

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 2108 Managrial Ethics:Lit&Film (1.5 Credits)

Typically offered occasionally

MANAGRIAL ETHICS:LIT&FILM

Grading: Grad Stern Graded

Repeatable for additional credit: No

INTA-GB 2111 Moral Courage & Your Purpos (1.5 Credits)

Typically offered occasionally

Moral courage means standing up when other want you to sit down Developing moral courage is crucial to authenticity of the self It equips individuals to discover what is true about their voices allowing them to deepen that uniquenessIt also empowers individuals to discover what matters to them what they stand for even if the price is intimidation from peers or disapproval from loved ones These are central issues for college graduates today Humanitys future demands creativity which in turn requires students to find and cultivate their callings Purpose and meaning are no longer luxuries they are necessities in the rollercoaster ride that is a contemporary career Whether as entrepreneurs as social change agents or as both having impact requires taking risks for lifechanging rewards Hence moral courage Developed by Irshad Manji <http://www.irshadmanji.com> this seminarstyle course is driven by Socratic questioning It will emphasize reflection interaction and unconventional ways of learning Be prepared for inspiration and the hard work of applying it to your purpose To apply contact Prof Manji irshadmanji@du.edu

Grading: Grad Stern Graded

Repeatable for additional credit: No

INTA-GB 2112 Innovative Thinking in A Turbulent Business Environment (1.5 Credits)

Typically offered occasionally

Innovative thinking in our global business environment is no longer the task of a select group of creative strategists 8211 every business leader today needs to understand innovation This course explores how businesses innovate and how managers can rewire traditional approaches to finding and developing new opportunities Every business regardless of size or function will be challenged by environmental social and global business issues Learning to recognize and respond to these issues is at the center of this course We will examine new concepts from the most recent research on design theory and related disciplines including visual design neuroscience communication rhetoric linguistics and business creativity Topics and exercises will specifically introduce and apply Design Thinking Biomimicry Visual Thinking Disruptive Innovation Business Ethnography and Creative Collaboration With class discussions and handson exercises this class will focus on how business people can learn to think innovatively and meet the challenges of the 21st Century

Grading: Grad Stern Graded

Repeatable for additional credit: No

INTA-GB 2114 Political Risk Analysis (1.5 Credits)

Typically offered occasionally

Course Description This course examines the opportunity for transformational change emanating from a corporate crisis We explore the following question how does senior level management effectively change an organization in response to dramatic changes in circumstances All too often managers and corporate boards fail to recognize factors that threaten the firms business until its very survival is in doubt In such cases the board of directors and management may need to implement drastic and sudden changes in several aspects of the firm The course draws on several of the core disciplines in the MBA program and provides an opportunity to apply them to organizations in the midst of major transitions Students should come into this course ready to integrate various business disciplines applying both quantitative and qualitative tools drawn from accounting corporate finance cash flow modeling debt restructuring negotiation marketing management leadership and communication An important aspect of the course is the role of leadership in creating a transformational opportunity resulting from a crisis Financial market and organizational aspects of transformation will be explored through case studies articles texts and class discussion The course is relevant for students who anticipate working in any operating company or in a firm advising and/or interacting with such a company including consultants turnaround specialists venture capital and private equity professionals activist fund managers and bankers The skills developed in this course should be applicable to professionals throughout their careers Specific attention is paid to cultivating skills appropriate to early stage career assignments

Grading: Grad Stern Graded

Repeatable for additional credit: No

INTA-GB 2120 Business & The Fed Govnmt (1.5 Credits)*Typically offered occasionally*

This course explores the roles of business and the United States federal government in the functioning of the global economy. Whether or not students plan to live or work in the United States after graduation they will face the challenges of operating a business in a place that has a national government of some kind. National governments perform essential functions with respect to the economy and this course is intended to force students to wrestle with large and complicated public policy issues many of which they will face over and over again in their professional careers. Each of six seminars will explore a key point of tangency between the private sector and the national government: 8226 Growing the national economy, 8226 Financing the national economy, 8226 Trading between companies across borders, 8226 Regulating the relationship between labor and capital, 8226 Providing a social safety net, 8226 Conserving public resources esp the environment. The course is designed for students who are preparing to be future business leaders but who have an interest in understanding the public policy context in which firms operate. How does the economy work? What is government's role in the business cycle? What should the role of government be in regulating other aspects of the private sector? How should business relate to national governments? What ethical considerations come into play?

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2121 Entrepnrshp & New Economy (1.5 Credits)***Typically offered occasionally*

The course objective is to expose students to the skills and knowledge required to be successful entrepreneurs in the new economy. For this course the new economy is defined as the market opportunity brought about by changes in information technology and global internet penetration. These changes are catalyzing the emergence of new business types eg ecommerce, social media, virtual goods and new business models eg crowd sourced content, affiliate referrals, micropayments. The course will examine the capabilities required to build a new economy business, how entrepreneurs are using technology to create businesses and the key success factors for building a viable new economy based business. The course objective will be achieved through four methods: Class lectures on new economy and entrepreneurship, subjects such as business models, networking, market evaluation, online marketing, product development and the use of social media. Homework exercises designed to reinforce the knowledge gained in class by analyzing the applications in real business situations. Guest lecturers who are entrepreneurs and company founders able to speak from experience about the realities of starting, growing and managing a business. Development of a Company Business Plan for a technology based business.

Grading: Grad Stern Graded**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 2130 The Entrepreneurship Game (1.5 Credits)***Typically offered occasionally*

The Entrepreneurship Game is taught by Martin Varsavsky, longtime entrepreneur, investor, and philanthropist. He will moderate as students engage in playing two simultaneous roles of entrepreneur and venture capitalist. This course focuses on the magical moment in which an idea becomes a funded enterprise. More information regarding Martin's educational approach can be found at the following link: <http://www.linkedin.com/today/post/article/20131014150348108843352/what-a-role-playing>. A sample visual timeline for the course can be found at the following link: <http://www.tikitok.com/timelineentry/99534/The-Entrepreneurship-Game-varsavdate2013041>.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2140 Narrative & Numbers (1.5 Credits)***Typically offered occasionally*

Visit <http://www.dangode.com/narrativesandnumbers/> for details. Objectives – Buttress your valuation and critical-thinking skills in the pursuit of alpha; and – Provide insight into the technologies and platforms reshaping business.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2150 Modls Ldshp: Comm Indstry (1.5 Credits)***Typically offered occasionally*

The objective of this course is to learn about leadership skills and attributes. In particular, we will examine how these capabilities are utilized in a variety of settings. Principles of leadership will be drawn from readings, cases, and most importantly, from experiences of leaders in both the business world and other sectors of the economy who will join us as Guest Lecturers.

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 2170 Evolutn, Human Natur, Busin (1.5 Credits)***Typically offered occasionally*

Human nature is at the heart of business Whether you want to understand consumers investors workers colleagues or leaders you must understand human nature Evolutionary psychology gives deep insights into peoples goals thoughts feelings and behaviors It has the potential to revolutionize how we understand every aspect of business Well use evolutionary psychology to gain new perspectives on organizational behavior particularly leadership followership and team building marketing and consumer behavior and the design of systems and organizations that produce ethical behavior by indirect means Each week you8217ll read short accessible papers by key researchers sometimes supplemented by online videos or surveys Class meetings will include a mixture of lectures guest lectures short videos peer discussion exercises and general discussion

Grading: Grad Stern Graded**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[®] 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 2308 The Media & the Bus World (3 Credits)***Typically offered occasionally*

The class will look at the role and responsibilities of the media in general. Should it have responsibilities beyond those prescribed by the law and duties beyond getting its facts right and refraining from libel? Is the media an 8220institution8221 in society? The class will also look at the business media as a distinct phenomenon from the differences between The Wall Street Journal and The New York Times to how business news differs from other sorts of news. We'll explore the role of 8220fact8221 and 8220opinion8221 in business news and the regulatory role the business media play in a capitalist society.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2310 Managing Financial Businesses (3 Credits)***Typically offered occasionally*

This course looks at the management of financial service organizations during periods of rapid regulatory, cultural, and technical change. The focus is on issues as perceived by top executives. Particular industries and firms are selected for case study exploration. Three main themes are examined: 1) strategy and its execution, 2) managing culture, and 3) managing technology. Classes are a combination of lectures, case studies, and outside speakers.

Grading: 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 2323 Sustainability&New Economy (3 Credits)***Typically offered occasionally*

SUSTAINABILITY&NEW ECONOMY

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 2356 Corporate Political Engagement (3 Credits)***Typically offered occasionally*

CORPORATE POLITICAL ENGAG

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 2370 Evolutn, Humn Natur, Busins (3 Credits)***Typically offered occasionally*

EVOLUTN,HUMN NATUR,BUSINS

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 3105 Global Markets, Human Rights and the Press (1.5 Credits)*Typically offered occasionally*

This seminar is designed to be a provocative exploration of normative differences. Its premise is that the aspiring leader of a global enterprise whether business or political or educational must confront understand and where possible reconcile the ethical and cultural complexities and tensions at work in the world. Its objective is to bring students to a heightened more nuanced understanding of the interplay of global forces and local norms. This seminar draws upon academic research, trade books, press readings, and case studies. To bring these issues to life, the course will also present an array of guest speakers, all of whom have been actors in this global process, each with a particular expertise. In class discussion and lectures and through questions and answers with the visitors, students will develop an appreciation for the intricacies of operating in the heterogeneous global environment, recognizing the unique elements of national character, government structures, and local normative frameworks. This seminar will benefit from the insights of Maria Bartiromo, CNBC Anchor and author, and Tim Collins, CEO of Ripplewood Holdings, who will be present in each session to share insights with seminar visitors. The seminar will comprise six evening sessions from 6:00-9:00 spread across the entire Fall Term 2010 with exact dates determined in part by the constraints of guest speakers. To encourage a diverse set of viewpoints and permit intensive engagement with guest speakers, target enrollment is roughly 20 students drawn from across the graduate schools of NYU.

Grading: Grad Stern Graded**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 3125 Govrnc Public/Prvt Sectors (1.5 Credits)***Typically offered occasionally*

GOVRNC PUBLIC/PRVT SECTORS

Grading: Grad Stern Graded**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 3150 Corporate Transformation and Leadership (1.5 Credits)***Typically offered occasionally*

This course examines the following question how does Senior Level Management effectively change organizations in response to dramatic changes in circumstances All too often managers and corporate boards fail to recognize factors that threaten the firm's business until its very survival is in doubt In such cases Management may need to implement drastic and sudden changes in several aspects of the firm The course draws on several of the core disciplines in the MBA program and provides an opportunity to apply them to organizations in the midst of major transitions Students should come into this course ready to apply both quantitative and qualitative tools drawn from accounting corporate finance cash flow modeling debt restructuring negotiation marketing management leadership and communication The perspective is from the office of the CEO Financial market and organizational aspects of transformation will be explored through case studies articles texts and class discussion The course is relevant for students who anticipate working in any operating company or in a firm advising and/or interacting with such a company including consultants turnaround specialists venture capital and private equity professionals and bankers

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 3291 Global Study Tour I (2.5 Credits)*Typically offered occasionally*

As part of the Executive MBA Program, students participate in two required (for-credit) Global Study Tour courses. Recent study tours have taken students to a number of economically emerging regions. Each rigorous week-long program enables students to interact with leaders of industry (domestic and multinational firms), finance, and government. Participants conduct study group work regarding the countries involved, generate post-trip individual papers, and actively participate in meetings during the program. In recent years, Executive MBA classes have traveled to Argentina, Brazil, Chile, China, Croatia, India, Korea, Poland, Russia, Turkey, UAE, and Vietnam. With each destination, students gain valuable insight into today's global business environment.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3294 Global Study Tour 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: F&L (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 Fashion & Luxury 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 3320 Managing Investment Funds (3 Credits)*Typically offered occasionally*

Managing Investment Funds is a capstone course that requires students to draw on their knowledge of finance as well as macroeconomics accounting competitive analysis strategy marketing and other fields to manage a million endowment fund held by New York University In addition to honing their analytical skills by organizing all activities related to institutional asset management students gain experience in financial writing and oral presentations advancing financial decisions in a group setting and handling all of the governance and fiduciary responsibilities of a university endowment fund The central mission of this course is for students to learn through having practical hands on investment management experience Because of the time requirements in formulating an investment strategy screening and reviewing prospective stocks updating the status and performance of existing positions and all of the ancillary duties connected with the operation of a real live portfolio the experiential or hands on component consumes the bulk of class time However a related mission is for students to acquire knowledge about institutional funds management and current industry practices and trends This more traditional learning experience comes through readings and presentations from industry professionals The endowment funds under management operate as the Michael Price Student Investment Fund MPSIF The Fund began in early 2000 thanks to a generous gift from Michael F Price During its short life MPSIF has been a very popular course that helps Stern students to differentiate themselves by providing valuable experience for careers in asset management and related fields For more detailed information about MPSIF see the website at <http://pages.stern.nyu.edu/~mpsif> and in particular The MPSIF Guidebook that is available at the site

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 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 3335 Social Venture Fund Prctm (3 Credits)*Typically offered occasionally*

The Practicum Course gives students the hands on educational experience of making investments in social ventures and providing management assistance to grantees Practicum students will manage their own investment fund and also support the related work of the Satter Fund Students will conduct due diligence on applicants evaluate and enhance applicants and performance measurement methodologies work with the prospective grantees to refine their business plans and presentations write evaluations of the proposed organizations and make recommendations on investments and provide management assistance to portfolio organizations on an ongoing basis The course involves academic instruction readings case studies and guest lectures Professor Klein is the executive director of the Blue Ridge Foundation New York

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3336 Examining the Nonprofit Capital Market (3 Credits)***Typically offered occasionally*

This course will examine the nonprofit capital market and consider how our thinking about performance measurement scale and sustainability might evolve to make the sector more rational and efficient Current practices are unsatisfying to almost all involved in managing growing or funding nonprofit organizations But rising in importance are promising experiments new thinking and established practices which share the stated aim of delivering funds efficiently to organizations that are able to make the greatest social impact There are increased efforts to arrive at common metrics against which nonprofits can benchmark their results and in turn organizations are adopting more sophisticated management techniques to gauge their own progress New fundraising strategies focused on raising equity capital are gaining traction funders are beginning to address their own contributions to inefficient practices and new intermediary organizations modeled on investment institutions are emerging to facilitate the allocation of dollars to bestinclass organizations To support largescale operations nonprofits are developing earned income streams and there is a rising interest in the potential of government to partner in new ways with social entrepreneurs so that public resources can be coupled with accountability for demonstrable results Over the course of the semester well examine the challenges inherent to a functioning nonprofit capital market through the lens of practitioners We will invite guest speakers to discuss their experiences describe how they navigate the nonprofit capital market and share their perspective on emerging trends

Grading: Graded**Repeatable for additional credit:** No**INTA-GB 3337 Social Problem-Based Entrepreneurship (3 Credits)***Typically offered occasionally*

This course is designed to put the idea of teaching social entrepreneurship to its ultimate test8212with the objective of incubating a series of social ventures through the course of a semester Early in the class teams of three to four students each will be formed Each team will consist of students of multidisciplinary backgrounds as the class will be open to students from a variety of schools eg School of Medicine Tisch School of Arts School of Law School of Business Wagner Steinhardt etc This way the startup teams will be able to work through problems from a creative technical as well as business point of view more effectively than if they were all from the same background

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3338 Fund of Digital Markets (3 Credits)***Typically offered occasionally*

The Internet and the emerging 8220information superhighway8221 are dramatically altering the way we transact goods and services This course examines how new information technologies and networks will affect the exchange of goods and services between buyers and sellers in the 21st century How will advertising purchasing customer service and trade settlement processes change What are the economics of different electronic commerce models for these processes The course evaluates key corporate strategies and initiatives in electronic commerce and the enabling network and user interface technologies that are redefining business as we know it These technologies include the Internet digital media electronic payments etc Finally the course combines the study of the economic and business strategy principles of ebusiness with an applied look at specific companies and industries such as online financial services online retailing and electronic publishing

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3340 Digital Marketing (3 Credits)***Typically offered occasionally*

This core course of the Digital Marketing specialization at Stern addresses a fundamental business question of the digital age how to increase shareholder value through digital media This is a question that all firms are currently struggling to answer in an era where they can for the first time truly engage in rapid twoway conversations with potential and current customers If firms ask themselves the question 8220how do we attract and retain customers8221 chances that the answer to this looks very different from what it was a decade ago when the Internet was still in its infancy At the current time reputations can be made or destroyed within minutes presenting great opportunity as well as a high degree of risk The focus of the course is on how to make firms more intelligent in how they conduct business in the digital age This requires a fundamental understanding of the technologies and platforms that form the backbone of electronic commerce the ability to govern and leverage large amounts of data that are generated as a byproduct of electronic interactions and sociological norms and individual preferences Measurement plays a big role in this space As a modernday famously remarked 8220In God we believe everyone else please bring data8221 The course will feature at least two instructors who will provide complementary perspectives on branding analytics social media and strategy There will be several roughly 6 senior executives from companies providing a detailed look at what their companies are doing in the digital space There will be several assignments and a term project for this course The project done in teams will involve the assessment of the 8220Digital IQ8221 of a firm of your choice and a set of actionable recommendations for the firm based on your audit Considering the nature of the material there is no textbook for this course Materials will consist of readings links to websites and datasets

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

INTA-GB 3345 The Fashion Industry: Creativity & Business (3 Credits)*Typically offered occasionally*

The fashion industry is a unique and highly visible part of the business world. Its economic impact to New York City is significant, employing 173,000 people and generating nearly a billion in wages. There are many challenges in running a fashion business. Marrying the oftentimes conflicting views and orientations of the creative side of the business with the practical operational realities of making money is one of the largest ones. This course is an MBA Experiential Learning Workshop. It provides students with the opportunity to work on projects with executives, designers, merchandisers, manufacturers, and marketers from leading fashion companies and startup ventures, focusing on specific challenges the fashion industry faces in marketing, sales, manufacturing, management, operations, and finance. This is a project-based class. Students will learn the ins and outs of the fashion industry through working on live cases. It is an opportunity to marry the theory and process learned in the core classes with the reality of running real businesses in a creative and dynamic industry. The basic format of the class is learn by doing. This will be a highly interactive class with an emphasis on participation and application. Each project will have a student team, maximum five members, a project leader from the host company, and an academic adviser. The projects will come from the Council of Fashion Designers of America, CFDA members, and CFDA Incubator companies.

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 3360 The Project (3 Credits)***Typically offered occasionally*

This inquiry-based course is by application only. Prior to the course, interested students will submit statements of interest for consideration via the online application form: <http://nyu.stern.qualtrics.com/SES/IDSvc/UdfajRMBCUoESN>. More information about The Project and the application process is available in the following presentation: The Project Course Spring 2014. <http://prezicom8k3gf2gqzaigtheprojectcourse/spring2014>. Please do not attempt to register for this course now. If your statement of interest is selected, you will be able to add the course at the start of the spring semester.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3361 Corporate Social Responsibility (3 Credits)***Typically offered occasionally*

This course examines the interactions of multinational corporations, MNC, and less developed country, LDC, communities in furtherance of their respective objectives within a context of civil society partners such as NGOs, advocacy groups, the media, and host country governments. Alignments and tensions within and between all of the entities characterize these complex dynamics. Forces that are critical for the Corporate Social Responsibility professional to understand as she navigates these often choppy waters, as well as their other multifold responsibilities. The course combines theory with practice, including time dedicated in each class to practical applications.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3362 Corporate Turnarounds and Leadership (3 Credits)***Typically offered occasionally*

This course examines the opportunity for transformational change emanating from a corporate crisis. We explore the following question: how does senior level management effectively change an organization in response to dramatic changes in circumstances? All too often, managers and corporate boards fail to recognize factors that threaten the firm's survival until it's very survival is in doubt. In such cases, the board of directors and management may need to implement drastic and sudden changes in several aspects of the firm. The course draws on several of the core disciplines in the MBA program and provides an opportunity to apply them to organizations in the midst of major transitions. Students should come into this course ready to integrate various business disciplines, applying both quantitative and qualitative tools drawn from accounting, corporate finance, cash flow modeling, debt restructuring, negotiation, marketing, management, leadership, and communication. An important aspect of the course is the role of leadership in creating a transformational opportunity resulting from a crisis. Financial market and organizational aspects of transformation will be explored through case studies, articles, texts, and class discussion. The course is relevant for students who anticipate working in any operating company or in a firm advising and/or interacting with such a company, including consultants, turnaround specialists, venture capital, and private equity professionals, activist fund managers, and bankers. The skills developed in this course should be applicable to professionals throughout their careers. Specific attention is paid to cultivating skills appropriate to early stage career assignments.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3365 Interdepartmental Topics Workshop (3 Credits)***Typically offered occasionally*

This is an interdepartmental faculty-student workshop supported in part by the Center for Digital Economy Research. The weekly meetings are devoted mainly to presentations by Stern faculty, although some visitors may be scheduled. Participants are expected to attend the workshop regularly. Students taking the workshop for credit are also expected to write a term paper.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3370 Independent Study: Signature Project (3 Credits)***Typically offered occasionally*

Independent Study: Signature Project

Grading: Grad Stern 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 3380 Managerial and Organizational (3 Credits)*Typically offered occasionally*

The rapid progress of information technology has had a tremendous impact on organizations. Data analyses and forecasts that required substantial efforts a decade ago are now at the fingertips of managers. How do these developments affect managerial cognition and decision making? What is the role of managerial cognition in the filtering, interpretation, and sharing of such vast amounts of information? How can firms transform the vast amounts of information into knowledge? How can such knowledge be used for organizational innovation and change? An interdepartmental student/faculty workshop open to doctoral students and to advanced MBA students with the consent of the instructors. Participants are expected to attend the workshop regularly.

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3391 Global Study Tour I (3 Credits)***Typically offered occasionally*

GLOBAL STUDY TOUR I

Grading: Grad Stern Graded**Repeatable for additional credit:** No**INTA-GB 3393 Global Study Tour II (3 Credits)***Typically offered occasionally*

GLOBAL STUDY TOUR II

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 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 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)**

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)

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 9910 Continuous Time Processes (3 Credits)

Typically offered occasionally

In this course we discuss the theory of continuous time stochastic processes with a particular emphasis on applications in finance and economics. The list of subjects includes the properties of continuous time martingales and the Brownian motion, a rigorous buildup of Itô's integral, stochastic differential equations, Girsanov's theorem, the Feynman-Kac formula, stochastic control, and the Hamilton-Jacobi-Bellman equation, optimal portfolio selection. The grade for the course is based on two take-home exams and homework assignments. The day and the time of this class is changeable upon the agreement of all participants. Notes: Please speak with Professor Peter Lakner for more information.

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