

MANAGEMENT (MGMT-GB)

MGMT-GB 2100 Inclusive Leadership (1.5 Credits)

Typically offered occasionally

In today's rapidly changing global economy, companies with the best talent are at a competitive advantage and inclusive leadership skills are increasingly at a premium. This course will provide students with the skills and strategies to be inclusive leaders: to recognize their own agency to interrupt implicit bias, develop and support allies of diverse backgrounds, address microaggressions, and to leverage the talent on their teams to achieve business outcomes. Students will be able to utilize the lessons of the course in their own career decisions as well as when managing, being managed by, or collaborating with others. The course is highly interactive so that students can learn from each other as well as guest speakers such as the former CEO of Jamba Juice and author of *Anti-Racist Leadership*, the head of multi-cultural marketing at Johnson & Johnson, the Chief Impact Officer at Advantage Capital, and the Vice-Chairman of global capital markets at Morgan Stanley. Any student who wants to deliver better results through better people decisions should take this class.

Grading: Grad Stern Graded

Repeatable for additional credit: No

MGMT-GB 2105 Strategic Management of AI (1.5 Credits)

Typically offered occasionally

This course will teach students frameworks for managing AI for business and policy. This course will take the manager's perspective. Familiarity with any new technology is an important goal for managers, so that competitive and corporate strategies can be aligned to take advantage of potential new opportunities and guard against potential risks. But new technologies don't appear in a vacuum. They are commercialized against a backdrop of macro-economic trends and cultural norms, and their adoption may depend on these factors as well as industry-specific and firm-specific factors. For example, a firm's relationship with its employees may have direct consequences for decision to adopt a new technology, or the manner in which a new technology is adopted. This course will provide students with a set of strategy and management frameworks that firms use when assessing how to implement AI in their own organizations, how to use AI as a competitive tool in the market place, and how to interact with government actors. To accomplish these goals, the course will use a variety of popular press readings, academic research papers, cases and in-class presentations.

Grading: Grad Stern Graded

Repeatable for additional credit: No

MGMT-GB 2107 Becoming You: Crafting Your Authentic Career (1.5 Credits)

Typically offered occasionally

The objective of this class is to guide students through the complex, exhilarating, and sometimes surprising journey of discovering the right career for them, one rich with opportunity, meaning, and impact. "Becoming You" grows out of the premise that the happiest, most fulfilling lives are those lived in your "Area of Destiny," the intersection of your best and most unique skills, your deepest and most authentic values, and the economy's most rewarding spaces. On many levels, the Area of Destiny construct is intuitive – of course you should be doing what you're good at, what you love, and what the world needs. But what's less intuitive is how often smart, ambitious, and often enlightened people end up with lives and careers that are less deliberate and joyful, and more accidental and stressful, than they'd ever wanted. With readings from memoirs that are as illuminating as they are brutally honest (Tina Fey, Steve Wozniak, and Phil Knight), spell-binding documentaries about trailblazers such as Dr. Dre and Iris Apfel (to name a few), as well as classical works about identity by great philosophers and social scientists, "Becoming You" will explore career journeys that are provocative – and instructive. But the career journey at the center of this class is yours. Where have you been and how has it shaped you? What are you dying to leave behind, and what is ahead that scares you? What is your unedited dream of a life? What are your non-negotiables around lifestyle? Do you have what it takes to be an entrepreneur? And what about money...really? Analytic tools, assessment surveys, and exercises will be employed in each student's personal exploration process, along with team activities, writing assignments, and guest speakers from careers paths both conventional and unorthodox. The course will conclude with a capstone project in which each student will identify their own "Area of Destiny," either newly discovered or confirmed, and the roadmap to it, now and in the future. Non-refundable course fee of approximately \$225 charged to student bursar accounts after the drop/add deadline to cover the cost of mandatory assessments.

Grading: Grad Stern Graded

Repeatable for additional credit: No

MGMT-GB 2108 Signature Internship Project: Doing Business in the UAE and the Gulf: I (1.5 Credits)

Typically offered occasionally

Signature Internship Project: Doing Business in the UAE and the Gulf: I

Grading: Grad Stern Graded

Repeatable for additional credit: No

MGMT-GB 2109 Signature Internship Project: Doing Business in the UAE and the Gulf: II (1.5 Credits)

Typically offered occasionally

Signature Internship Project: Doing Business in the UAE and the Gulf: II

Grading: Grad Stern Graded

Repeatable for additional credit: No

MGMT-GB 2113 The Strategist (1.5 Credits)*Typically offered occasionally*

Business success requires being different. To succeed, a business needs to stand out from the competition. This is what business strategy courses teach, and they are right. But finding a way to be different is harder than just knowing that it is important to be different. This is the fundamental challenge facing the business strategist. It is the challenge of looking at an existing organization and coming up with ways to make its position in the marketplace more distinctive. Or, it is the challenge of looking at the potential of a new business and creating a distinct position for it. The strategist is equally important in the worlds of existing enterprise and of entrepreneurship. The challenge of being different is considerable. Much of the time, everyone has access to more or less the same knowledge base. This is likely even more the case today, in a globally interconnected world, relative to the past. In this environment, the key to being different becomes one's ability to think differently. Of course, one has to think both differently and better, and come up with not just a different but a superior business proposition. Out-thinking others in this way is the job of the business strategist. In this course, we will develop a four-way framework to help us think differently and better and become better business strategists. The four components of the framework (4 C's) are: Strategy from Contrast Strategy from Combination Strategy from Constraint Strategy from Context We will examine many examples of great business strategies of each of these four types, and we will also use this framework to help us generate entirely new strategies.

Grading: Grad Stern Pass/Fail**Repeatable for additional credit:** No**MGMT-GB 2124 Managing Family Businesses and Privately Held Firms (1.5 Credits)***Typically offered occasionally*

This course explores the business personal and family issues found in family owned and operated companies. The managerial strategic and behavioral complexities in these environments will be analyzed. The course focuses on these principal themes: 1) How are family businesses distinct from other firms? 2) What is the lifecycle of the family business? 3) What are the unique managerial challenges of family-owned businesses and how can they be successfully resolved?

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2129 Entrepreneurship (1.5 Credits)***Typically offered occasionally*

Entrepreneurship

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2131 Introduction to Entrepreneurship Through Acquisition & Search Funds (1.5 Credits)***Typically offered occasionally*

While the promotion of tech entrepreneurship has grown substantially in the past 20 years, core entrepreneurship – small business owner-operators – are still the vast majority of occurrences of running a business. These are not high-profile nor receive the headlines but are the greatest wealth creator in the US economy. In the past 30 years, a variant on this small business owner-operator model has emerged: Entrepreneurship through Acquisition (ETA). ETA takes a small-to-mid-sized business (SMB) that has achieved some level of product-market fit as well as financial stability and acquires the company putting a new CEO – oftentimes a newly minted MBA – in place to drive growth and optimization. Since many SMBs are run as “lifestyle” businesses, the current owner has little incentive to grow them beyond what meets their personal financial needs. This has a dual effect of a) suppressing acquisition multiples (typically 3-6x EBITDA) and b) creating ample opportunities for immediate financial impact under professional management. This creates an attractive asset class for investors which, over the past 30 years, has achieved 3x the returns vs. traditional mid-to-large private equity (PE) and venture capital (VC).

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2140 Strategic Management of Global Risk (1.5 Credits)***Typically offered occasionally*

There are tremendous opportunities in global markets, and managers often globalize as a means of tapping into growth so as to achieve profitability targets. Unfortunately, accumulating evidence suggests that globalizing is fraught with risk. In the last 20 years alone, high-profile companies like Uber, IKEA, AES, Tesco, and Walmart (among others) have been hobbled by globalization. This course offers a lens through which to view globalization in a new and compelling way, helping students understand the risks associated with globalization while equipping them with the necessary tools to overcome those risks.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.**MGMT-GB 2143 Strategy & Innovation in China (1.5 Credits)***Typically offered occasionally*

The goal of the course is to equip students with a better understanding of the strategy and innovation lessons from China. In particular, we discuss cutting-edge innovation in important industries ranging from social media to telecommunications. Many of the Chinese firms we study are already world class competitors. As such, while our focus is China, you will find that the principles of innovation are generally applicable elsewhere. The course provides a quick survey of China's unique business landscape, in addition to a generalized toolkit to analyze strategy and innovation in fast growing industries. Whether your goal is to do business in China and beyond, or to better compete with Chinese firms in your existing industry here in the US, you will find the course informative, relevant and timely. The course examines many different types of business—private and public, Chinese and American—and the institutions that have and will define China's economic trajectory and its role in the global economy. We will read and discuss a combination of cases, academic articles, book chapters as well as real-time news and reports.

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

MGMT-GB 2153 Managing Change (1.5 Credits)*Typically offered occasionally*

This business environment demands that organizations change more, more often, faster, and in more complex ways to remain competitive. Competitive advantage today is less a matter of determining the right strategy than of implementing it faster and more smoothly than the competition, which is why we focus on process in this course. The objective is to help leaders, managers, and their consultants understand the challenges and methods required to master the science and art of initiating, planning, and implementing organizational change.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2159 Collaboration, Conflict, and Negotiation (1.5 Credits)***Typically offered occasionally*

Successful managers know how to collaborate with other people effectively and how to resolve conflicts constructively. The goal of this course is to teach students the fundamentals of managing collaboration and conflict in one-on-one and small group settings. Our objective is to enhance students' interpersonal skills at their jobs. Drawing from the latest findings in managerial psychology, we cover the fundamentals of effective negotiation, communication, and persuasion. Special topics include getting buy-in, coping with resistance, and building coalitions.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2160 Advanced Topics in Negotiation (1.5 Credits)***Typically offered occasionally*

Advanced topics are presented to illustrate specialized concepts in managerial negotiations, such as negotiating cross-culturally, making effective group decisions, negotiating mergers and acquisitions, and managing business integration teams. Topics vary from semester to semester; check registration packets and departmental bulletin boards for current offerings. Students may elect this course only once in their degree program.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2161 Negotiating Complex Transactions With Executives and Lawyers (1.5 Credits)***Typically offered occasionally*

In this innovative and practical course students from the Law school and the Business school come together at Stern to learn what it takes to negotiate major transactions. Most key corporate deals such as mergers, financing, international joint ventures, and settlements are legal business problems. So it is crucial for lawyers and business people to know how to work well together and how to design wise agreements. To develop these skills, students negotiate a variety of simulated transactions and conflicts. They take one deal from concept to term sheet to contract and then see its effects months later. They grapple with whether to sue or settle. They even trade roles at least once. They also examine real agreements, perhaps meeting and questioning guest speakers who actually negotiated them. They also discover ways to design better transactions with the help of economics and other important theoretical tools. Through their continuing work together, they overcome their natural feelings of professional culture shock and learn how to work as a team to create sound agreements as their future employers expect them to do. A basic course on negotiation such as Collaboration/Conflict Negotiation (MGMT-GB.2159) or Lawyering (LAW-LW 10687) is a prerequisite for the course; there is no prerequisite for LL.Ms. The course is different from Stern's Advanced Topics in Negotiation, which focuses mainly on negotiating in organizations. (While the course will end December 20, no final and assignments are scheduled, which gives law students time to prepare for other final exams.)

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2162 Negotiation: Emotion & Nonverbal Communication in Conflict Resolution (1.5 Credits)***Typically offered occasionally*

The goal of this course is to increase your ability to resolve conflicts at the bargaining table and as a leader in your organization. How do you negotiate when emotions are running high? How does understanding the information conveyed by body language (yours and your counterparts) increase the likelihood you will reach a desirable outcome. Is your counterpart a Friend or a Foe? Knowing how you and your counterpart are feeling—angry, fearful, satisfied—is especially important when you want to create the trust needed to reach pie-maximizing outcomes. In this course you will learn how to anticipate emotion and how best to convey understanding without compromising your negotiation objectives. Understanding nonverbal cues enables you to assess when you can trust the other side and when you must be wary of their intentions. Through negotiation simulations in which the economic and emotional stakes are high, you will practice ways to plan for the emotions that may arise and the techniques that effectively leverage and/or dissipate emotion. You will also have the opportunity to practice spotting and interpreting nonverbal cues by reviewing videotaped conversations and by analyzing your and your counterparts' behavior during a negotiation simulation. CCN is the only pre-requisite. The course complements other Advanced Topics in Negotiation courses and Negotiating Complex Transactions with Executives & Lawyers, which can be taken concurrently or in any order.

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

MGMT-GB 2164 Advanced Topics in Negotiation: Corporate Deals, Decisions, and Diplomacy (1.5 Credits)*Typically offered occasionally*

How do you negotiate with many parties? With Godzilla? With other organizations? High stakes? Multiple issues? How do you build a consensus everyone's committed to? How do you act as an agent with constituents and mandates? Deal with talks in the public eye? In short, how do you negotiate corporate life, where things are more challenging than simple one-on-one transactions? In this hands-on, practical continuation of Collaboration, Conflict & Negotiation (CCN), students do a series of increasingly difficult negotiation simulations that help them gain new tools and principles for dealing with the harder talks that happen in corporate life. Students learn to handle multi-party talks, ready for talks with a host of issues using a 'playcard' that gives them 'glance and go' guidance, and deal with highly intimidating counterparts, in part by learning to 'war game.' They also learn to resolve conflicts well even when they have too much responsibility and not enough authority, handle the complex diplomatic challenges of talks between groups and firms, and more. In a capstone simulation, students handle a complex, high-stakes, high-stress, deal on video and then, like athletes, review the tape to discover hidden weaknesses and strengths. CCN is the only pre-requisite. The course complements other Advanced Topics in Negotiation courses and Negotiating Complex Transactions with Executives & Lawyers, which can be taken concurrently or in any order.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2204 Crisis Management (2.5 Credits)***Typically offered occasionally*

Effective crisis management is a competitive advantage and a critical attribute of leadership. It isn't the nature of the underlying crisis that determines whether a company emerges with its operations, reputation, and financial condition intact, but rather the nature of the response. This seven-session elective focuses on the business decisions, management processes, and leadership skills necessary to anticipate, plan for, manage through, communicate about, and recover from crises. A key focus of the course is organizational behavior, especially the ways companies in distress and the stakeholders who matter to those companies predictably behave when things go wrong. Another important focus is leadership: how those who lead organizations can maintain the confidence and trust of internal and external stakeholders. The third is strategy: how to navigate a crisis in such a way as to protect long-term business interests and deliver on critical business strategies. The course examines examples of effective and ineffective crisis management, from BP, HP, Home Depot, Netflix, Toyota, and many others. Topics covered include: Defining crises and mobilizing resources in a crisis; Predictable corporate mis-steps in a crisis; How to be forgiven when people have been hurt; Maintaining public support in an era of mistrust; Corporate governance and corporate responsibility; Vulnerability analysis, strategic crisis planning, and crisis prevention; Avoiding mistake chains; Communicating bad news to investors, employees, customers, and regulators; Case studies in effective and ineffective crisis management.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2207 Becoming You: Crafting the Authentic Career You Want and Need (2.5 Credits)***Typically offered occasionally*

The objective of this class is to guide students through the complex, exhilarating, and sometimes surprising journey of discovering the right career for them, one rich with opportunity, meaning, and impact. "Becoming You" grows out of the premise that the happiest, most fulfilling lives are those lived in your "Area of Destiny," the intersection of your best and most unique skills, your deepest and most authentic values, and the economy's most rewarding spaces. On many levels, the Area of Destiny construct is intuitive – of course you should be doing what you're good at, what you love, and what the world needs. But what's less intuitive is how often smart, ambitious, and often enlightened people end up with lives and careers that are less deliberate and joyful, and more accidental and stressful, than they'd ever wanted. With readings from memoirs that are as illuminating as they are brutally honest (Tina Fey, Steve Wozniak, and Phil Knight), spell-binding documentaries about trailblazers such as Dr. Dre and Iris Apfel (to name a few), as well as classical works about identity by great philosophers and social scientists, "Becoming You" will explore career journeys that are provocative – and instructive. But the career journey at the center of this class is yours. Where have you been and how has it shaped you? What are you dying to leave behind, and what is ahead that scares you? What is your unedited dream of a life? What are your non-negotiables around lifestyle? Do you have what it takes to be an entrepreneur? And what about money...really? Analytic tools, assessment surveys, and exercises will be employed in each student's personal exploration process, along with team activities, writing assignments, and guest speakers from careers paths both conventional and unorthodox. The course will conclude with a capstone project in which each student will identify their own "Area of Destiny," either newly discovered or confirmed, and the roadmap to it, now and in the future.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2210 Behavioral Leadership Skills (2.5 Credits)***Typically offered occasionally*

A student's ability to analyze behavior in collective settings, and willingness to skillfully ACT within them, help answer a number of questions: Why do some talented EMBA's succeed, while others, equally talented, flounder? Why do some people in leadership positions prove effective, while others do not? Why do some high potential people become leaders and others do not? This course tackles these questions. This course is based on the premise that, regardless of your position within an organization, leadership opportunities and challenges present themselves every day and that it is to your advantage to recognize and make the most of these opportunities. Leadership is a behavior (verb), NOT a position (noun). You have to ACT in order to learn and grow, and this class and your time as an EMBA student is the opportunity to do that – leaders are not made by passive observation! It is also based on the premise that effective leadership requires an in-depth understanding of both yourself and how organizations work, and an in-depth understanding of how to work with and through other people. By the end, I expect that you will be more conscious of others, yourself, and the impact of your own (in)actions.

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

MGMT-GB 2213 The Strategist (2.5 Credits)*Typically offered occasionally*

The goal of this course is to improve our ability to think and act as strategists. We will develop a particular view of what it means to be a strategist and we will practice being strategists of this type.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2227 Managing Growing Companies (2.5 Credits)***Typically offered occasionally*

This course seeks to provide an understanding of the knowledge and skills that are required to manage and grow small to mid-sized firms. Students study the typical problems and opportunities that confront such organizations and use a variety of disciplines including management, strategy and entrepreneurial finance in order to formulate courses of action based on incomplete information.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2232 Managing a High Tech Company (2.5 Credits)***Typically offered occasionally*

"We live in an era where "technology" companies are fundamentally changing our lives, and artificial intelligence will further propel this trend. Understanding this mass transformation is crucial, as it's evident that each and every industry is being disrupted by technology. Students will study how "management" is conducted in high-tech companies and grasp the distinctions between managing a high-tech company and a traditional one. This course will encompass the megatrends in the technology sector and various real-world business cases. Topics to be covered in this course include (1) Critical success factors of big tech companies; (2) Platform businesses (two-sided business, content platform business); (3) Founding a startup and entrepreneurship (4) Managing innovation; (5) Tech M&As; (6) Culture & People management in the tech industry, and more. In addition to U.S. tech companies, we will also discuss Asian companies renowned for their advanced technology applications, such as Baidu, Tencent, Alibaba, and Pinduoduo in China, as well as Kakao and Naver in South Korea. The Professor will also share his experience working as the CEO at Kakao Corp. to help students understand the "CEO Perspective."

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2240 Global Strategy (2.5 Credits)***Typically offered occasionally*

This course provides an understanding of the cultural, political, competitive, technological, legal, and ethical environment in which multinational firms operate. It surveys a range of tools and techniques of environmental analysis for use in assessing foreign and global conditions, opportunities, and threats. It also focuses on multinational corporate strategy, organization, and management. Students examine the building of strategic capabilities, collaborating across boundaries, developing coordination and control, and managing activities and tasks, as well as challenges of worldwide functional management, geographic subsidiary management, and top-level headquarters management.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2243 Strategy & Innovation in China (2.5 Credits)***Typically offered occasionally*

Strategy & Innovation in China

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2249 Market Disruptions and Strategic Agility (2.5 Credits)***Typically offered occasionally*

The COVID-19 pandemic brought on market disruptions that had rippling effects on businesses in ways no one could have predicted. Strategy, which directs the core activities of every business model, must adapt to these changing market conditions. The aim of this course is twofold. This course will 1) focus on developing a unique strategic position for your business and 2) identify opportunities to strategically pivot through the market disruptions surrounding your business and industry. Students will gain the fundamentals of developing a sustainable strategic position and become more resilient in the pandemic, among other market disruptions such as global trade wars, political regime changes, and social unrest.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2253 Managing Change (2.5 Credits)***Typically offered occasionally*

Contemporary business environments contain challenges that demand an increasing pace, volume, and complexity of organizational changes. Most organizations, whether they are entrepreneurial start-ups or long-established Fortune 500 firms, find that they must change or lose competitive advantage. Additionally, senior executives are increasingly responsible for leading large-scale change efforts. This course is geared toward deepening students' understanding of the challenges, techniques, and opportunities associated with initiating and implementing major changes in an organization. The objective is to prepare managers and leaders, or their consultants and advisers, to meet the challenges of organizational change successfully. We work through a series of cases and class exercises focused on diagnosing change issues effectively, the perspective of recipients of change, the role of leadership in different change situations, and finally, key elements of sustaining change. The course is applicable across a wide range of industries and career choices.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2259 Collaboratn, Conflict & Negtn (2.5 Credits)***Typically offered occasionally*

Collaboration, Conflict and Negotiation explores the management of conflicts that arise from differences in interests such as goals, priorities or competition for limited resources. It focuses on negotiation as a primary process for settling disputes between individuals and within and between organizations. The course examines and interrelates the key variables in a negotiation, including stakes, power, interdependence, trust, coalitions, communication, time, personal negotiation style and the consistency of a settlement with the firm's business strategy. Simulations are used extensively throughout.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2263 Leadership Models (2.5 Credits)***Typically offered occasionally*

This course is meant for those who wish to better understand and further develop their innate potential and propensity to lead others. As you rise in your career, you will need multiple and often conflicting constituencies on board to follow your vision. But if you don't lead, others will not follow. This course will help you toward honing some of the essential self-reflective skills you need to give form and substance to such vision. It will also be of value to those who wish to have a broad intellectual understanding of the context of leading and the content of leadership.

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

MGMT-GB 2271 Business Strategy in a World of AI (2.5 Credits)*Typically offered occasionally*

The past 12-18 months have seen a wave of technical breakthroughs in Artificial Intelligence (AI), mostly in the area of Generative AI (large language models). AI is showing the ability to significantly improve productivity (cost, speed) and quality of many business and human decision-making processes. This has led to a heightened set of expectations on the impact AI will have on society and work. However, for companies to drive long-term value from AI they will need to rethink strategy and business model design. AI-driven transformation will not be easy for mature businesses as it requires 'rearchitecting' many aspects of the organization. This course is intended to explore this topic – to challenge students to think strategically about what is possible but also pragmatically about what it will take to implement AI at scale in corporations.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2275 Advanced Strategy: Applications (2.5 Credits)***Typically offered occasionally*

In core strategy we discussed the drivers of enterprise value (scarcity, scalability and scopability). This course is designed to give you an opportunity to work in a group and develop a case study of your choosing to apply and deepen our understanding of these value drivers. By working through a case, it will become clearer to you how to develop a strategy at the enterprise or divisional levels.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 2300 Women in Business Leadership (3 Credits)***Typically offered occasionally*

This course explores the issues of women in management with a focus on the barriers and success factors that enable women to achieve their maximum potential as business leaders. It also explores the strategies that organizations can undertake to develop a more diverse and creative pool of leadership talent. It analyzes the historical ethical and legal implications inherent in the exclusion of women from power positions, reviews empirical and anecdotal data involving women in corporate leadership and uses 8220reallife8221 experiences of successful women executives to create a broader appreciation of the benefits of advancing women in business.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2302 AUTHENTIC LEADERSHIP DVLM (3 Credits)***Typically offered occasionally*

The purpose of Authentic Leadership Development is to enable students to develop themselves as leaders of organizations and to embark on paths of personal leadership development. ALD requires personal curiosity and reflection from students and personal openness and sharing in the class discussions.

Grading: Graded**Repeatable for additional credit:** No**MGMT-GB 2308 Venture Building for Entrepreneurs and Intrapreneurs (3 Credits)***Typically offered occasionally*

The future is fast, complex and in flux. Markets are being reshaped at an unprecedented pace, creating a world where disruption is common-place and innovation is not only expected but increasingly necessary. Every player is entering the race to win with the next big bet - entrepreneurs working at start-ups and venture studios, and intrapreneurs, working within corporations, all vying for a piece of the rapidly changing market. Building new ventures, as an entrepreneur or intrapreneur, has become a coveted skill. This course focuses on teaching that skill, de-mystifying the process and the complexity of creating new ventures and delving into the core steps, techniques and tools that transcend industry and objective. The goal of the course is to prepare students with navigating the uncertainty inherent in building new products, services and lines of business, regardless of their path as venture builders. Students will immerse in the venture building process through the hands-on creation of their own idea, learning how to identify and size a market opportunity, segment customers and define a unique value proposition and business model. Individually or in groups, students will select a project path: venture building for themselves (entrepreneurs) or from within an existing company (intrapreneurs). They will learn, from in-class lecture and detailed case studies, how to move from initial hypothesis to proof of concept, and then apply those learnings to their own idea. Students will be asked to share and evolve their work, in response to feedback and external forces, as occurs in the real world. As the course progresses, so will their ideas, following the arc of venture building and allowing students to absorb the core tools necessary to determine and stress-test their path forward as entrepreneurs and intrapreneurs.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2309 Managing in Creative Industries (3 Credits)***Typically offered occasionally*

Managing in Creative Industries

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

MGMT-GB 2312 Biotechnology Industry, Structure and Strategy (3 Credits)*Typically offered occasionally*

Biotechnology started as a science referring to the use of living cells as factories to produce protein through manipulation of genes. Yet today biotechnology refers to an industry with the top companies in the sector exceeding some of the major pharmaceutical companies in market capitalization. No longer are biotechnology companies constrained to using recombinant DNA technology alone as the moniker is assigned today to any small company engaged in any life sciences-related research directed toward developing a commercial product using any scientific means. Belonging to the sector usually also implies a culture of small, nimble, visionary but practical, cash constrained but willing to risk it all. While some of the above characteristics are more idealized than real, it is certainly the case that while the key factors for success in a development stage company include the very same scientific, analytic, and/or managerial talents that reside in big pharma, the context is different, requiring the organization to incorporate some additional skills to ensure survival and nontraditional systems to support success. The foundation of this course will be the core curriculum that you have all mastered during your first year at Stern. You will be at an advantage in that regard relative to some of your future colleagues who work in the industry today. The long product development cycles inherent to the industry may minimize the rigor behind decisionmaking since there is a long time lag between the action taken and its ultimate impact. Moreover, paradoxically, there is a comfort to operating at a significant loss for many years, spending hundreds of millions of dollars of investors' money, relieving the incentive to generate incremental revenue or savings that seem insignificant relative to the scale of the investment and the size of the opportunity. Finally, the need to constantly raise money sometimes favors promotion over analysis and short-term impact on share price rather than long-term creation of value.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.**MGMT-GB 2321 Commercialization of Frontier Technologies (3 Credits)***Typically offered occasionally*

Developing a solid understanding of frontier technologies that are poised to revolutionize all aspects of human affairs, including future business, is becoming increasingly important for students seeking to pursue a leadership role in the world of commerce. At the top of the list of such technologies are robotics and mechatronics, which integrate mechanical, electrical, electronics, and computing technologies, as well as software engineering and machine learning, in the design, development, and control of diverse systems used in a range of industries including garment, food, manufacturing, logistics, healthcare, and the service industries. Mechatronics makes it possible to design intelligent, reliable, and versatile electromechanical systems such as industrial robots, medical devices, aircraft simulators, automated assembly lines, building control systems, and autonomous vehicles. Students who are interested in taking this course do not need to have a background in robotics or mechatronics because the course is designed to help students familiarize themselves with both the technical aspects of developing mechatronics and robotics inventions and the research and assessment activities that need to be conducted to turn a viable new technology into a marketable product. To that end, the course will be divided into two key learning modules:

- The first module will provide students with a structured process for assessing the commercial viability of a new technology through short lectures and discussions that will focus on the key components of this process, including developing a minimum viable product, conducting customer value proposition research, estimating market potential, identifying key proprietary aspects of a new technology and how to protect them, determining the financial value of a new technology and licensing and royalty fees, and crafting a technology commercialization strategy. This module will also provide students with the opportunity to conduct real-world research and analysis of the commercialization potential of a new robotic technology invention developed at NYU's Tandon School of Engineering in Brooklyn.
- The second module will provide students with the opportunity to learn about the fundamentals, hardware, software, and applied elements of mechatronics and robotics through short lectures and concrete experiences with devices being developed in the Mechatronics, Controls, and Robotics Lab (MCRL) at NYU's Tandon School of Engineering in Brooklyn. These activities will illustrate real-world applications of material covered in the lectures, thus reinforcing and imparting a greater sense of understanding. Having participated in structured mechatronics explorations, students will have greater facility in understanding the mechatronics and robotics inventions that will be the focus of their commercial viability research projects. Career paths for which this course helps students prepare include (1) business development and technology marketing at high-tech start-up companies, (2) corporate venturing, R&D and IP management at large technology development intensive corporations, and (3) analyst or associate positions at venture capital firms. Students will work in three to four person teams to conduct a first stage assessment of the potential commercial viability of a promising, recently developed, mechatronics or robotics invention.

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

MGMT-GB 2327 Managing the Growing Company (3 Credits)*Typically offered occasionally*

This course exposes students to the unique challenges of managing the growth of small businesses. It concentrates on building the company issues rather than start-up issues, although some cases and lectures explore start-up as well. Included are studies of family businesses that have acute growth issues because of succession and family dynamics. It is designed for students interested in understanding the opportunities and problems involved in the management or operation of their own business; and it is also aimed at students considering employment in a small or mid-sized firm. The differences between small firms and large organizations, management needs, practices, and financial resources are examined.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2332 Managing a High Tech Company: The CEO perspective (3 Credits)***Typically offered occasionally*

We are living in an era where 'technology' companies are totally changing our lifestyle and it is obvious that artificial intelligence will push this trend further. Each and every industry will be disrupted by technology so understanding this mass transformation is crucial. Students will study how 'management' is executed in high tech companies and examine the differences from managing a traditional company. This course will cover mega trends in technology sector and will study a number of real world business cases. Examples of topics in this course include: (1) How to manage innovation (2) Critical success factors in tech companies (3) Technology's role in platform business (two sided business, content platform business) (4) Culture & Talent management in tech industry (5) Tech M&As. On top of U.S tech companies, Asian tech companies will also be discussed due to their advanced implementation of technology (such as Baidu, Tencent, Alibaba in China and Kakao, Naver in South Korea) Also, the lecturer will share his experience as CEO of Kakao a technology company that services Kakao Talk, a mobile messenger that has 95%+ market share and is valued at around \$10B in South Korea.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2339 Strategic Ownership (3 Credits)***Typically offered occasionally*

Most companies—including public corporations—have one or more large shareholders who actively exercise control or significant influence over their company's strategy. These shareholders include founders and their families, the state, private equity firms, activist investors like hedge funds, other institutional investors, and employees acting in concert. Through their presence or representation on the company's board of directors, their voting power—often enhanced over their sheer equity stakes through dual-class stock or other governance mechanisms, these shareholders are often the ultimate decision-makers on strategic matters like mergers and acquisitions, divestitures, etc. This course seeks to deepen your understanding of the strategic role played by shareholders in companies where there is some degree of concentrated ownership. Through discussions of cases and recent articles, we will analyze the impact of these shareholders on competitive and corporate strategies, and ultimately on firm performance and other outcomes (the "what"); the governance structures and mechanisms that enable them to shape those strategies (the "how"); and the different motives that drive these owners' strategic actions (the "why"). The course is designed to prepare you to: (a) be good strategic owners yourselves, if you choose a career path in entrepreneurship (including social entrepreneurship), private equity, hedge funds, search funds, or your own family business, and/or (b) work effectively with such owners in your role as managers or strategic advisors, if you choose a career path in consulting, investment banking, M&A advising, or general management

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.**MGMT-GB 2340 Global Strategy (3 Credits)***Typically offered occasionally*

This course provides an understanding of the cultural, political, competitive, technological, legal, and ethical environment in which multinational firms operate. It surveys a range of tools and techniques of environmental analysis for use in assessing foreign and global conditions, opportunities, and threats. It also focuses on multinational corporate strategy organization and management. Students examine the building of strategic capabilities, collaborating across boundaries, developing coordination and control, managing activities and tasks as well as challenges of worldwide functional management geographic subsidiary management and top-level headquarters management.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.**MGMT-GB 2353 Managing Change (3 Credits)***Typically offered occasionally*

Contemporary business environments contain challenges that demand an increasing pace, volume, and complexity of organizational changes. Most organizations, whether they are entrepreneurial start-ups or long-established Fortune 500 firms, find that they must change or wither. This course is geared toward deepening students' understanding of the challenges, techniques, and burdens associated with initiating and implementing major change in an organization. The objective is to prepare managers, or their consultants and advisers, to meet the challenges of organizational change successfully. As such, the course is especially useful for students who plan careers in management consulting, general management (whether in line or staff positions), and entrepreneurship or corporate venturing.

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

MGMT-GB 2363 Leadership Models (3 Credits)*Typically offered occasionally*

This course is meant for those who wish to better understand and further develop their innate potential and propensity to lead others. As you rise in your career, you will need multiple and often conflicting constituencies on board to follow your vision. But if you don't lead, others will not follow. This course will help you toward honing some of the essential self-reflective skills you need to give form and substance to such vision. It will also be of value to those who wish to have a broad intellectual understanding of the context of leading and the content of leadership.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2370 Strategic Design (3 Credits)***Typically offered occasionally*

This course develops student skills at diagnosing organizations and developing prescriptions to improve their effectiveness. It is appropriate for those interested in organizational performance from a managerial or external perspective, e.g. management consultants, investment bankers, and financial analysts. It examines organizations' attempts to adapt as open systems in a competitive environment. We consider the major factors influencing organization design, e.g. strategy, environment, and technology. Then we analyze the major internal processes affecting organizational performance, e.g. control systems, politics, and conflict. Next, we probe how organizations can improve their ability to adapt in increasingly dynamic environments. The course includes domestic and international examples. The main learning methods are case analyses and a study of the organizations of the central competitors in an industry or industries that the class chooses. Particular emphasis is placed on organizational-level problems facing senior management.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 2375 Advanced Strategy: Tools (3 Credits)***Typically offered occasionally*

Advanced Strategy: Tools is an elective course on strategy. We will recap many of the components covered in core strategy and apply this material to additional cases. In addition, we will spend more time on the relationship between strategy and organizational attributes of the firm. This course has an emphasis on applying the tools and concepts of strategy with precision and attention to nuance. The cases are chosen because they fulfill the following criteria: 1) The issues addressed are topical 2) They are more nuanced than typical core strategy cases 3) They generate an opportunity to explore related regulatory, technological, social, or organizational content 4) They generate interesting follow up questions. By thoroughly discussing each case and by following up with additional information relevant to the uncertainties faced by the case protagonists, we will generate insights into the challenges of implementing various options. In this course, we seek answers to the following questions: What could go wrong? How do we correct it through better design of structure? The course follows an interactive discussion driven format. My expectation is that you come to class having thoroughly read the assignments for that class. Generally, 3-4 class sessions are led by guests who have many years of experience in the industry under consideration. In addition, some class sessions set aside for group presentations.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.**MGMT-GB 3108 Signature Internship Project: Doing Business in the UAE and the Gulf: III (1.5 Credits)***Typically offered occasionally*

Signature Internship Project: Doing Business in the UAE and the Gulf: III

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3109 Signature Internship Project: Doing Business in the UAE and the Gulf: IV (1.5 Credits)***Typically offered occasionally*

Signature Internship Project: Doing Business in the UAE and the Gulf: IV

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3128 Advanced Strategy Analysis (1.5 Credits)***Typically offered occasionally*

Advanced Strategy is an elective course on strategy that is designed to serve as a capstone course across the entire MBA program using strategy to help pull together learning from marketing finance management accounting operations and elsewhere in the curriculum. View this class as a lab in which to explore and understand how the different functional classes that you have been taking during your MBA fit together. We do this by exploring big strategic decisions that organizations encounter and shape organizational performance specifically those that fall into three broad categories decisions on dealing with other firms partners competitors etc. decisions on significant resource allocations and decisions on dealing with success and failure of prior actions. Our discussions will use a variety of approaches to in-class interaction including case discussions small group work simulations experiential exercises and more traditional readings and minimal lectures. In addition the underlying backbone of the class is a semester-long project on one or more specific decisions taken in an organization.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.**MGMT-GB 3129 Advanced Corporate Strategy (1.5 Credits)***Typically offered occasionally*

This course will tackle advanced corporate strategy, and in particular the execution of corporation strategy (e.g., negotiating prices in acquisitions, integration, etc.). This course will pick up where Strategy 2 leaves off and prepare students for the complex task of actually implementing corporate strategy moves such as mergers, acquisitions, spinoffs, etc.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.

MGMT-GB 3135 Foundations of Entrepreneurship (1.5 Credits)*Typically offered occasionally*

Are you interested in founding or joining a startup, or acting entrepreneurially within an organization? This class is designed to increase the chances of success by helping aspiring founders or employees identify and thus avoid a range of dilemmas all startups face. (By extension, aspiring investors and policy makers can also benefit from this class by learning what factors predict startup success.) To do so this class provides a broad introduction and overview of entrepreneurship based on a range of teaching methods including: academic research, cases, empirical data, videos, and guest speakers. Emphasis is devoted to “founder’s dilemmas”—that is, the consequential early decisions founders must make with minimal information. These include: deciding whether to found now or later; whether and how to form a founding team; splitting equity; tradeoffs associated with external investors; and weighing exit options. Note that this class is not an “incubator” (although you will receive substantial feedback on your business ideas). And while several components of this class are devoted to venture capital and the funding of startups, the treatment thereof is done primarily from the perspective of the entrepreneur. Primacy in this class is accorded the human and social capital aspects of entrepreneurship as opposed to those concerning financing. Students will thus leave this course with an understanding of the:

- Likelihood various types of individuals will pursue and succeed in entrepreneurship;
- Process of identifying and evaluating entrepreneurial opportunities;
- Human, social and financial resources required at different stages of founding a business, as well as the benefits and costs of accessing them; and
- Challenging dilemmas entrepreneurs face as they make decisions with limited resources under conditions of risk, ambiguity, and uncertainty.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3151 Managerial Decision Making (1.5 Credits)***Typically offered occasionally*

This course attempts to help you become a better decision maker. When asked about their ability to make decisions previous students express concerns and several said they lacked self confidence in making decisions. Others indicated that the process of making decisions may be painful especially if one has to make an important decision. This may stem from the deliberation process one goes through that may be stressful. Yet others added that at times they second guess their decisions and some acknowledged that they suffer from regret when a decision they have made led to an undesired outcome. A few mentioned that having gone through such a process made them indecisive and unclear about how to go about making decisions. The above concerns are described with regard to personal as well as business decisions. Making decisions at work may be easier when one can solicit the help from colleagues but at the same time the consequences may loom even larger when making decisions at work. This course takes a systematic approach to improve your decision making skills. Requirements include several exercises. Knowledge of statistics is required but the course is not about quantitative calculation of alternatives but about the processes underlying the making of decisions.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3155 Technology Innovation Strategy (1.5 Credits)***Typically offered occasionally*

The purpose of this course is to expose you to the dynamics of industries driven by technological innovation and to train you to think strategically about technological innovation. In this course we will tackle such questions as: How and why are dominant standards chosen in winner-take-all industries. How do firms choose among multiple attractive innovation projects? How do firms decide whether to go it alone or collaborate and how do firms develop an effective collaboration strategy? How do firms make the difficult choice between protecting their technologies with patents or copyrights versus rapidly disseminating them to build installed base and complementary goods? The course will be lecture, case, and discussion based. Like the industries we will study, the course will be fast-paced challenging and exciting.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3159 Leading in the Age of AI (1.5 Credits)***Typically offered occasionally*

We’re at a new age, an age where artificial intelligence is becoming the most influential General Purpose Technology, a technology that once arrived, is poised to morph all aspects of our lives, irreversibly. Artificial Intelligence (AI) rapidly moves into the mainstream, supported by emerging capabilities in cloud and quantum computing, big data, open source software, and ML algorithms to name a few key forces. AI is already demonstrating capabilities that generate greater efficiencies, precision, and personalization, and at times, greater creative output than humans. And with this growing capacity, there grow questions regarding the business value of AI, the societal implications of deploying this technology, and of course, new and intriguing ethical considerations. This course will introduce you to some of the major disruptive Artificial Intelligence developments, concepts, and considerations, and will address the future of work questions as we lead and evolve/sustain AI-enabled businesses.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3165 Power and Professional Influence (1.5 Credits)***Typically offered occasionally*

This course is designed for individuals interested in learning more about the art and science of influence in organizations. Many people are ambivalent if not disdainful of those who seek to wield power and influence at work but power and influence are key mechanisms by which things get done. For those considering careers in management it is important to be able to diagnose situations as opportunities to exercise power and influence in order to form and implement new strategies. In addition managers are usually on the receiving end of these processes. An astute manager knows how to anticipate moves that others will make how to block or avoid them when they have undesirable consequences and how to help these moves succeed when their consequences are beneficial. The course aims to provide you with:

- 1 diagnose the true distribution of power in organizations
- 2 identify strategies for building sources of power
- 3 develop techniques for influencing others and
- 4 understand the role of power in building cooperation and leading change in organizations

These skills will be invaluable throughout your career.

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

MGMT-GB 3167 People and Organization Analytics (1.5 Credits)*Typically offered occasionally*

This course navigates the convergence of data science, human resources, and organizational behavior, delving into the dynamic field of People Analytics. Merging data-driven insights with strategic decision-making, HR transforms its talent acquisition, development, retention, and overall workforce orchestration strategies and conduct. Using machine learning coupled with insights from organizational psychology, HR can utilize and offer profound understandings of employee behavior, performance metrics, and engagement dynamics while also managing the ethical complexities, hurdles, and potentials inherent to human capital optimization data. This course is designed to help students immerse themselves in the emerging field of People Analytics. As students navigate through this domain, they unravel the transformative potentials intrinsic to harnessing data for optimizing human capital within organizational frameworks.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3171 Independent Study (1.5 Credits)***Typically offered occasionally*

Independent Study

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3191 Profession Seminar (1.5 Credits)***Typically offered occasionally*

Profession Seminar

Grading: Grad Stern Graded**Repeatable for additional credit:** Yes**MGMT-GB 3192 Profession Seminar 2 (1.5 Credits)***Typically offered occasionally*

Profession Seminar 2

Grading: Grad Stern Graded**Repeatable for additional credit:** Yes**MGMT-GB 3193 Research Design and Development (1.5 Credits)***Typically offered occasionally*

This course is designed to lay a foundation for good empirical research in management and organizations, introducing basic assumptions and underlying logics. The goals of the course are (1) to examine the steps required to frame an empirical research question guided by theory, (2) to introduce students to the range of research methodologies used in our field and examine the strengths and limitations of each, and (3) to facilitate students' application of these steps to their own research projects in a workshop format. It is designed for management Ph.D. students who will undertake research publishable in scholarly social science journals. Students will become acquainted with a variety of approaches to research design, evaluate the products of empirical research, practice several common techniques, and apply these practices to their own research projects.

Grading: Grad Stern Graded**Repeatable for additional credit:** Yes**MGMT-GB 3194 Advanced Strategy Phd Seminar (1.5 Credits)***Typically offered occasionally*

Advanced Strategy Phd Seminar

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3195 Research Design & Development in Management II (1.5 Credits)***Typically offered occasionally*

Research Design & Development in Management II

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3203 Advanced Strategy (2.5 Credits)***Typically offered occasionally*

This targets a broad audience, as it is designed to help students integrate across their entire MBA experience (from a strategic decision-making perspective). By helping to integrate across marketing, finance, operations, management, and strategy this class is applicable to a broad range of career paths, including those that are active in consulting, financial research, or marketing strategy. More broadly, this is a course that seeks to help current or future general managers make sense of how different aspects of their MBA fit together and integrate to help you make better decisions.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 3206 Consulting Practice: Process and Problem Solving (2.5 Credits)***Typically offered occasionally*

Consulting Practice: Process and Problem Solving is a hands-on experiential learning opportunity that allows students to work in teams to tackle a business issue or opportunity for a client while applying in real-time the key steps of the consulting process they are learning in the classroom. Students will discuss their challenges, approaches, and recommendations in class and with their teams while benefiting from the guidance and expertise of the instructor and a seasoned strategy consulting professional. Whether students are going into the consulting field or another area of business, this course will show you how to break a complicated problem into pieces that can be individually and methodically addressed. We will discuss how to gather the right data to build a relevant fact base which can be used to drive key conclusions. By working on a live project concurrently, you will benefit from the 'flipped classroom model' to seamlessly integrate knowledge with practice and leave the experience confident in problem-solving abilities.

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

MGMT-GB 3221 Developing Managerial Skills (2.5 Credits)*Typically offered occasionally*

Managers can sometimes get a bad rap as bureaucrats and naysayers. Think about it: Doesn't it seem as if "leadership" gets all the love? And yet, managers make the (business) world go 'round. Being a great manager can change your own life in powerful ways, but its greatest net positive is in the way it changes those around you, helping to give their lives and careers growth, meaning, and impact. Inasmuch, management is an art, a science, and to paraphrase organizational thinkers from Aristotle to Drucker, "a noble discipline." Developing Managerial Skills covers the wide, exciting, and occasionally daunting gamut of activities comprising that noble discipline. We start at the very beginning, exploring what it takes to assemble a great team through best practices in hiring. Our curriculum then progresses through building a strong culture, making hard decisions with limited information and navigating crises, and the techniques that help you bring out the best in people, so you may bask in their reflected glory. We also explore the ways managers themselves can manage their own careers. (TL;DR: We learn what it really takes to get promoted.) Underlying all of this is the premise that management is good – and hard. And utterly worth it. After all, when you're an individual contributor, your days and decades are all about maximizing your own impact. That's fine; and it is the right role for some of us. But when you become a manager, you are only as successful as your people and the environment you have constructed to help them grow and flourish. It's all about us.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 3223 Game Theory (2.5 Credits)***Typically offered occasionally*

Game theory studies competitive and cooperative behavior in strategic environments, where the fortunes of several players are intertwined. It provides methods for identifying optimal strategies and predicting the outcome of strategic interactions. The field of game theory began around 1900 when mathematicians began asking whether there were optimal strategies for parlor games such as chess and poker, and, if so, what these strategies might look like. The first comprehensive formulation of the subject came in 1944, with the publication of the book *Theory of Games and Economic Behavior* by famous mathematician John von Neumann and eminent economist Oskar Morgenstern. As its title indicates, this book also marked the beginning of the application of game theory to economics. Since then, game theory has been applied to many other fields, including political science, military strategy, law, computer science, and biology, among other areas. In 1994, three pioneers in game theory were awarded a Nobel Prize, marking the 'arrival' of the field. In 2005, two other prominent researchers in game theory were awarded a Nobel Prize. Among the other applications, game theory today is finding its way into the world of business. (Pick up a business magazine or book and there is a good chance that it will use some game-theory jargon such as zero-sum game, Prisoner's Dilemma, win-win game, etc.). As well as learning the underlying theory in the course, we'll be looking at how game theory can indeed be applied to business.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 3235 Foundations of Entrepreneurship (2.5 Credits)***Typically offered occasionally*

This course seeks to explore the many dimensions of new venture creation and growth and to foster innovation and new business formation in independent and corporate settings. The course will integrate both an academic and practitioner view of the challenges facing entrepreneurs and investors involved in entrepreneurial, venture capital and private equity investment activities. The course draws on a variety of disciplines, including management and finance, to develop frameworks and techniques that are needed to plan, start, evaluate and successfully operate ventures.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 3251 Managerial Decision Making (2.5 Credits)***Typically offered occasionally*

The objective of this course is to help you become a better decision maker. When asked about their ability to make decisions, previous students expressed concerns that they lack self-confidence when making decisions. Others indicated that the process of making decisions can be painful, especially if one has to make an important decision. This may stem from the deliberation process one goes through that can be stressful. Others added that at times they second-guess their decisions and some acknowledged that they suffer from regret when a decision they have made led to an undesired outcome. A few mentioned that having gone through such a process made them indecisive and unclear about how to go about making future decisions.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 3255 Tech Innovation Strategy (2.5 Credits)***Typically offered occasionally*

Technological Innovation Strategy will equip you with strategic thinking skills essential for navigating industries shaped by technological advancements. Through a blend of theory and practical exercises, you'll explore key questions such as dominant standards selection, new product development strategies, collaboration decisions, and technology protection choices. With a fast-paced approach you'll have the opportunity to develop and present an innovation proposal. Prepare to immerse yourself in a dynamic learning environment where staying engaged and prepared is paramount for success. Embark on a transformative journey towards shaping the future of technology-driven industries.

Grading: Grad Stern Pass/Fail Executive MBA**Repeatable for additional credit:** No**MGMT-GB 3266 Power & Politics (2.5 Credits)***Typically offered occasionally*

This course considers the way political processes and power structures influence decisions and choices made within and by organizations. It analyzes the sources, distribution and use of influence in relation to resource allocation, organizational change and performance, management succession, procedural justice, policy formulation, and social movements within organizations. It develops skills in diagnosing and using power and politics in organizational settings. A basic assumption underlying the course is that managers need well-developed skills in acquiring and exercising power to be effective. The course is designed to: (1) improve students' capacity to diagnose organizational issues in terms of their political dimensions, and (2) enhance their effectiveness in their jobs and careers as a result of that improved capacity.

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

MGMT-GB 3306 Consulting Practice (3 Credits)*Typically offered occasionally*

The Stern Consulting Corps (SCC): Consulting Practice- Process and Problem Solving is a hands-on experiential learning opportunity that allows students to work in teams to tackle a business issue or opportunity for a client while applying in real time the key steps of the consulting process they are learning in the classroom. Students will discuss their challenges, approaches and recommendations in class and on-line while benefiting from the guidance and expertise of the instructor and a seasoned strategy consulting professional. Whether students are going into the consulting field or another area of business, this course will show you how to break a complicated problem into pieces that can be individually and methodically addressed. We will discuss how to gather the right data to build a relevant fact base which can be used to drive key conclusions. By working on a live SCC project concurrently, you will benefit from the 'flipped classroom model' to seamlessly integrate knowledge with practice and leave the experience confident in problem solving abilities.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3321 Developing Managerial Skills (3 Credits)***Typically offered occasionally*

Many companies bestow a management title on key talent and expect appropriate behavior to follow That is not the most effective way to develop future business leaders Increasing self awareness and being open to feedback are important first steps in leading today business for tomorrow results This course focuses primarily on the practical aspects of managing While based on solid research it stresses a hands on approach to improving student management skills Each session focuses on a developing personal skills self awareness managing stress solving problems and creativity b interpersonal skills coaching counseling supportive communication gaining power and influence motivating self and others and managing conflict and c group skills empowering delegating and building effective teams Class sessions also give students an opportunity to assess learn analyze practice and apply the above skills to their own work situations so that they can turn good ideas into accepted practice Students learn not just about management skills but also how to apply those skills to get results.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3323 Game Theory (3 Credits)***Typically offered occasionally*

Game theory studies competitive and cooperative behavior in strategic environments where the fortunes of several players are intertwined It provides methods for identifying optimal strategies and predicting the outcome of strategic interactions The field of game theory began around 1900 when mathematicians began asking whether there were optimal strategies for parlor games such as chess and poker and if so what these strategies might look like The first comprehensive formulation of the subject came in 1944 with the publication of the book Theory of Games and Economic Behavior by famous mathematician John Von Neumann and eminent economist Oskar Morgenstern As its title indicates this book also marked the beginning of the application of game theory to economics Since then game theory has been applied to many other fields including political science military strategy law computer science and biology among other areas In 1994 three pioneers in game theory were awarded a Nobel Prize marking the arrival of the field In 2005 two other prominent researchers in game theory were awarded a Nobel Prize Among the other applications game theory today is finding its way into the world of business Pick up a business magazine or book and there is a good chance that it will use some game theory jargon such as zero sum game Prisoner Dilemma win win game etc As well as learning the underlying theory in the course we be looking at how game theory can indeed be applied to business.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.**MGMT-GB 3328 Advanced Strategy Analysis (3 Credits)***Typically offered occasionally*

Advanced Strategy is an elective course on strategy that is designed to serve as a capstone course across the entire MBA program using strategy to help pull together learning from marketing finance management accounting operations and elsewhere in the curriculum. View this class as a lab in which to explore and understand how the different functional classes that you have been taking during your MBA fit together. We do this by exploring big strategic decisions that organizations encounter and shape organizational performance specifically those that fall into three broad categories decisions on dealing with other firms partners competitors etc. decisions on significant resource allocations and decisions on dealing with success and failure of prior actions. Our discussions will use a variety of approaches to in-class interaction including case discussions small group work simulations experiential exercises and more traditional readings and minimal lectures. In addition the underlying backbone of the class is a semester-long project on one or more specific decisions taken in an organization.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.

MGMT-GB 3333 Business Start-Up Practicum (3 Credits)*Typically offered occasionally*

This course seeks to provide an understanding of business planning techniques that transform ideas into viable commercial businesses. Students will conduct the market organizational operational strategic and financial analyses that are required to produce a venture concept and an actionable business plan. Participants will study firms' business planning efforts as well as create a business plan during the practicum. The course focuses on these principal themes: How do entrepreneurs create business concepts and solve challenges, How does one qualify ideas and strategies in order to effectively select a course of action, How are action oriented plans structured in order to capture opportunity and mitigate risks.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3335 Foundations of Entrepreneurship (3 Credits)***Typically offered occasionally*

This course offers a framework for understanding the entrepreneurial process and exposes the student to most problems and issues faced by entrepreneurs who start new ventures. Case study is the principal teaching method supplemented by lectures, a venture planning exercise, and guest speakers. Major objectives are for students to learn how to identify and evaluate market opportunities; develop a venture concept and marketing plan; assess and obtain the required resources; and manage the launch of a new venture.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3339 Endless Frontier Labs (3 Credits)***Typically offered occasionally*

Students will learn about the process of successfully taking new ventures to markets, including aspects related to development, management, and financing of ventures. The course will be centered on student observations of the interactions of startup founders & their potential investors. After familiarizing themselves w/ the startups' ideas, students will apply basic analytical tools, drawn from mgmt, econ, and finance to evaluate the size of markets, attractiveness of industries, financing options of early-stage ventures, sustainable competitive advantage of proposed strategies, & the risks and potential of ideas. Along w/ the experiential component, the course will introduce students to a framework for developing an entrepreneurial strategy. Due to the course's special circumstances, which involve working with new companies seeking capital: 1) students sign a non-disclosure agreement, 2) penalty is imposed for missed classes, 3) interested students must apply to the course to be considered. The course will run over the Fall and Spring with students working in teams.

Grading: Grad Stern Graded S Option**Repeatable for additional credit:** Yes**MGMT-GB 3356 Design Thinking for Managers (3 Credits)***Typically offered occasionally*

Technological innovation and new product development NPD are critically important to the creation of business opportunities and sustenance of wealth. This course offers perspectives and frameworks that seek to understand technological innovation and NPD at different levels of analysis including the firm industry and national levels. It addresses issues pertaining to the discovery development and diffusion of technological advances. For example we attempt to understand the innovation process in both startup and established firms and when established firms have an easier or more difficult time bringing a new product to market and appropriating profits from it. We also provide frameworks for assessing new technological and business opportunities. Students are expected to analyze and evaluate technological opportunities using the frameworks and techniques presented in the course. Most students who take the course have career interests in consulting operations or management general management entrepreneurship technology new media or marketing but students from all disciplines are welcome.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**Prerequisites:** Full-time MBA and COR1-GB.2103 and COR1-GB.2104.**MGMT-GB 3358 Leading Innovation to Address Climate Change (3 Credits)***Typically offered occasionally*

The objective of the class is to educate students on how they can lead action to combat climate change and achieve climate adaptation through innovation and accelerating diffusion of innovations. This includes exposing them to a diverse set of technologies that are available for action, helping them to understand the current state of technology diffusion, and providing a playbook on how to: a) assess the technology, b) assess the market potential, and c) create a plan to accelerate technology diffusion. In addition, the class will enrich students' understanding of the diverse stakeholders involved, the role of government/public policy (especially as pertains to regulation and business model creation), the opportunity for social impact, and the ethical considerations in technology adoption. The course is interdisciplinary melding concepts from leadership/leading innovation, sustainability, business strategy, technology diffusion, technology assessment, technology development, marketing, public policy, societal impact, and ethics. This class has been developed primarily for practitioners who will lead action that can achieve impact in the next 10-20 years. The primary audience is students who will become: a) product managers, product management leaders, and product development leaders general managers b) startup founders/CEOs, presidents, and other senior leaders c) public policy leaders in climate (government, non-profits, industry organizations, etc.) d) product management/development or general managers for decarbonization efforts within corporations that are not in a sustainability industry. Additional audiences for this class include students who intend to enter careers as investors or consultants related to climate. For example, early-stage tech investors, climate funds, and ESG investors seeking to understand where to place bets on climate-related tech domains and specific companies as well as evaluating the ESG performance of non-climate firms.

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

MGMT-GB 3366 Power and Politics in Organizations (3 Credits)*Typically offered occasionally*

This course considers the way political processes and power structures influence decisions and choices made within and by organizations. It analyzes the sources, distribution, and use of influence in relation to resource allocation, organizational change and performance management succession, procedural justice, policy formulation, and social movements within organizations. It develops skills in diagnosing and using power and politics in organizational settings. A basic assumption underlying the course is that managers need well-developed skills in acquiring and exercising power to be effective. The course is designed to (1) improve students' capacity to diagnose organizational issues in terms of their political dimensions and (2) enhance their effectiveness in their jobs and careers as a result of that improved capacity.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3371 Independent Study (3 Credits)***Typically offered occasionally*

Independent Study

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3381 Adv Resrch in Orgnz Behav (3 Credits)***Typically offered occasionally*

The purpose of this course is to familiarize students with the theories methods and approaches that characterize microorganizational behavior OB research within the field of management We will explore classic and contemporary theories enduring controversies and emerging empirical research This exploration will include examining dissecting and analyzing past and current research on a variety of major topics in OB The goal is to cover the highlights of the field and develop the skills necessary for evaluating analyzing and integrating research on any topic in OB and beyond

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 3387 Organization Theory (3 Credits)***Typically offered occasionally*

Organizations operate in dynamic environments. This course introduces doctoral students to the principal theoretical perspectives and empirical findings used to explain relationships among environments organizational strategies designs and performance. Students are expected to develop expertise in the analysis of environments and organizations from several theoretical perspectives such as resource dependence theory institutional theory organizational ecology and industrial organization economics. The seminar stresses the competitive and mutual dimensions of environments that propel managers to enact business corporate and collective strategies structures processes and systems to enhance their firms effectiveness. Both theoretical and empirical research are examined to illustrate how different theoretical perspectives require different empirical research methodologies."

Grading: Grad Stern Graded**Repeatable for additional credit:** Yes**MGMT-GB 4101 Research Practicum-Mgmt (1 Credit)***Typically offered occasionally*

Research Practicum-Mgmt

Grading: Grad Stern Pass/Fail**Repeatable for additional credit:** No**MGMT-GB 4102 Research Practicum-Mgmt 2 (1 Credit)***Typically offered occasionally*

Research Practicum-Mgmt 2

Grading: Grad Stern Pass/Fail**Repeatable for additional credit:** No**MGMT-GB 4103 Research Practicum-Mgmt 3 (1 Credit)***Typically offered occasionally*

Research Practicum-Mgmt 3

Grading: Grad Stern Pass/Fail**Repeatable for additional credit:** No**MGMT-GB 4104 Research Practicum IV (1 Credit)***Typically offered occasionally*

Research Practicum IV

Grading: Grad Stern Pass/Fail**Repeatable for additional credit:** No**MGMT-GB 4105 Research Practicum - Mgmt (1 Credit)***Typically offered occasionally*

Research Practicum - Mgmt

Grading: Grad Stern Pass/Fail**Repeatable for additional credit:** No**MGMT-GB 4150 Teaching Practicum-Mgmt (1 Credit)***Typically offered occasionally*

Teaching Practicum-Mgmt

Grading: Grad Stern Pass/Fail**Repeatable for additional credit:** No**MGMT-GB 4301 Strategy (3 Credits)***Typically offered occasionally*

The field of Strategy is motivated by a simple question What allows certain firms to earn positive economic profits while others deliver negative return It offers a set of complicated answers differences in industry structure internal capabilities superior managerial decision making vertical and horizontal scope and so on In the past 3 decades Strategy has emerged as an important area of study in Management The Business Policy and Strategy division now boasts of the largest membership in all of AOM In practice the field of Strategy is the only area that speaks exclusively to the highest level of corporations he leaders the CEOs and the movers and shakers of the modern firm It transcends functional areas such as finance or marketing as it brings functional knowledge to bear on the most critical issues faced by the firm key decision makers While there is a strong degree of core consensus among scholars Strategy is a young discipline with many unresolved theoretical puzzles and empirical challenges Far from being obstacles these gaps present attractive and ample opportunities for fledging scholars to make a mark Whether you aspire to contribute directly to the scholarship of Strategy or are simply curious about how Strategy may relate to your area whether it be Information Systems Marketing or Public Policy this course offers an overview of classic concepts and ideas and introduce you to current research in Strategy.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**MGMT-GB 9903 Dissertation Sem Management (3 Credits)***Typically offered occasionally*

Dissertation Sem Management

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