EVANSTON CAMPUS ELECTIVES – Winter 2013

EMP 88/90: Elective Courses (Evanston Campus-weekends)

Set One: (January 4/5, 18/19, February 1/2)
Management of Organizational Change
Managing Price & Value Perceptions
Duncan, Robert
Anderson, Eric T.

Set Two: (January 4/5, 18/19, February 1/2)
Strategic Challenges in Emerging Markets
Jones, Benjamin

Set Three: (February 15/16, March 1/2, 15/16)
Game Theory
Marketing Channels
Kalai, Ehud
Coughlan, Anne

Set Four: (February 15/16, March 1/2, 15/16)
Advertising Strategy
Analytical Decision Modeling
Incentives, Organization and Strategy
Sternthal, Brian
Deshmukh, Sudhakar D.
Matouschek, Niko

Set Five: (SUNDAYS ONLY – January 6/20, February 3/17, March 3)
International Finance
Securities Analysis
Rebelo, Sergio
Vincent, Linda

EMP 88/90: Elective Courses (Evanston Campus-Live-In Week)

Set Six: (February 17-22)
Healthcare Strategy
Dafny, Leemore

Set Seven: (February 17-22)
Entrepreneurship Finance and Private Equity
Innovation Strategy & Management
Social Dynamics and Networks
Hochberg, Yael
Wolcott, Robert
Lamberson, PJ
MIAMI CAMPUS ELECTIVES – Winter & Spring 2013

EMP 89/91: Elective Courses (Miami Campus-Weekends)

Set One:  (February 7-10, March 7-9)
  Mergers & Acquisitions  (PREREQ: Fin2)  Lys, Thomas Z.

Set Two:  (February 7-10, March 7-9)
  Innovation Strategy & Management  Wolcott, Robert
  Managing Price & Value Perceptions  Anderson, Eric T.
  Strategic Challenges in Emerging Markets  Jones, Benjamin

EMP 89/91: Elective Courses (Miami Campus-Live-In Week)

Set Three:  (April 11-16)
  Competitive Analysis of Commodity Industries  Al-Najjar, Nabil
  Family Enterprises: Success and Continuity  Lansberg, Ivan
  International Finance  Rebelo, Sergio

Set Four:  (April 11-16)
  Real Estate Finance  Furfine, Craig
  Social Dynamics and Networks  Lamberson, PJ
Advertising Strategy
Professor Brian Sternthal
Biography

Course Description:
There is an emerging view that the most effective way to deliver brand messages is via online media such as Facebook, Twitter and You Tube, and that traditional media such as TV are passé. Indeed, worldwide online ad spending was $37.5 billion in the past year, and it is expected to grow at an annual rate of 12% during the next three years. However, TV ad spending during the same period was $87.5 billion, and TV is predicted to grow at about the same rate as online advertising. Thus, the critical advertising question is how to integrate traditional, online and other media to effectively influence brand choice.

The Advertising Strategy course addresses this question. The starting point is a discussion of the process by which an advertising strategy is developed. This entails the selection of the appropriate target for advertising messages and the development of a compelling brand position. Customer insight and competitors’ equities serve as a basis for selecting the target, the brand’s frame of reference (the goal achieved by using the brand) and its point of advantage. This strategic analysis guides the implementation of advertising strategy in terms of media and creative strategy. Implementation entails an examination of how traditional media such as TV, radio, magazines and billboards as well as social media, events, and other emerging media are coordinated to engage consumers. Engagement is discussed in terms of acquiring a community, prompting the sharing of brand information among community members, and stimulating both brand adoption and brand advocacy to others. This is achieved by reaching people at the moment when the category and brand are relevant to them, and communicating brand news that situates the brand in consumers’ lives.

The approach taken in discussing advertising strategy and implementation is based on a current understanding of customer and competitive behavior, and the application of this knowledge in real world situations. Classic and current communication campaigns in consumer and business-to-business settings are used for this purpose. The course requires individual written preparation of cases discussed in class that highlight important concepts and issues in designing and implementing communication strategy, two group case assignments, and a take-home final examination that is completed individually. In lieu of the final exam, class members may choose to develop a case that applies course concepts in a critical analysis of their firm’s (or some other firm’s) marketing and advertising efforts.

Final Deliverable:
Take Home Exam

Teacher-Course Evaluation (Based on the latest results)
Overall Instructor: 8.70 | Overall Course: 8.78

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Analytical Decision Modeling
Professor Sudhakar Deshmukh

Biography

Course Description:
Course Description: In this course we will develop, analyze and optimize models of business decision problems in Excel spreadsheets. We will focus on problems of allocating limited resources equipment, personnel, materials, time, space, money to optimize some performance measure such as profit, cost, sales, or investment return, taking into account the tradeoffs involved. We will consider applications to determining optimal product mix, investment portfolio, transportation plan, project selection, job assignment, budget allocation, cashflow matching, workforce scheduling, and production planning. In each case, we will build a spreadsheet model to set up the problem, solve for the optimal decision, and study its economic interpretation. We will use Excel’s Solver for decision optimization and Data Tables to perform sensitivity analysis. We will also cover some data analysis using Excel’s Pivot tables and Filters, and sales forecasting by time series analysis.

Our approach to decision modeling and problem solving in Excel should appeal to managers who find spreadsheets natural, intuitive, and user friendly platforms for organizing information and performing “what if” calculations, which has made them indispensable tools of modern business analysis. However, the main emphasis of the course will be on systematic, logical thinking and problem solving, not on learning spreadsheet skills per se. Good working knowledge of basic Excel will be essential, so that we can focus on the analytical approach to problem solving, decision modeling and optimization. The spreadsheet modeling and analysis experience in this course should enhance your general problem solving capabilities as well as Excel skills.

Course Requirements: This course involves hands-on, in-class learning, so preparing for and attending each class, and actively participating in problem solving in class are absolutely essential. The course deliverables consist of creating, analyzing, and solving spreadsheet models of assigned cases, and developing a new application to a problem of your choice. All work may be completed in groups of three members.

Tutorials:
There are two tutorials for this course.

Teacher-Course Evaluation (Based on the latest results)
Overall Instructor: 8.97 | Overall Course: 8.67

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Competitive Analysis of Commodity Industries
Professor Nabil Al-Najjar

Course Description:
Commodities are the backbone of the modern global economy. It would be impossible to understand global trade, currency fluctuations, international capital movements, trade disputes, or the government’s role in society without an understanding of what moves commodity markets. The course introduces state of the art frameworks for understanding the dynamics of commodity markets. We begin with an interactive class simulation of the workings of these markets, followed by several data-rich cases for hands-on applications of the concepts and frameworks. The tools of this course will enhance your ability to forecast price trends, incorporate real options and herd behaviors in your analysis, and understand the economic drivers of public policies and regulations. In addition to cases focused on traditional commodities (like steel, oil, food products, or electric power), the course concepts will be applied to study macroeconomic aggregates (such as currencies, capital assets, stocks, labor, and housing) which are governed by similar logic.

Major topics in this course:
- Making a major strategic bet in new capacity
- Consolidation
- Collusion
- Industry dynamics and boom and bust cycles
- Herd behavior and information aggregation
- Exchange rate over- and under-valuation
- Government programs and their global and welfare impacts
- Price gouging and market power
- Uncertainty and real option
- Hedging

Final Deliverable:
Presentation of Team Term Paper

Tutorials:
There will be tutorials for this course.

Teacher-Course Evaluation *(Based on the latest results)*
Overall Instructor: 9.44 | Overall Class: 9.22
Entrepreneurship Finance and Private Equity
Professor Yael Hochberg

Course Description
This course will focus on financing issues facing new, young, and small business ventures. The course is intended for both entrepreneurs and employees in these types of ventures. We will go in depth on how to analyze financial statements, create financial forecasts, and valuate these types of ventures. We will study the tools and methods used in determining how much money a venture actually needs in order to be viable. Further, we will explore tools and approaches used when selling an idea to potential investors. Attention will be devoted to the different types of financing alternatives available to new, young, and small ventures. The venture capital market will be investigated in detail, including self-financing, debt financing, angel financing, and financing from venture capital firms. In addition, we will explore issues involved in negotiating deals and in formulating deal structures. Students will be encouraged to understand financing issues and options from the vantage points of the entrepreneur, the financier, and the investor.

This course will use a combination of case discussions and lectures to study entrepreneurial finance and the role of venture capitalists and private equity. The overarching objective of the course is for students to understand the financial aspects of the decision making process and day-to-day operations of a new, young, and small business venture. The course is divided roughly into five modules:

- **Business Evaluation and Valuation**: Here we will give you some tools to valuate early stage business opportunity. We will also review the standard tools of valuation applied to start-up situations and introduce the venture capital method and the real options approach to valuation.
- **Financing**: In this module, we will highlight the main ways that entrepreneurs are financed and analyze the role of financial contracts in addressing information and incentive problems in uncertain environments.
- **Venture Capital Funds**: We will look at the structure of venture capital funds and their fund raising process. This module will include issues of corporate venture capital and private equity funds in emerging market economies.
- **Employment**: We will study the issues of attracting and compensating employees in start-ups.
- **Exit**: We will discuss how founders should exit. Should they sell to another company, take it public, or continue independently as a private company?

Course Requirements Because we will be linking financial concepts to other business concepts your broad MBA training will also come in handy. This course places a strong emphasis on presentation and discussion skills. This course is designed to be challenging and time-consuming. You should expect to prepare an average of one case per class. Class attendance is critical to the learning process. The learning will come from struggling together to come to a better
understanding of the key issues in the case. Also, because this is a new course, your input is particularly valued as we learn together.

**Tutorials:**
TBA

**Final Deliverable:**
Take Home Case

**Teacher-Course Evaluation** *(Based on the latest results)*
Overall Instructor: 10.00 | Overall Course: 9.90

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Family Enterprises: Success and Continuity
Professor Ivan Lansberg

Biography

Course Description:
This course is intended for those from business-owning families, whether they work in the family business or not. Topics range from values driven culture, to succession and family vision and dynamics, to continuity planning, leadership and strategic performance and family constitutions and business governance. The course is also appropriate for those who have family foundations, family investment companies and/or family office.

Kellogg is building an alumni network of those from business families.

Registration: priority will be given to students who work in or sit on the board of their own family’s business.

Final Deliverable:
Final Paper (personal case study)

Teacher-Course Evaluation (Based on the latest results)
Lansberg: Overall Instructor: 8.47 | Overall Course: 8.47

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Game Theory
Professor Ehud Kalai

Biography

Course Description:
The purpose of the course is to improve the “strategic IQ” of the students through principles of strategic reasoning from game theory. The course is taught through class lectures and discussions, in-class game playing and homework problems, where simple examples from managements and related subjects are used. While the mathematical background required is minimal, the course does assume the ability to go through rigorous analytical reasoning.

Material:
- Topic 1: Simultaneous move games, payoff tables and strategic domination.
- Topic 2: Constant sum games, maxmin and mixed strategies.
- Topic 3: Nash equilibrium.
- Topic 4: Sequential move games and backward induction.
- Topic 5: Extensive games with incomplete information and imperfect monitoring.
- Topic 6: Repeated games.
- Topic 7: Bargaining and coalitional games.

Final Deliverable:
Evaluation is based solely on participation and deliverables assigned throughout the course progression

Tutorials:
There are four tutorials for this course.

Teacher-Course Evaluation *(Based on the latest results)*
Overall Instructor: 8.57 | Overall Course: 7.75

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Healthcare Strategy
Professor Leemore Dafny
Biography

Course Description:
The healthcare sector absorbs 17 percent of US GDP, encompassing a diverse set of industries with public, nonprofit, and for-profit buyers and sellers. It is bloated, inefficient, and ripe for innovation. How can enterprising firms develop sustainable strategies given the current and future industry structures, conduct, and government regulations?

In this course, we will apply strategic principles to problems in a wide set of healthcare industries, including health insurance, non-hospital facilities such as retail clinics, and hospitals. We will also discuss U.S. healthcare reform and its implications for industry sectors.

The insurance industry heavily influences health enterprise in the U.S.; hence we will begin our discussion by evaluating the insurance sector through the lens of traditional industry analysis. We will continue by discussing static and then dynamic competitive advantage, using cases on non-hospital facilities and pharmaceutical innovation. Depending on student interest, we will also cover integration (i.e. mergers) or insurance reform. The course will conclude with student presentations of final projects.

Final Deliverable:
Final Project

Teacher-Course Evaluation (Based on the latest results in the Full Time MBA Program)
Overall Instructor: 8.60 | Overall Course: 8.00
Incentives, Organization, and Strategy
Professor Niko Matouschek
Biography

Course Description:
People respond to incentives and they do so in predictable ways. Starting with this simple premise, this course then asks how managers can design incentives to get employees to do what they want them to do. The goal of the course is to offer a micro-economic approach to both the internal organization of firms and its relationship with the firms' overall strategies.

Topics include the design of pay for performance contracts, which have increased labor productivity by almost 50% in some firms, but also caused significant problems in others. Another major topic is decentralization and the tools that can be used to manage the problems that often arise in decentralized firms. For instance, transfer prices can facilitate decentralization if designed appropriately, but also exacerbate problems if not.

The course is structured around an equal number of lectures and case discussions. Lectures often involve classroom experiments that illustrates some of the trade-offs that managers face in designing organizations. Case discussions may include classic cases such as Lincoln Electric and Arthur Andersen, and recent cases such as Keller Williams Realty and Timken.

Final Deliverables:
Group Assignment

Teacher Course Evaluations: For three sections of the full-time and part-time MBA versions of this course taught in the fall of 2011:
Instructor overall: 9.8, 9.7, and 9.7
Course overall: 9.1, 9, and 9.2
Innovation Strategy & Management
Professor Robert Wolcott
Biography

Course Description:
The accelerating rate of innovation within the global economy requires corporations to employ new methods to achieve sustainable, innovation-led growth. Traditional internal Research & Development (R&D) and New Product Development (NPD) methodologies alone no longer suffice. Innovation must be a principal objective of senior management; unfortunately, few managers achieve the innovation competencies necessary to manage the portfolio of innovation required by global firms to achieve growth and profitability objectives.

This course will apply a theoretical and applied approach to understanding Innovation Strategy & Management from the perspective of the senior corporate manager. The course will focus on innovation within business entities, from the typical technology and product innovation programs, to broader, process, marketing and other forms of innovation. The course will address innovation as a holistic strategic management imperative not limited to Research & Development or New Product Development. While the course will provide a theoretical foundation, the focus will be on real world issues, products and systems.

We will:
1. Examine Innovation from the perspective of corporate strategy
2. Relate Innovation to other factors such as Marketing, Risk, Structure, Processes and Project Management
3. Explore best practices from a number of leading firms, including DuPont, IBM, Motorola and P&G
4. Develop an “Innovation Management Toolset”

Final Deliverable:
Group Project

Teacher-Course Evaluation (Based on the latest results)
Overall Instructor: 9.85 | Overall Course: 9.68
International Finance
Professor Sergio Rebelo

Biography

Course Description:
Managing an international business or one exposed to global competition requires an understanding of international financial instruments, markets and institutions. This course seeks to provide you with a working knowledge of these issues. The topics we cover include: the nature of foreign exchange risk, the determination of exchange rates and interest rates, the management of foreign exchange risk with forwards and options, exchange rate forecasting, the evaluation of international investments, currency speculation, the impact of monetary policy on exchange rates, and current developments in the international financial system.

Final Deliverable:
Take Home Exam

Tutorials:
There are four tutorials for this course.

Teacher-Course Evaluation (Based on the latest results)
Overall Instructor: 9.98| Overall Course: 9.85
Management of Organizational Change
Professor Robert Duncan

Biography

Course Description:

A major challenge for global leaders at all levels is to anticipate needed changes, and introduce them in a way that maximizes acceptance and commitment. This class is a workshop about changes in your company, and some of your “managing change” skills. The class’ design is to provide relevant readings, models, and an examination of successful and unsuccessful change efforts.

Major themes around which readings and discussions are organized are: growth and decline, organizational cultures, managerial networks, strategic change, and managing large-scale changes, like restructurings and the changing workplace.

Objectives: Examine the role of the strategic change leader

- Develop an understanding of the complexity and dynamics of change in organizations.
- The objective here is to identify how technology, organizational design, interpersonal relations, and environmental demands all interrelate to create or impede change.
- Learn some ideas and skills necessary to effectively implement change.
- Identify and develop strategies to build the capacity for continual change in organizations.

Final Deliverable:

An in-depth analysis of a specific change problem you have a special interest in. This paper can analyze a change which has already occurred, or one that is currently in progress, or a change topic in which you are interested and would like the opportunity to pursue further.

Teacher-Course Evaluation *(Based on the latest results)*
Overall Instructor: 7.84 | Overall Course: 8.21

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Managing Price & Value Perceptions
Professor Eric Anderson
Biography

Course Description:
Pricing is a key driver of profitability. For a few best-in-class firms, pricing has been adopted as a process that is multi-disciplinary and data driven. Unfortunately, for the majority of firms, pricing is often an afterthought that is guided by managerial intuition and heuristics. In this course, you will be introduced to principles of pricing that have been adopted by the best-in-class firms.

A core component of the course is a theoretical, normative framework of value. This framework allows us to develop a seamless link to demand, which is a cornerstone of pricing. We will introduce tools and techniques for price optimization. Finally, we will discuss the importance of managing price perceptions.

We illustrate how to apply the course concepts through case analyses, examples and in-class exercises. The class is very data-driven and applications will include a mix of business and consumer markets.

A solid understanding of Microsoft Excel is required for this course.

Final Deliverable:
Take Home Exam

Teacher-Course Evaluation (Based on the latest results)
Overall Instructor: 9.58 | Overall Course: 9.25
Course Description:
You have identified the next big market opportunity, and designed a great product or service to address it. It may be the key to your next promotion, or your next successful start-up... but before you can get the funding for your project, you will face one critical question: What is your go-to-market strategy? Demand won’t find you on its own. So how should you go to market – with distributors, sales reps, retailers, online, direct, or a mixture of some or all of these? How should you analyze end-user demand to best inform the routes-to-market choices you make? What channel activities will successfully target your chosen end-user segments, and how should you split up those activities amongst you and your channel partners? What do you do when your channel “partners” aren’t acting in such a partner-like way?

The Marketing Channel Strategy elective addresses these questions, and focuses on the design of, and strategy for, the routes to market a company will use for its products or services. The course exposes you to an analytic framework and tools to help guide your routes-to-market management processes. Targeted cases are analyzed in class to bring the analysis and framework to life and leave you with a toolkit to tackle distribution channel challenges for products or services; for consumer goods or industrial goods; and for international as well as local routes-to-market situations.

The course is valuable for entrepreneurs and intrapreneurs looking for a solid go-to-market strategy; senior-level executives responsible for creating and managing channels of distribution; and marketing/sales/product managers seeking a unified focus from all distribution participants. This assessment from one Winter 2012 EMP Channels student, himself a successful entrepreneur, highlights the particularly crucial importance of successful route-to-market design for new products and companies: “If there is one marketing course that an entrepreneur must take, it is this one. Not only do most entrepreneurs succeed or fail on the strength of their route-to-market plan, some of the most successful companies of recent memory have succeeded by revolutionizing parts of the marketing channel (Amazon, eBay, Orbitz, Expedia, Kayak, even to some extent Google and Facebook are all new forms of the marketing channel). This is why most VCs insist that one of the first 5 slides in the deck should define the company’s route to market.”

Final Deliverable:
Take Home Exam

Teacher-Course Evaluation (Based on the latest results)
Coughlan: Overall Instructor: 8.75 | Overall Course: 8.69
Mergers & Acquisitions (pre-requisite: Managerial Finance II)
Professor Thomas Lys

Biography

Course Description:
This course will not only provide technical knowledge but also to familiarize you with the different paradigms and perspectives of mergers and acquisitions. The course integrates the accounting, economic, financial, and legal aspects of mergers and acquisitions. The majority of the course work will be conducted in groups of approximately five students.

COURSE TOPICS
- Financial valuation of take-over targets (including legal approaches to valuation and the right to an appraisal remedy).
- Economics of mergers and acquisitions and the role they play in a modern economy in which ownership of productive assets is separated from control over those assets.
- Securities law and anti-trust regulation of mergers, tender offers, insider trading, stock ownership and the goals that regulation is trying to achieve.
- An examination of the antitrust aspects of mergers and acquisitions including pre-merger notification under the Hart-Scott-Rodino Antitrust Improvements Act.
- An examination of the legal and economic aspects of defensive tactics against hostile acquisitions, their chances of success, and consequences for shareholder wealth.
- The role of fairness opinions in mergers and acquisitions.
- Financial reporting issues in mergers and acquisitions, including purchase accounting and pooling-of-interest accounting.
- Tax implications of alternate deal structures for the buying corporation, the selling corporation and the selling shareholders, including an understanding of their value implications.
- The economic and legal considerations involved in structuring friendly acquisitions.
- Insider trading in mergers and acquisitions.
- Consequences of mergers and acquisitions on the stock prices of buying and selling corporations.

Final Deliverable:
Evaluation is based solely on participation and deliverables assigned throughout the course progression.

Tutorials:
There are four tutorials for this course.

Teacher-Course Evaluation (Based on the latest results)
Overall Instructor: 8.58 | Overall Course: 7.94
Real Estate Finance
Professor Craig Furfine
Biography

Course Description:
This course is an introduction to the most fundamental concepts, principles, analytical methods and tools useful for making investment and finance decisions regarding commercial real estate assets. The course will consider investment in fully operational income properties, with a particular focus on how a property's financing affects the risks and returns of its investors. We will study real estate investment using the tools and framework of modern corporate finance and investments, while focusing on the institutional features unique to the real estate industry. The course provides the intuitive and analytical underpinnings of property valuation, deal structuring, and debt pricing. As such, it is useful both to students working in the real estate industry as well as students interested in learning more about real estate as an asset class and students with current or potential future interest in making real estate investments.

Final Deliverable:
Take Home Exam

Teacher-Course Evaluation (Based on the latest results)
Overall Instructor: 9.00 | Overall Course: 8.83

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Securities Analysis
Professor Linda Vincent

Biography

Course Description:
This course focuses on the valuation of publicly traded equity securities using fundamental, or bottoms up, analysis. The course provides a framework for analyzing a firm and estimating its intrinsic economic value. We will build a quantitative model of the firm’s projected performance, structured as a set of financial statements, and then estimate the firm’s expected future cash flows which drive valuation.

Final Deliverables:
Evaluation is based on class participation, written assignments, and a final examination.

Tutorials:
There are four tutorials for this course.

**Teacher-Course Evaluation (Based on latest results, FT MBA):
Overall Instructor: 7.9 | Overall Course: 7.6
Social Dynamics and Networks
Professor PJ Lamberson

Biography

Course Description:
The results of a recent IBM survey of over 1500 CEOs worldwide identified complexity as the most pressing challenge facing today's business leaders. To provide Kellogg EMBA students with the tools and skills necessary to confront this accelerating change and increasing interconnection, Social Dynamics and Networks explores cutting edge research on social networks, social media, tipping points, contagion, herd behavior, the wisdom of crowds, and prediction markets. The course employs simple yet powerful interactive models and hands-on exercises to develop understanding of both the theory and applications of social dynamics and network science.

Topics will include:
- How to collect, visualize, and analyze social network data
- How information and products spread through social networks
- Where tipping points come from and how to create them
- Which networks are the most effective for encouraging buzz and product adoption
- How to identify influential individuals and measure their influence
- When and why crowds make better predictions than experts
- How crowdsourcing can be used to “predict the present” and develop a responsive strategy

This course was developed jointly with Professor Brian Uzzi.

Final Deliverable:
In Class Exam

Tutorials:
tba

Teacher-Course Evaluation (Based on the latest results)
Overall Instructor: 8.14 | Overall Course: 7.91
Course Description:
Globalization presents unique opportunities and challenges for business growth and development. Whether a firm seeks new markets for its products, low-cost production opportunities, or high-yield investment vehicles, many of the most attractive opportunities internationally lie in “emerging markets”, such as China, India, Russia, and Brazil. At the same time, these national environments present special risks and challenges.

Indeed, beyond traditional factors such as cost and market size, the ability to achieve competitive advantage through globalization is increasingly determined by the firm’s ability to manage critical “non-market” factors. These factors include the risks posed by weak legal systems that limit the enforceability of contracts, the strength of property rights - including intellectual property rights, the challenges posed by corruption, and the stability of political regimes. Furthermore, financial crises provoke massive downward shocks to economies, and managers increasingly must manage businesses with careful attention to these macroeconomic events.

This course provides toolkits and frameworks to successfully confront these challenges. The course will integrate numerous business examples with insights from the latest economics, business strategy, and political science research to provide the international business manager with a cutting-edge, integrated perspective on globalization and a set of strategic solutions to manage the most prevalent business risks in emerging markets.

Final Deliverable:
Final Exam (tbd: in class or take home)

Teacher-Course Evaluation (Based on the latest full time section results)
Overall Instructor: 9.1 | Overall Course: 9.3