-departmental course provides an introduction to the emerging FinTech discipline. It is a good starting point for Stern students who may take additional electives in the FinTech area, while also providing an overview of the area for students who intend to take only one FinTech course.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2295 Leadership and Emerging Trends in Healthcare (2.5 Credits)***Typically offered occasionally*

This course introduces students to a high-level overview of critical issues and trends impacting various stakeholders in our complex healthcare system, especially its leaders. The stakeholders include patients, hospitals, physicians, nurses, health plans, employers, government agencies, including technology and life science companies. Relevant topics will include trends in technology such as digital health and telehealth; critical management issues related to the workforce and innovation; quality and performance improvement within the healthcare ecosystem; and other emerging trends such as corporate social responsibility in healthcare and health equity. During the course, we will learn how these trends impact strategy and risk from a leadership perspective. The course is welcome to students from all professional backgrounds and does not require experience in the healthcare industry. Lessons learned in the course will be useful for students working in non-healthcare industries. During the course, we will focus on basic concepts and issues provided in lecture material and readings.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 2306 Business Drivers: An Analytical Framework (3 Credits)***Typically offered occasionally*

Visit <http://www.dangode.com/drivers/> for details. Specialization: Strategy and Accounting. We illustrate a streamlined and structured framework to analyze business drivers of companies from a wide range of industries, except financial services. This helps us understand their narrative, drill into their financial statements, and assess competitive advantage. The analysis proceeds as follows: (1) We apply the Six-Pack Framework for a top-down and comprehensive analysis of financial statements to extract the six key inputs into valuation - Size, Growth, Margins, Asset intensity, Business risk, and Financial risk. (2) We analyze how these inputs depend upon a company's strategy by computing the Competitive Advantage Score that assigns weights to competitive drivers and scores the company's strength on those drivers. This broad exposure will expand your strategic horizons and enable you to foresee challenges and opportunities due to changing competition, technology, and environment. The framework and the perspective will sharpen your ability to lead value creation as an entrepreneur or executive, or to understand value creation as an investor, banker, analyst, or consultant.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2307 Tech Industry Drivers: An Analytical Framework (3 Credits)***Typically offered occasionally*

Visit <http://www.dangode.com/techdrivers/> for details. Specializations: Strategy, Product Management, Entertainment, Media, and Technology (EMT), Management of Technology Operations, and Accounting. This course and the Business Drivers course use the same analytical framework (about 25% of the course). However, this course focuses only on tech companies. Some students have taken both courses and found them to be valuable. We illustrate a streamlined and structured framework to analyze business drivers of forty tech companies. This helps us understand their narrative, drill into their financial statements, and assess competitive advantage. The analysis proceeds as follows: (1) We apply the Six-Pack Framework for a top-down and comprehensive analysis of financial statements to extract the six key inputs into valuation – Size, Growth, Margins, Asset intensity, Business risk, and Financial risk. (2) We analyze how these inputs depend upon a company's strategy by computing the Competitive Advantage Score that assigns weights to competitive drivers and scores the company's strength on those drivers. This broad exposure will expand your tech horizons and enable you to foresee challenges and opportunities due to changing competition, technology, and environment. The framework and the perspective will sharpen your ability to lead value creation as a tech entrepreneur or executive, or to understand value creation as an investor, banker, analyst, or consultant.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2312 Fintech Risk Management (3 Credits)***Typically offered occasionally*

FinTech Risk Management

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2313 Fintech Experiential Learning Project (3 Credits)***Typically offered occasionally*

This is a hands-on FinTech experiential learning course conducted in partnership with two corporates. Projects will be designed by the corporates in conjunction with the faculty, and the class deliverable will be successful completion of the project. There will be in-class instruction to complement the project, combined with time spent with the partner companies. The planned projects are with a major international bank and the one of the largest sports marketing entities. Both projects will be FinTech-related with a component of data science.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No

**INTA-GB 2324 Business, Economy, and Policy in the Midst of COVID-19 (3 Credits)***Typically offered occasionally*

1. Detecting, Testing and Tracing the Pandemic - Epidemiological basis/modeling, including Digital and BIG DATA applications - Demographic distribution and implications Suppression / Containment Strategies for the Pandemic - Lockdown, Phasing out, Adaptive strategies - Medical support and Strategies 2. Paradox of the Pandemic I - Macroeconomic Impact of Containment - Recession, Depression, Deflation, Income inequality, Health access inequality - Jobs, Firm creation, Small businesses, Large businesses, Bankruptcies 3. Paradox of the Pandemic II - Financial Impact of Containment - Equity, Bond, Wholesale funding, Foreign exchange: Returns, volatility and correlation - Banks, Broker-dealers, Insurance companies 4. Policy Responses to the Macroeconomic and Financial Fallout - Cost-benefit analysis of Fiscal, Monetary and Quasi-Fiscal responses - Long-run implications: Public debt, Central bank independence, Inflation 5. Global Issues - Spillovers via Supply Chains, Multinationals, Markets, Central Banks - Emerging markets vs Developed economy policy tradeoffs, Role of IMF and NGO sector 6. Planning for Future - Pandemic and Climate Stress Tests - Investing in Robustness against Low-Risk, High-Cost shocks - Implications for Resilience in Health, Business, Economy, Policy...

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2380 Foundations of Fintech (3 Credits)***Typically offered occasionally*

"FinTech" refers to financial sector innovations involving technology-enabled business models that can facilitate disintermediation, revolutionize how existing firms create and deliver products and services, address privacy, regulatory and law-enforcement challenges, provide new gateways for entrepreneurship, and seed opportunities for inclusive growth. FinTech is also the label for increasingly technological approaches to the main financial intermediation functions: payments, capital raising, remittances, managing uncertainty and risk, market price discovery, and mediating information asymmetry and incentives. In today's FinTech businesses, consumers bank via mobile apps integrated into social media, institutions trade electronically, and robo-advisers make decisions about investment portfolios. This inter-departmental course provides an introduction to the emerging FinTech discipline. It is intended to be the starting point for Stern students who may take additional electives in the FinTech area, while also providing an overview of the area for students who intend to take only one FinTech course. The course will study: • How is financial innovation different than industrial innovation? How is financial innovation evolving? What are the light sides and dark sides of financial innovation? • Will traditional financial intermediaries be able to adapt? Or will upstart FinTechs disrupt them, re-imagining business models just as Amazon reshaped book-selling and Uber transformed taxi-rides? • What are the critical technology strategies and foundational technologies in FinTech? • What are the core and novel sources of FinTech data, how are they managed? How is data visualization evolving? • What are the primary FinTech data science methods and tools? How do they apply to real FinTech problems and questions today? • How is FinTech reconfiguring financial services business models? What are the key disruption points? What determines success in FinTech? • Where are the limits, risks, and broader policy and social implications of FinTech?

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2393 Executive Leadership (3 Credits)***Typically offered occasionally*

Executive Leadership

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 3110 Investor Relations Strategy (1.5 Credits)***Typically offered occasionally*

Investor relations executives bridge the gap between public companies and investors. They report to the CEO or CFO and have a dual role: providing investors with actionable corporate information, and informing managers about investors' sentiments and planned actions. Investor relations officers, operating in most public companies around the world, and in consulting firms, are highly qualified financial executives, often ascending to the CFO job. This course pursues a new and innovative approach to investor relations: It is fully research-based, offering modern tools and venues to disseminate and evaluate corporate information. Concepts and hands-on practices are blended to provide the best outcome for investors and managers. You will learn in this course how to conduct effectively the crucial quarterly conference calls with investors, what information—beyond the legally required—to disclose to capital markets in order to maximize share prices, what corporate social responsibility activities (CSR) should companies engage in to benefit both society and shareholders, how to deal with activist investors and intruding hedge funds, and much more. All of the above are aimed at securing shareholders' support of managers' growth strategies. You will also learn investor relations practices from the top experts in the field. This course is targeted at students interested in investor relations, corporate finance, financial accounting decisions, financial consulting, and by identifying the attributes of well-run and successful companies, the course also serves as an investment guide for investors. The readings for this course are Baruch Lev's book *Winning Investors Over* (2012), Harvard Business Review Press, and various articles and cases to be provided to students.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3119 Speaker Series II (1.25 Credits)***Typically offered occasionally*

The course will provide tools to transform the learning experience to an actionable set of skills and strategies which address career management planning and techniques that can be executed "real time" outside the classroom after each session. The course will coach participants through a hands-on approach, providing tactical training in leadership, communication, and situational diagnosis awareness by examining everyday business scenarios with the potential for career opportunity and managing the risk professionals encounter throughout their career. This class was built with the EMBA student in mind and enhanced with the reflections and experiences (The Good, The Bad and The Ugly) of the instructors and guests who participate in this highly interactive course. Their stories of career decisions, transitions and advancement provide a learning experience which not only helps you avoid the potential pitfalls in a person's career but helps build awareness of the need for an overall career strategy supported by your current EMBA experience.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No

**INTA-GB 3130 Leadership Fellows (1.5 Credits)***Typically offered Fall and Spring*

Becoming a better leader is not a passive process. Adults learn far more through experience -- through acting and reflecting -- than they learn from the advice of others. As such, the Leadership Fellows curriculum is heavily focused on practice. Fellows will practice working through difficult workplace scenarios with professional role players, be given the opportunity to reflect on their behavior, and provide / receive feedback from their cohort members. Further, they will be afforded the opportunity to test their learning by repeating the experience. The purpose of this practice is to position students as leaders within their organizations after Stern. By practicing and experiencing the emotions and rushing thoughts that arise under pressure, students will rise to the occasion, carry themselves with greater confidence and purpose, and be seen as people who are seasoned beyond their years.

**Grading:** Grad Stern Pass/Fail**Repeatable for additional credit:** Yes**INTA-GB 3143 Digital Music Business (1.5 Credits)***Typically offered occasionally*

This course covers: • The inner workings of the music industry - signing artists, making records, getting records played on radio etc. • The history - the good and bad decisions made by music industry senior execs over the past 30 years and the impact these decisions had on the top line of the industry • The issues - with revenue 1/2 that of 1999 we'll dive into the causes for the decline. • Apple - Apple is a huge issue and a huge opportunity for the industry. We'll look at why Apple is so problematic, how they rose to dominance and what the industry is trying to do to counteract their power. • The new revenue models - from their economics, distribution strategies, and the technologies that power them. We'll analyze VEVO, a venture I helped form, the reasons why it was created based on the issues we were having with Google, the decision to license Spotify and how we set the pricing for the entire subscription industry. • Piracy - it's history, impact and ways governments are trying to counteract it • The future - if there is one? • In the end, you'll have a very clear understanding of the industry, how it makes money, it's challenges and opportunities.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3145 Investment Banking and Private Equity in Media and Entertainment Finance (1.5 Credits)***Typically offered occasionally*

This course focuses on the role of investment banking and private equity in impacting the evolving media and entertainment industry. The course will analyze the fundamental tools of investment banking and private equity including company and sector valuation techniques leveraged buyout and merger and acquisition analysis with a specific focus on how these tools are applied to the media and entertainment industry. Based upon an understanding of these fundamental tools the course will examine the major sectors of media and entertainment including radio and TV broadcasting outdoor advertising publishing cable distribution and cable networks internet and general entertainment.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3170 Independent Study (1.5 Credits)***Typically offered occasionally*

Independent Study

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3191 Global Study Tour I Part 1 (1.5 Credits)***Typically offered occasionally*

Global Study Tour I Part 1

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 3193 Global Study Tour I Part 2 (1.5 Credits)***Typically offered occasionally*

Global Study Tour I Part 2

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 3194 GST Workshop: Part 1 (1 Credit)***Typically offered occasionally*

GST Workshop: Part 1

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 3195 GST Workshop: Part 2 (1 Credit)***Typically offered occasionally*

GST Workshop: Part 2

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 3200 Capstone: Innovation X (2.5 Credits)***Typically offered occasionally*

Successful companies operating in mature industries often embrace incremental change because it supports their current business model. Reluctant to spend money modifying their existing operations so they can make new things that will compete with their old things, these companies become complacent and stop innovating. But when a business makes only incremental changes, they find themselves on a path that gets narrower and narrower. Eventually, they reach the end of the path, and by then, their customers have forsaken them for a new offering that nobody saw coming. In cases where companies do take disruptive risks, it's often because they're backed into a corner and there's no other choice. Companies simply cannot afford to wait until they get backed into a corner. They need to be consistently experimenting with bold moves, even at the very peak of their success. And that's exactly what we teach you how to do in this course. "Capstone: Innovation X" provides you with the framework and motivation you need to discover and execute bold new ideas. You'll work with a small team to analyze an established business model, identify its shortcomings, and design strategies to "attack" the core products, processes, positioning, or paradigm (mental model). Your team will formulate a point of view on where the organization is vulnerable and describe how a competitor could exploit these weaknesses. The goal is to imagine ways of creating new value and wealth for an old business and industry.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 3293 Global Immersion Experience I (3 Credits)***Typically offered occasionally*

Global Immersion Experience I

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No

**INTA-GB 3294 Global Immersion Experience II (2.5 Credits)***Typically offered occasionally*

As part of the Executive MBA Program, students may participate in up to two for-credit Global Study Tours including the required first-year Global Study Tour and an optional second-year Global Study Tour. Recent study tours have taken students to a number of economically diverse regions. This intensive, rigorous program enables students to gain an understanding of doing business in a given global region through exposure to various organizations, business leaders and local institutions. Participants conduct study group work regarding the countries involved, generate post-trip projects, and actively participate in meetings and academic sessions during the program. In recent years, Executive MBA classes have traveled to Germany, France, Czech Republic, Argentina, and Costa Rica. With each destination, students gain valuable insight into today's global business environment.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** Yes**INTA-GB 3311 NYC Immersion: L&R (3 Credits)***Typically offered occasionally*

The NYC Immersion is an experiential introduction to what makes the city the most dynamic capital and seat of transformation for the fashion industry and luxury sector. The course will provide a broad context for the specific business functions in which students choose to work, through exposure to subject matter experts from industry and academia both on and off campus. Classes, speakers, and field trips will address such topics as the history of fashion and luxury, industry structures and roles, design, production and licensing, retail strategy, trend forecasting, branding, and the challenges and opportunities facing fashion and luxury companies today. The course will culminate in a deep dive into a live case with an industry partner in fashion, beauty, and/or luxury. The case will provide students with the opportunity to begin applying their knowledge and skills to a real branding challenge, interact with the client, and provide them with actionable recommendations.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3312 Intl Immersion: F&L (3 Credits)***Typically offered occasionally*

In F&L's International Immersion course we'll cover the luxury goods sector in Europe and will focus on manufacturing. This course covers such topics as supply chain, sustainability, managing SMEs, profitability, marketing, business models and the challenges and opportunities facing luxury companies today. The course will culminate in a deep dive live case that will examine a particular company, production method, or supply chain and how this relates to the prevalent business models in the European luxury sector. The case will provide students with the opportunity to begin applying their knowledge and skills to a real market challenge, interact with industry stakeholders, and provide them with recommendations.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3313 Luxury & Retail Digital Solutions (3 Credits)***Typically offered occasionally*

The first of three Stern Solutions courses provides students with the opportunity to work on current projects with executives, designers, manufacturers, and commerce specialists from leading fashion and luxury companies. Both established players and newer enterprises will be represented, focusing on specific challenges they face in marketing, operations, finance, product development, manufacturing and management. With the powerful and irreversible forces driving markets today, traditional business models and operational methods are all being challenged in a profound and existential way. Through live case studies, this course is designed to challenge students to test the skills and approach to business that will define successful companies in fashion and luxury over the next decade.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3314 Fashion & Luxury Solutions (3 Credits)***Typically offered occasionally*

In this experiential MBA course, we will explore the conditions that influence consumer desirability for the client brand. Our goal is to analyze the market conditions, both macro and micro, that influence the consumer participation of the client brand. Typically, this entails an overhaul of the consumer journey and focusing on specific pain points that detract from the client's effort to attract attention, increase desirability, sales and profitability. There is a different client each spring semester and, as a result, a unique business challenge to solve. Our role is to take the client's inquiry and help them come to a viable solution.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3321 NYC Immersion: Tech (3 Credits)***Typically offered occasionally*

New York City is known for skyscrapers, Wall Street and Broadway. While it's true that NYC is the undisputed global leader in industries ranging from finance and fashion to media, underlying all of those is also a thriving tech industry. What do WeWork, Ellevest, Warby Parker, Rent the Runway, Casper and Blue Apron have in common? Not only do they represent the next wave of disruption to traditional economies, but they are all tech companies born in New York City—an emerging global hub of technology. The Stern Solutions NYC Immersion is an experiential learning course designed to immerse students in the NYC tech ecosystem, giving them broad exposure to the various sub-verticals such as NYC-based startups and incubators, traditional tech organizations and FinTech companies. From skill-based workshops, industry access via company visits and networking opportunities to a live case with a real industry partner, students will emerge from the summer with tools to maximize their industry expertise. Our ultimate goal is for students to build a portfolio of skill sets, relationships and experiences to serve as the foundation of a successful career. This will be achieved from the 4 core components of this course: - Skills-based Workshops: The technical and soft-skill workshops will provide Students with the necessary tools to connect and engage with those in the industry. - Guest Lecturers: Industry-leading subject matter experts will provide Students with a real-world context, allowing for a deeper understanding of the industry's biggest challenges and opportunities. - Industry Access: Provide Students with exposure to the industry via company visits, networking opportunities and a client-sponsored project. - "Live Case" (Client Project): Students will have the opportunity to solve a real-world business challenge with a real FinTech client, providing well-developed, actionable recommendations.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No

**INTA-GB 3322 Tech Immersion (3 Credits)***Typically offered occasionally*

Tech Immersion

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3323 Tech Solutions (3 Credits)***Typically offered occasionally*

This class is a project-driven, experiential learning Stern Solutions class. The underlying theme is Innovating in Existing Organizations. The main component is a small group (~3 students), semester-long, company sponsored project to design and build a working technical product (minimum viable product level). This project requires a significant technical component, so admission to the class will be determined in large part based on existing technical skills. The class includes discussions around the key challenges to innovating in existing (often large) organizations, includes guest speakers to discuss their experiences in leading innovation in firms, and substantial time allocated to project work.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3350 Launch Projects (3 Credits)***Typically offered occasionally*

LAUNCH PROJECTS

**Grading:** Graded**Repeatable for additional credit:** No**INTA-GB 3373 PhD Excellence Initiative Research (3 Credits)***Typically offered occasionally*

PhD Excellence Initiative Research

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3374 Independent Study (3 Credits)***Typically offered occasionally*

Independent Study

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3401 Analytics for Decision-Making (4.5 Credits)***Typically offered occasionally*

The vast amount of data now available for decision-making has created business opportunities and an acute need for data-literate professionals. The courses in this module will help you learn how to leverage data to make and present decisions.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3402 Sustainable Business: Challenges & Opportunities (4.5 Credits)***Typically offered occasionally*

The most successful business strategies include both doing well and doing good and studies show that the most sustainable companies are also the most profitable. In this module you will learn about the value of sustainable business practices from a variety of perspectives.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3403 Leadership (4.5 Credits)***Typically offered occasionally*

Effective leadership requires a range of skills and knowledge, and , creativity, and resilience. This module focuses on three important leadership challenges – navigating the political environment of your organization, leading through change, and communicating effectively.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3404 Finance in the Corporation (4.5 Credits)***Typically offered occasionally*

This module equips students with advanced accounting and finance concepts related to companies' operations, investments, and financing decisions. You will learn how to value projects and firms, and how to determine their optimal financial structure. The module also includes a review of financial statements, highlighting common earnings management practices. You will learn how to reformulate financial statements and conduct ratio analysis in assessing and predicting management performance.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3405 Managing Brands (4.5 Credits)***Typically offered occasionally*

Managing a successful brand requires a well thought out strategy informed by an understanding of the market and the financial impact on the company. In this module you will learn how to create a strategic marketing plan and gain in depth understanding of pricing and the use of accounting information to make decisions.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3500 Capstone (2.5 Credits)***Typically offered occasionally*

The Capstone project is an integrative team-based exercise that gives students the opportunity to demonstrate an understanding of the core concepts taught throughout the program, and apply them to the case of a real life strategic opportunity, all while potentially changing students' lives significantly in the process.

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 3590 Global Immersion Experience I (5 Credits)***Typically offered occasionally*

Global Immersion Experience I

**Grading:** Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**INTA-GB 4388 Behavioral Research Methods (3 Credits)***Typically offered occasionally*

This seminar covers basic research methods in the social sciences including surveys laboratory and field experiments and the use of multimethod approaches to test theory We will also discuss Philosophy of Science issues

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No

**INTA-GB 6056 Business Drivers of Industries (3 Credits)***Typically offered occasionally*

Visit <http://www.dangode.com/drivers/> for details. Concentrations: Management and Organizations; Accounting. Track: Management Consulting. We illustrate a streamlined and structured framework to analyze business drivers of companies from a wide range of industries, except financial services. This helps us understand their business model, drill into their financial statements, and assess competitive advantage. The analysis proceeds as follows: (1) We apply the Six-Pack Framework for a top-down and comprehensive analysis of financial statements to extract the six key inputs into valuation – Size, Growth, Margins, Asset intensity, Business risk, and Financial risk. (2) We analyze how these inputs depend upon a company's strategy by computing the Competitive Advantage Score that assigns weights to competitive drivers and scores the company's strength on those drivers. This broad exposure will expand your strategic horizons and enable you to foresee challenges and opportunities due to changing competition, technology, and environment. The framework and the perspective will sharpen your ability to lead value creation as an entrepreneur or executive, or to understand value creation as an investor, banker, analyst, or consultant.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 6057 Tech Industry Drivers (3 Credits)***Typically offered occasionally*

Visit <http://www.dangode.com/techdrivers/> for details. Concentrations: Accounting, Computing and Data Science, Marketing. Minor: Entertainment, Media, and Technology (EMT). Track: Management Consulting. This course and the Business Drivers course use the same analytical framework (about 25% of the course). However, this course focuses only on tech companies. Some students have taken both courses and found them to be valuable. We illustrate a streamlined and structured framework to analyze business drivers of forty tech companies. This helps us understand their business model, drill into their financial statements, and assess competitive advantage. The analysis proceeds as follows: (1) We apply the Six-Pack Framework for a top-down and comprehensive analysis of financial statements to extract the six key inputs into valuation – Size, Growth, Margins, Asset intensity, Business risk, and Financial risk. (2) We analyze how these inputs depend upon a company's strategy by computing the Competitive Advantage Score that assigns weights to competitive drivers and scores the company's strength on those drivers. This broad exposure will expand your tech horizons and enable you to foresee challenges and opportunities due to changing competition, technology, and environment. The framework and the perspective will sharpen your ability to lead value creation as a tech entrepreneur or executive, or to understand value creation as an investor, banker, analyst, or consultant.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 9912 Panel Data Analysis (Econometrics II) (3 Credits)***Typically offered occasionally*

This is an intermediate level PhD course in the area of Applied Econometrics dealing with Panel Data. The range of topics covered in the course will span a large part of econometrics generally though we are particularly interested in those techniques as they are adapted to the analysis of panel or longitudinal data sets. Topics to be studied include specification estimation and inference in the context of models that include individual firm person etc effects. We will begin with a development of the standard linear regression model then extend it to panel data settings involving fixed and random effects. The asymptotic distribution theory necessary for analysis of generalized linear and nonlinear models will be reviewed or developed as we proceed. We will then turn to instrumental variables maximum likelihood generalized method of moments GMM and two step estimation methods. The linear model will be extended to dynamic models and recently developed GMM and instrumental variables techniques. The classical methods of maximum likelihood and GMM and Bayesian methods especially MCMC techniques are applied to models with individual effects. The last third of the course will focus on nonlinear models. Theoretical developments will focus on heterogeneity in models including random parameter variation latent class finite mixture and mixed and hierarchical models. We will also visit the theory for techniques for optimization in the setting of nonlinear models. We will consider numerous applications from the literature including static and dynamic regression models heterogeneous parameters models Fama Macbeth random parameter variation and specific nonlinear models such as binary and multinomial choice and models for count data.

**Grading:** Grad Stern Graded**Repeatable for additional credit:** No