In 2009-10 we ceased printing paper copies of the Curriculum Guide and moved to all online information.

*This document contains the equivalent of the 2017-18 Curriculum Guide.*

Please note that this document is a snapshot and is stagnant. All official information of record is stored in the online databases. These databases should be referenced for verification.

*Note: This is the version which was downloaded 10/26/2017, and was submitted to the University of Chicago Registrar’s Office during the annual submission process.*
## DEGREE REQUIREMENTS

### MBA PROGRAM OUTLINE 2017-18

#### Leadership

<table>
<thead>
<tr>
<th>Financial Accounting</th>
<th>30000</th>
<th>30116, 30117, 30130</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microeconomics</td>
<td>33001, 33002, or 33101</td>
<td>Econ 30100, Econ 30200</td>
</tr>
<tr>
<td>Statistics</td>
<td>41000 or 41100</td>
<td>41201, 41202, 41203, 41204, 41301, 41901, 41902, 41903, 41910-41914</td>
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</tbody>
</table>

#### Foundations (one from each row)

<table>
<thead>
<tr>
<th>Basic Courses</th>
<th>Approved Substitutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Accounting</td>
<td>30000</td>
</tr>
<tr>
<td>Microeconomics</td>
<td>33001, 33002, or 33101</td>
</tr>
<tr>
<td>Statistics</td>
<td>41000 or 41100</td>
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#### Functions, Management, and the Business Environment

<table>
<thead>
<tr>
<th>Basic Courses</th>
<th>Approved Substitutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>35000, 35001, or 35200</td>
</tr>
<tr>
<td>Marketing</td>
<td>37000 or 37100</td>
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<tr>
<td>Operations</td>
<td>40000</td>
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</table>

#### Management

<table>
<thead>
<tr>
<th>Decisions</th>
<th>30001, 36106, 38002</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>33032, 38001, 38003, 39002, (39005© and 39006©)</td>
</tr>
<tr>
<td>Strategy</td>
<td>39001, 42001, 42002</td>
</tr>
</tbody>
</table>

LEAD (Leadership Exploration and Development): Full-Time MBA; Evening MBA; Weekend MBA

---

[https://intranet.chicagobooth.edu/secure/staff/academics/cdr/course-related-information/degree-requirements](https://intranet.chicagobooth.edu/secure/staff/academics/cdr/course-related-information/degree-requirements)
### Business Environment

<table>
<thead>
<tr>
<th>Courses</th>
<th>Substitutes</th>
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</thead>
<tbody>
<tr>
<td>33040 or 33305 or 33471</td>
<td>33304, 33401, 33402, 33501, 33502, 33520, 33522, 42201</td>
</tr>
</tbody>
</table>

### Electives

Choose 1100 units.

**Total Units for Graduation** (a minimum of 1400 units must be Chicago Booth courses) = 2100 units

© 50 unit course

### IMBA PROGRAM OUTLINE 2017-18

#### Leadership

LEAD (Leadership Exploration and Development): Full-Time MBA; Evening MBA; Weekend MBA

**Leadership** = 100 units

#### Foundations (one from each row)

<table>
<thead>
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<th>30116, 30117, 30130</th>
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</thead>
<tbody>
<tr>
<td>Microeconomics</td>
<td>33001, 33002, or 33101</td>
<td>Econ 30100, Econ 30200</td>
</tr>
<tr>
<td>Statistics</td>
<td>41000 or 41100</td>
<td>41201, 41202, 41203, 41204, 41301, 41901, 41902, 41903, 41910-41914</td>
</tr>
</tbody>
</table>

**Foundations** (one from each row) = 300 units

#### Functions, Management, and the Business Environment

(one each from six of the following seven rows)

<table>
<thead>
<tr>
<th>Functions</th>
<th>Basic Courses</th>
<th>Approved Substitutes</th>
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</thead>
<tbody>
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<td>34101, 35100, 35120, 35130, 35150, 35201, 35210, 35901, 35902, 35904</td>
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<td>Marketing</td>
<td>37000 or 37100</td>
<td>37101, 37102, 37103, 37106, 37201, 37202</td>
</tr>
<tr>
<td>Operations</td>
<td>40000</td>
<td>40101, 40108, 40110</td>
</tr>
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</table>

**Functions, Management, and the Business Environment** (one each from six of the following seven rows) = 600 units
**Decisions**  
30001, 36106, 38002

**People**  
33032, 38001, 38003, 39002, (39005\(^\circ\) and 39006\(^\circ\))

**Strategy**  
39001, 42001, 42002

**Business Environment**

<table>
<thead>
<tr>
<th>Business Environment</th>
<th>33040 or 33305 or 33471</th>
<th>33304, 33401, 33402, 33501, 33502, 33520, 33522, 42201</th>
</tr>
</thead>
</table>

**International Business**

Choose 5 courses: 33402, 33501, 33502, 33503, 33510, 33520, 35210, 35213, and 35219. At least one course must be 33501 or 33502.

**IBEP Study Abroad** (up to 300 units; Booth grade will be P/F)

Students are required to study abroad for one quarter at one of the International Business Exchange Program (IBEP) partner schools. Courses must be approved ahead of the visit.

**Electives**

= 300 units

**Total Courses for Graduation** (a minimum of 1400 units must be Chicago Booth courses)

= 2100 units

\(^\circ\)50 unit course

**Additional IMBA Program Requirements**

**Foreign Language:** Students must demonstrate proficiency in a second language.  
Note: Implicit in the IMBA degree is expertise in international business. Recognition of an international business concentration would be redundant; therefore, no IMBA student may declare an international business concentration.
<table>
<thead>
<tr>
<th>MBA Course Number</th>
<th>Course Title</th>
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<tr>
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<td>Crony Capitalism</td>
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<tr>
<td>30000</td>
<td>Financial Accounting</td>
</tr>
<tr>
<td>30001</td>
<td>Cost Analysis and Internal Controls</td>
</tr>
<tr>
<td>30116</td>
<td>Accounting and Financial Analysis I</td>
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<tr>
<td>30117</td>
<td>Accounting and Financial Analysis II</td>
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<td>30118</td>
<td>Taxes and Business Strategy</td>
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<td>30120</td>
<td>Accounting, Economic, and Regulatory Issues in Complex Deals</td>
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<td>30121</td>
<td>Accounting for Entrepreneurship: From Start Up to IPO</td>
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<tr>
<td>30130</td>
<td>Financial Statement Analysis</td>
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<tr>
<td>33001</td>
<td>Microeconomics</td>
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<tr>
<td>33002</td>
<td>Accelerated Microeconomics</td>
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<td>33032</td>
<td>Managing the Workplace</td>
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<tr>
<td>33112</td>
<td>Business in Historical Perspective</td>
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<tr>
<td>33113</td>
<td>History of Economic Ideas (50-unit course)</td>
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<tr>
<td>33222</td>
<td>Sports Analytics</td>
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<tr>
<td>33301</td>
<td>Management, Unions, and Collective Bargaining</td>
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<tr>
<td>33303</td>
<td>Managing in a Regulated Environment</td>
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<tr>
<td>33305</td>
<td>The Firm and the Non-Market Environment</td>
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<tr>
<td>33310</td>
<td>Employment Law for Entrepreneurs and Managers</td>
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<tr>
<td>33314</td>
<td>Big Problems</td>
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<tr>
<td>33401</td>
<td>Money and Banking</td>
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<tr>
<td>33402</td>
<td>Understanding Central Banks</td>
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<tr>
<td>33450</td>
<td>Real Estate Investments I</td>
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<tr>
<td>33451</td>
<td>Real Estate Investments II</td>
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<tr>
<td>33471</td>
<td>Business, Politics, and Ethics</td>
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<tr>
<td>33501</td>
<td>International Commercial Policy</td>
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<td>33502</td>
<td>International Financial Policy</td>
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<tr>
<td>33503</td>
<td>Managing the Firm in the Global Economy</td>
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<tr>
<td>33520</td>
<td>The Wealth of Nations</td>
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<tr>
<td>33701</td>
<td>Energy Policy Practicum</td>
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<tr>
<td>34101</td>
<td>Entrepreneurial Finance and Private Equity</td>
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<tr>
<td>34102</td>
<td>New Venture Strategy</td>
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<tr>
<td>34103</td>
<td>Building the New Venture</td>
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<tr>
<td>34104</td>
<td>Special Topics in Entrepreneurship: Developing a New Venture</td>
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<tr>
<td>34105</td>
<td>Cases in Entrepreneurship Seminar</td>
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<tr>
<td>34106</td>
<td>Commercializing Innovation</td>
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<td>Innovation Leadership</td>
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<td>Social Enterprise Lab</td>
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<td>Entrepreneurial Selling</td>
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<td>Impact Investing</td>
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<td>New Venture and Small Enterprise Lab</td>
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<td>Real Estate Lab: Real Estate Challenge</td>
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<td>Entrepreneurial Discovery</td>
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<td>34706</td>
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<td>Futures, Forwards, Options &amp; Swaps: Theory and Practice</td>
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<td>Advanced Models of Option Pricing and Credit Risk</td>
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<td>Corporate and Sovereign Bonds (50-unit course)</td>
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<td>Corporation Finance</td>
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<td>Cases in Financial Management</td>
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<td>Financial Markets and Institutions</td>
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<td>35210</td>
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<td>35211</td>
<td>The Analytics of Financial Crises</td>
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<td>35213</td>
<td>Emerging Markets Finance</td>
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<td>35214</td>
<td>Debt, Distress and Restructuring</td>
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<tr>
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<td>37101</td>
<td>Consumer Behavior</td>
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<td>37103</td>
<td>Data-Driven Market Analytics</td>
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<td>Data Science for Marketing Decision Making</td>
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<td>Lab in Developing New Products and Services</td>
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<td>Leading and Managing Teams</td>
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<td>Designing a Good Life</td>
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<td>Data Exploration, Visualization, and Communication</td>
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<td>38702</td>
<td>Choice Architecture in Practice</td>
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<td>Strategy and Structure: Markets and Organizations</td>
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<td>Reputation, Regulations, and Communications – How Media Influences Business</td>
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<td>Narrative, Storytelling, and Power in Business</td>
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30001 Cost Analysis and Internal Controls

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<th>Day(s)</th>
<th>Time</th>
<th>Program</th>
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<td>T</td>
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<td>W</td>
<td>1:30 - 4:30</td>
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30116 Accounting and Financial Analysis I

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30118 Taxes and Business Strategy

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30120 Accounting, Economic, and Regulatory Issues in Complex Deals

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## Course Schedule, Autumn 2017 - Summer 2018

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### 33101 Advanced Microeconomic Analysis

- **Autumn 01** Murphy, K. | W | 8:30 - 11:30 | Full-Time |
- **81** Murphy, K. | T | 6:00 - 9:00 | Evening |

### 33112 Business in Historical Perspective

- **Winter 01** Hornbeck, R. | F | 1:30 - 4:30 | Full-Time |
- **81** Hornbeck, R. | F | 6:00 - 9:00 | Evening |
- **85** Hornbeck, R. | S | 9:00 - 12:00 | Weekend |

### 33113 History of Economic Ideas 2nd Half : Week 6 - Week 10 Tuesday 08:30-11:30 (50 Unit)

- **Winter 01** Barry, B. | T | 8:30 - 11:30 | Full-Time |
- **81** Barry, B. | T | 6:00 - 9:00 | Evening |
- **Summer 81** Barry, B. | R | 6:00 - 9:00 | Evening |

### 33222 Sports Analytics

- **Spring 81** Huizinga, J.; Murphy, K. | T | 6:00 - 9:00 | Evening |

### 33305 The Firm and the Non-Market Environment

- **Spring 01** Bertrand, M. | R | 1:30 - 4:30 | Full-Time |
- **81** Bertrand, M. | R | 6:00 - 9:00 | Evening |
- **85** Bertrand, M. | S | 9:00 - 12:00 | Weekend |

### 33310 Employment Law for Entrepreneurs and Managers

- **Autumn 81** Pogrund, D. | M | 6:00 - 9:00 | Evening |

### 33314 Big Problems

- **Spring 01** Topel, R. | TBD | Full-Time |

### 33315 Some Critical Concepts Executives Need To Know About Employment Law and Regulation

- **Spring 81** Bulger, B. | M | 6:00 - 9:00 | Evening |

### 33401 Money and Banking

- **Winter 01** Hachem, K. | R | 8:30 - 11:30 | Full-Time |
- **81** Hachem, K. | R | 6:00 - 9:00 | Evening |
- **85** Hachem, K. | S | 9:00 - 12:00 | Weekend |
- **Spring 01** Kroszner, R. | T | 8:30 - 11:30 | Full-Time |
- **02** Kroszner, R. | W | 1:30 - 4:30 | Full-Time |
- **81** Kroszner, R. | T | 6:00 - 9:00 | Evening |

### 33450 Real Estate Investments I

- **Winter 01** Pagliari, J. | R | 1:30 - 4:30 | Full-Time |
- **81** Pagliari, J. | R | 6:00 - 9:00 | Evening |
- **85** Pagliari, J. | S | 9:00 - 12:00 | Weekend |

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### Course Schedule, Autumn 2017 - Summer 2018

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## Course Schedule, Autumn 2017 - Summer 2018

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**41201 Big Data**

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**41202 Analysis of Financial Time Series**

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**41203 Financial Econometrics**

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**41204 Machine Learning**

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**41205 Data Analysis with R 1st Half : Week 1 - Week 5 Friday 13:30-16:30 (50 Unit)**

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**41301 Statistical Insight into Marketing, Consulting, and Entrepreneurship**

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**41910 Time-series Analysis for Forecasting and Model Building**

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**42002 Business Policy**

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**42102 The Strategy Symposium**

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**42110 Strategic Investment Decisions**

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**42116 Game Theory**

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**42117 Platform Competition 1st Half : Week 1 - Week 5 Thursday 08:30-11:30 (50 Unit)**

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**42118 Business Applications of Natural Language Processing**

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**42121 Merger & Acquisition Strategy**

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**42123 Reputation, Regulation and Communications – How Media Influences Business**

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**42124 Storytelling and Narratives in Business**

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**42201 The Legal Infrastructure of Business**

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**42701 Strategy Lab**

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CRONY CAPITALISM (28620) - ZINGALES, LUIGI

- CONTENT

This is a non-Booth course. Students must register for this course through the Economics department under the ECON 28620-1 course number.

The economic system prevailing in most of the world today differs greatly from the idealist version of free markets generally taught in economic classes. This course analyzes the role played by corporate governance, wealth inequality, regulation, the media, and the political process in general in producing these deviations. It will explain why crony capitalism prevails in most of the world and why it is becoming more entrenched also in the United States of America. The course, which requires only basic knowledge of economics, welcomes undergraduates.

- PREREQUISITES

This course will be offered as ECON 28620. Students must register through the Economics department.

- GRADES

Grades will be determined as follows: 40% by the sum of all the homework, 30% by class participation and 30% by the final.

Grades
- Graded homework assignments
- Graded attendance/participation

Testing
- Final exam (in class)

- SYLLABUS

Schedule
- Spring 2018Section: 28620-01 TBA
FINANCIAL ACCOUNTING (30000) - BARRIOS, JOHN

- **CONTENT**

This course focuses on the analysis and use of financial accounting information in the evaluation of corporate performance. The course initially demonstrates how economic transactions are mapped into the financial statements of the firm through the accounting process. Building on these core accounting concepts, the course emphasizes the understanding of financial statements prepared under U.S. Accounting Standards and the analysis of these financial statements including ratio analysis, the impact of taxes, and credit analysis. Completion of the course will enhance the student’s ability to read, interpret and analyze financial statements for making investment, credit, acquisition and other evaluation decisions.

**Format**

- Lectures
- Discussion
- Case Studies

**MATERIALS**

**Resources**

- Canvas Site

**GRADES**

Based on a mid-term, final examination, quizzes and individual and group assignments. Cannot be taken pass/fail. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Quizzes
- Midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
SYLLABUS

Schedule

- Winter 2018 Section: 30000-02T 1:30PM-4:30PM Harper Center Lecture Hall C06 Undergraduate Only
- Winter 2018 Section: 30000-03W 8:30AM-11:30AM Harper Center Lecture Hall C06 Undergraduate Only
- Winter 2018 Section: 30000-81T 6:00PM-9:00PM Gleacher Center Lecture Hall 308

FINANCIAL ACCOUNTING (30000) - BONHAM, JONATHAN

CONTENT

This course focuses on developing participants’ ability to read, understand, and use financial statements. By the end of the course, students should be (i) comfortable reading and interpreting financial statements, (ii) familiar with common business transactions and how these flow into financial statements, and (iii) aware of the tradeoffs inherent in selecting among alternative accounting methods, estimation techniques, and disclosure policies.

Classes consist of interactive lectures along with case discussions to illustrate key concepts. Students are expected to complete assigned problems, readings, and cases in preparation for each class. This course prepares students for more advanced financial statement analysis courses.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

None.

MATERIALS


GRADES
Grades are based on homework assignments, online quizzes, class participation, and a final exam. No pass/fail grades. No auditors. No provisional grades.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Quizzes
- Midterm
- Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

• NO SYLLABUS AVAILABLE

Schedule

- Winter 2018 Section: 30000-01F 1:30PM-4:30PM Harper Center Lecture Hall C05
- Winter 2018 Section: 30000-85S 1:30PM-4:30PM Gleacher Center The Sidney Davidson Lecture Hall GC204

FINANCIAL ACCOUNTING (30000) - GAO, PINGYANG

• CONTENT

This course provides an introduction to financial statements and the financial reporting process from a user's perspective. The course focuses on fundamental accounting concepts and principles and students will learn how the economic transactions of a firm are reported in the financial statements and related disclosures. The objective of the course is to provide students with the skills necessary to read and analyze financial statements and to prepare students for more advanced financial statement analysis courses.

Classes consist of interactive lectures and discussions about financial accounting concepts and practice. Short cases involving corporate financial statements will be used to illustrate accounting concepts and to explore disclosure strategies of firms. Students are expected to complete assigned problems, readings, and short cases in preparation for each class.
**Format**

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

Attendance at first class session is mandatory. Students must attend week 1 of class.

**MATERIALS**


**Resources**

- Canvas Site

**GRADES**

Based on a mid-term and final examination, individual assignments, and class participation. Cannot be taken pass/fail. No auditors.

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

**Schedule**

- Autumn 2017 Section: 30000-03M 8:30AM-11:30AM Harper Center Lecture Hall C05
- Autumn 2017 Section: 30000-04M 1:30PM-4:30PM Harper Center Lecture Hall C05
- Autumn 2017 Section: 30000-85S 1:30PM-4:30PM Gleacher Center The Sidney Davidson Lecture Hall-GC204
FINANCIAL ACCOUNTING (30000) - GRANJA, JOAO

**CONTENT**

This course is an introduction to financial statements and the financial reporting process from a user’s perspective. The focus of the course is on understanding the basic accounting principles and rules that mediate the communication of economic transactions between firms and the users of financial information. The objective of the course is to provide students with a long-lasting ability to read, interpret, and use corporate financial information and to prepare students for more advanced financial statement analysis courses.

Classes consist of interactive lectures and discussions about financial accounting standards and practices. Short case studies will be used to reinforce the main accounting concepts and foster class discussion about topical issues in accounting. Students are expected to complete assigned problems, readings, and cases in preparation for each class.

**Format**

- Lectures
- Discussion
- Case Studies

**GRADES**

Based on a mid-term, final examination, and individual assignments. Cannot be taken pass/fail. No auditors.

**Grades**

- Graded homework assignments

**Testing**

- Midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule
FINANCIAL ACCOUNTING (30000) - KLEYMENOVA, ANYA

CONTENT

This course provides an introduction to the financial reporting process and the use of financial statements from a user's perspective. Students learn fundamental accounting concepts and principles, and how firms report transactions in financial statements and related disclosures. Upon completion, students will be able to read and analyze financial statements. This course provides a foundation for more advanced courses in financial statement analysis.

Classes consist of interactive lectures and discussions about financial accounting concepts and practice. Short case studies involving corporate financial statements are used to illustrate accounting concepts and to explore disclosure strategies of firms. We also consider international differences in accounting standards and how these differences may influence the content of financial statements. I also address the reporting practices for financial institutions as opposed to other types of firms.

Students are expected to complete assigned problems, readings, and cases in preparation for each class.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

None.

MATERIALS

Required course materials: You are required to purchase the textbook for this course. The textbook can be purchased directly from McGraw-Hill or at the bookstore. There are two options: You can use one of the two options to purchase the textbook:

- Hardcopy: The hardcopy of the textbook can be purchased through the following link. The hardcopy textbook package includes hard and electronic versions (eBook) of the 9th Edition of Financial Accounting by Libby,
Libby, and Hodge (published by McGraw-Hill, ISBN# 126005148X); and access to the McGraw-Hill Connect System. (“Connect”)

- **Electronic**: Includes an eBook copy of the textbook as well as access to Connect. You can purchase the eBook directly from the Connect website accessed through Canvas.

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Grades are based on a mid-term, final examination, class participation, and individual and group assignments. Cannot be taken pass/fail.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

**Schedule**

- Autumn 2017 Section: 30000-01W 8:30AM-11:30AM Harper Center The Sidney Davidson Classroom-HCC04
- Autumn 2017 Section: 30000-02W 1:30PM-4:30PM Harper Center The Sidney Davidson Classroom-HCC04
- Autumn 2017 Section: 30000-81W 6:00PM-9:00PM Gleacher Center Lecture Hall 306

**FINANCIAL ACCOUNTING (30000) - NIKOLAEV, VALERI**

**CONTENT**
This course provides an introduction to financial statements and the financial reporting process from a user's perspective. The focus of the course is on fundamental accounting concepts and principles. Students learn how the economic transactions of a firm are reported in the financial statements and related disclosures. The objective of the course is to provide students with basic skills necessary to read and analyze financial statements as well as to prepare students for more advanced financial statement analysis courses.

Classes combine interactive lectures and discussions about financial accounting concepts and practice. A number of cases involving corporate financial statements are used to illustrate accounting concepts and to explore disclosure strategies of companies. Students are expected to complete assigned problems, readings, and cases in preparation for each class.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

**PREREQUISITES**

None.

**MATERIALS**

You are required to purchase the textbook, which has been customized specifically for this course. The textbook can be purchased directly from McGraw-Hill. There are two options:

2. **Electronic**: Includes an eBook copy of the text as well as access to Connect. You can purchase the eBook directly from the Connect website accessed through Canvas.

After purchasing the text, you are required to register on the Connect website. To do so, access the Connect system through “Canvas” (log in to canvas.uchicago.edu, click on “Homework Assignments”, “Week1”, “Graded Homework-Chapter 1”, and “Register”; enter your email and the Access Code that accompanied the textbook).

**GRADES**

Based on a mid-term, final examination, participation, and individual assignments. Cannot be taken pass/fail. No auditors.
Grades
- Graded homework assignments
- Graded attendance/participation

Testing
- Quizzes
- Optional midterm
- Final exam (in class)

Restrictions
- No pass/fail grades
- No auditors

• SYLLABUS

Schedule
- Autumn 2017Section: 30000-07T 1:30PM-4:30PMHarper CenterLecture Hall C10
- Autumn 2017Section: 30000-08M 1:30PM-4:30PMHarper CenterLecture Hall C10Undergraduate Only
- Autumn 2017Section: 30000-82M 6:00PM-9:00PMGleacher CenterThe Sidney Davidson Lecture Hall-GC204

FINANCIAL ACCOUNTING (30000) - STAFF

• CONTENT

This course provides an introduction to financial statements and the financial reporting process from a user's perspective. The focus of the course is on fundamental accounting concepts and principles. Students learn how the economic transactions of a firm are reported in the financial statements and related disclosures. The objective of the course is to provide students with basic skills necessary to read and analyze financial statements as well as to prepare students for more advanced financial statement analysis courses.

Classes combine interactive lectures and discussions about financial accounting concepts and practice. Short cases involving corporate financial statements are used to illustrate accounting concepts and to explore disclosure strategies of companies. Students are expected to complete assigned problems and readings in preparation for each class.

Format
- Lectures
- Discussion
- Case Studies

- **PREREQUISITES**

  None.

- **MATERIALS**

  The text is Stickney and Weil, *Financial Accounting: An Introduction to Concepts, Methods and Uses* (most recent edition). There will also be weekly outlines. Course materials are used to supplement the text.

- **GRADES**

  Based on a mid-term and final examination, individual assignments and class participation. Cannot be taken pass/fail. No auditors.

  Grades

  - Graded attendance/participation

  Testing

  - Midterm
  - Final exam (in class)

  Restrictions

  - No pass/fail grades
  - No auditors

- **NO SYLLABUS AVAILABLE**

  Schedule

  - Summer 2018Section: 30000-81 TBA
  - Summer 2018Section: 30000-85 TBA

**FINANCIAL ACCOUNTING (30000) - TOMY, RIMMY**
This introductory course will focus on developing participants’ ability to read, understand, and use financial statements. At the end of the course, students should be (1) comfortable reading and interpreting financial statements, (2) familiar with business transactions and how these flow into financial statements, (3) aware of the discretion allowed in selecting accounting methods, making estimates, and disclosing information.

Classes include interactive lectures as well as case discussions to illustrate key concepts. This course prepares students for more advanced financial statement analysis courses.

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

None.

MATERIALS

Course website, class handouts.


Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES

Grades are based on homework assignments, online quizzes, class participation, and a final exam. No pass/fail grades. No auditors. No provisional grades.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Quizzes
- Final exam (in class)

Restrictions
- No pass/fail grades
- No auditors

**SYLLABUS**

**Schedule**

- Spring 2018 Section: 30000-02M 12:30PM-3:20PM Harper Center The Eugene F. Fama Classroom HCC03 Undergraduate Only
- Spring 2018 Section: 30000-82T 6:00PM-9:00PM Gleacher Center Lecture Hall 308
- Spring 2018 Section: 30000-83M 6:00PM-9:00PM Gleacher Center The FMC Corporation Lecture Hall GC304

**FINANCIAL ACCOUNTING (30000) - ZAKOLYUKINA, ANASTASIA**

**CONTENT**

Accounting is the language used to measure and communicate an entity’s economic activity. A solid understanding of this language is important for being an informed user of financial statements. It requires us to consider how financial reporting information can be utilized, which, in turn, requires us to learn how corporate financial reports are prepared. To facilitate your learning, this class combines lectures and discussions of the assigned materials. The assigned cases serve as a basis of class discussion and provide a challenging test of your understanding of the topic. They are based on corporate financial statements and illustrate the issues associated with various accounting methods and the manner in which the related information is disclosed. Additionally, these cases demonstrate the real world magnitudes of income and balance sheet differences under alternative accounting methods, as well as a variety of financial reporting practices.

This course prepares students for more advanced finance and financial statement analysis courses. By the end of the course, you should have a basic understanding of (1) the fundamental concepts underlying financial reporting systems; (2) the role of judgments and estimates in the preparation of financial reports; (3) and how to read, analyze and interpret them.

**Format**

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

None.

**MATERIALS**

- *Course Web Site:* course materials will be posted on Canvas. You will need a CNET ID and password to access Canvas.
Class Handouts: The lecture handouts will be distributed right before each class.

Required material:

Resources
- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on a mid-term examination, individual assignments, a final examination, and class participation. Cannot be taken pass/fail. No auditors.

Grades
- Graded homework assignments
- Graded attendance/participation

Testing
- Quizzes
- Midterm
- Final exam (in class)

Restrictions
- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule
- Spring 2018 Section: 30000-01F 1:30PM-4:30PM Harper Center
- Spring 2018 Section: 30000-81F 6:00PM-9:00PM Gleacher Center
- Spring 2018 Section: 30000-85S 1:30PM-4:30PM Gleacher Center
This course focuses on internal operations, cost analysis, and performance evaluation, as opposed to the evaluation of external financial statements. Its targeted audience includes students intending become management consultants, entrepreneurs, managers (e.g., CEOs, CFOs, COOs, and product managers), and anyone with an interest in understanding how firms (1) make decisions about products and services and (2) evaluate performance and control risk. Topics covered include overhead allocation, activity based costing, opportunity cost of excess capacity, customer profitability, capital budgeting, transfer pricing, performance evaluation, risk management, internal controls, and fraud. Applications cover both the manufacturing and services sectors.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

PREREQUISITES

Business 30000, 33001, 41000 or equivalent.

MATERIALS

Cases will be available in Canvas.

Resources

- Canvas Site

GRADES

The course is primarily case-based; therefore, class participation is a significant component of the final grade. The final grade is based on class participation, case write-ups, and a final project. The course cannot be taken pass/fail. No auditors.

Grades
ACCOUNTING AND FINANCIAL ANALYSIS I (30116) - CHRISTENSEN, HANS

**CONTENT**

The course is an intermediate course in accounting and financial analysis. It is designed to improve students’ understanding of complex aspects of financial information. It will benefit students that want to become entrepreneurs, consultants, bankers, investors, analysts, or corporate managers. The focus is on the use of financial statements, although this requires some understanding of the process by which financial statements are produced.

We will not limit our study to the financial statements per se. We will also work with supplemental disclosures, which help the user to interpret the financial statements and to understand better the economic transactions that gave rise to them. The techniques we will employ will be useful for variety of purposes including (but not limited to) equity, credit, complex deals (such as M&A) analysis. Although this course does not cover forecasting, valuation, or models of complex deals, a thorough understanding of financial reporting issues is critical to being able to use such techniques. As a result, this course will be especially useful as a prelude to Financial Statement Analysis (B30130) and Accounting, Economic, and Regulatory Issues in Complex Deals (B30200).

Topics covered typically include: pro forma financial statements; convertible instruments; EPS; stock-based compensation accounting; accounting for investments and derivatives; fair value accounting; accounting for
income taxes; accounting for pensions and other post-employment benefits; lease accounting. We will also pay attention to issues that arise in international transactions.

Class discussions will draw from actual financial statements. Short cases based on actual financial statements will be required. There will be two exams.

The course is also likely to prove useful to those preparing to take the CFA exams.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects

PREREQUISITES

Bus 30000 or equiv. Undergrads (except Dougan Scholars) must contact prof at least one week before the beginning of the quarter for approval, & include transcript and resume. Undergrads must have adequate prep in accounting & a demonstrated work ethic.

MATERIALS


Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADERS

Combination of exams, group case write-ups, possibly some portion on class participation. Cannot be taken pass/fail. Auditors not permitted.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (take home)

Restrictions
ACCOUNTING AND FINANCIAL ANALYSIS I (30116) - SOFFER, LEONARD

CONTENT

The course is designed to provide the tools necessary to conduct a reasonably sophisticated financial statement analysis. The focus is on the use of financial statements, although this requires some understanding of the process by which financial statements are produced.

We will not limit our study to the financial statements per se. We will also work with supplemental disclosures, which help the analyst to interpret the financial statements and to understand better the economic transactions that gave rise to them. The techniques we will employ will be useful for both equity and credit analysis. Although this course does not cover forecasting or valuation per se, a thorough understanding of financial reporting issues is critical to being able to do a thoughtful financial forecast and valuation. As a result, this course will be especially useful as a prelude to Financial Statement Analysis (B30130).

Topics covered typically include: pro forma financial statements; convertible instruments; EPS; stock-based compensation accounting; accounting for investments; fair value accounting; accounting for income taxes; accounting for pensions and other post-employment benefits; lease accounting; foreign currency translation. Where significant, differences between US GAAP and international standards (IFRS) will be highlighted.

Class discussions will draw from actual financial statements. Short cases based on actual financial statements will be required. There will be two exams.

The course is likely to prove useful to those preparing to take the CFA exams or CPA exam.

Format

- Lectures
- Discussion
- Case Studies
Group Projects

PREREQUISITES

Bus 30000 or equiv. Undergrads (except Dougan Scholars) must contact prof at least one week before the beginning of the quarter for approval, & include transcript and resume. Undergrads must have adequate prep in accounting & a demonstrated work ethic.

MATERIALS


Resources

Canvas Site
Sample Exam Questions/Problem Sets

GRADERS

Combination of exams, group case write-ups, possibly some portion on class participation. Cannot be taken pass/fail. Auditors not permitted.

Grades

Graded homework assignments
Graded attendance/participation

Testing

Midterm
Final exam (in class)

Restrictions

No pass/fail grades
No auditors

SYLLABUS

Schedule

- Autumn 2017Section: 30116-01W 1:30PM-4:30PMHarper CenterLehman Brothers Classroom-HCC02
- Autumn 2017Section: 30116-81T 6:00PM-9:00PMGleacher CenterLecture Hall 404
- Winter 2018Section: 30116-01W 1:30PM-4:30PMHarper CenterThe PIMCO Classroom-HCC07
- Winter 2018Section: 30116-02R 1:30PM-4:30PMHarper CenterThe PIMCO Classroom-HCC07
- Winter 2018Section: 30116-85S 1:30PM-4:30PMGleacher CenterLecture Hall 408
This course provides students with a framework for thinking about tax planning. This framework has two principal advantages. First, it is designed to have value long after the next tax act. Second, the framework is portable, in that it can be applied to any set of tax laws - those of the United States or any other country. Although the course generally focuses on U.S. based transactions and planning examples, the underlying ideas are applicable in other jurisdictions. Once developed, the framework is applied to a variety of business settings. The applications integrate concepts from finance, economics, and accounting to achieve a more complete understanding of the role of taxes in business strategy. The course also includes periodic focus on the financial accounting ramifications of tax planning. Moreover, the course content has valuation related implications.

The following groups will profit from this course: investment bankers, financial executives, consultants, entrepreneurs and private equity professionals who want to have a competitive advantage by understanding how taxes impact the structure and value of various types of transactions; and managers and analysts who need to understand how firms strategically respond to tax incentives.

Topics include the following: tax planning for mergers, acquisitions, and divestitures; tax arbitrage strategies; taxation of competing legal entities (e.g., C Corps, S Corps, and LLCs); tax planning for financing transactions, including cross-border financing, executive compensation (e.g., incentive stock options); and others.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects

PREREQUISITES

Business 30000. Business 35200 useful. No prior tax knowledge is needed for this course.

MATERIALS


Resources

- Sample Exam Questions/Problem Sets

GRADES
Based on short assignments, cases, and a final exam. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (in class)

Restrictions

- No auditors

SYLLABUS

Schedule

- Winter 2018 Section: 30118-01M 1:30PM-4:30PM Harper Center Lehman Brothers Classroom-HCC02
- Winter 2018 Section: 30118-02T 1:30PM-4:30PM Harper Center Lehman Brothers Classroom-HCC02
- Winter 2018 Section: 30118-81T 6:00PM-9:00PM Gleacher Center The Sidney Davidson Lecture Hall-GC204

TAXES AND BUSINESS STRATEGY (30118) - WEISS, IRA

CONTENT

This course provides students with a framework for thinking about tax planning. This framework has two principal advantages. First, it is designed to have value long after the next tax act. Second, the framework is portable, in that it can be applied to any set of tax laws - those of the United States or any other country. Once developed, the framework is applied to a variety of business settings. The applications integrate concepts from finance, economics, and accounting to achieve a more complete understanding of the role of taxes in business strategy.

The following groups will profit from this course: financial executives, investment advisors, investment bankers, private equity investors and consultants who want to have a competitive advantage by understanding how taxes impact the structure and value of deals; and managers and analysts who need to understand how firms strategically respond to tax incentives.

Topics include the following: tax planning for investments; tax planning for executive compensation (e.g., executive stock options); tax planning for mergers, acquisitions, and divestitures; tax arbitrage strategies; taxation of competing legal entities (e.g., C Corps, S Corps, and LLCs).
Format

- Lectures
- Discussion
- Case Studies
- Group Projects

PREREQUISITES

Business 30000 or equivalent. Business 35200 useful. No prior tax knowledge is needed for this course.

MATERIALS


GRADERS

Based on short assignments, cases, and a final exam.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (in class)

SYLLABUS

Schedule

- Spring 2018 Section: 30118-01R 8:30AM-11:30AM Harper Center The PIMCO Classroom-HCC07
- Spring 2018 Section: 30118-81R 6:00PM-9:00PM Gleacher Center The Amoco Lecture Hall-GC300
- Summer 2018 Section: 30118-81M 6:00PM-9:00PM Gleacher Center The FMC Corporation Lecture Hall-GC304
- Summer 2018 Section: 30118-85S 9:00AM-12:00PM Gleacher Center The FMC Corporation Lecture Hall-GC304
ACCOUNTING, ECONOMIC, AND REGULATORY ISSUES IN COMPLEX DEALS (30120) - MAFFETT, MARK

**CONTENT**

This course focuses on the use of financial accounting to express the economic realities of complex organizations and the deal structures and transactions that shape the design of these organizations. To this end, we will examine the accounting, regulatory, and institutional aspects of a variety of different transaction types. We will pay particular attention to how the global regulatory and institutional environment affects the structure of deals and transactions across borders.

The course will benefit any student who desires to increase their ability to understand and profitably exploit financial information, including (but not limited to), entrepreneurs, consultants, bankers, investors, analysts, corporate managers, marketers, strategists and deal-makers of all types. The hope is that this class will increase your sophistication as a user of financial information by enhancing your ability to penetrate the complexity of intricate organizational architectures and gain deeper insight into an organization’s business model, strategy and performance.

We will employ several different types of valuation models/approaches to investigate the impact and feasibility of different deal structures, accounting choices, operating assumptions, and financing decisions. We will also discuss how incentives shape reporting decisions and the existence of earnings management and fraud in an acquisition- and IPO-specific context. The course will draw on basic valuation concepts and financial statement analysis skills taught in your other classes that we will advance in various ways. First, we will integrate institutional and process-related details into our study of corporate transactions. Second, we will extend accounting, taxation and regulatory knowledge to equip you for deal-specific analysis. Third, we will use case-studies, real world examples, and models of these transactions (e.g, M&A, LBO, reverse mergers, and restructuring).

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects
- Ethics discussion/component

**PREREQUISITES**

Financial Accounting (BUS 30000) and Accounting and Financial Analysis (30116) are strongly recommended.

**MATERIALS**

Custom textbook available in the Bookstore. Additional materials posted to Canvas.
Resources

- Canvas Site

**GRADES**

Grades will be based on class participation, homework assignments, an in-class midterm exam, and a take-home final exam.

Grades

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (take home)

**NO SYLLABUS AVAILABLE**

**Schedule**

- Spring 2018 Section: 30120-01T 1:30PM-4:30PM Harper Center The PIMCO Classroom HCC07
- Spring 2018 Section: 30120-81T 6:00PM-9:00PM Gleacher Center The FMC Corporation Lecture Hall GC304

**ACCOUNTING FOR ENTREPRENEURSHIP: FROM START-UP THROUGH IPO (30121) - WEISS, IRA**

**CONTENT**

This course provides the core set of tools needed to effectively provide the accounting functions for private, entrepreneurial companies. The course follows the life-cycle of a company that begins life as a start-up, and the course covers the accounting-related financial metrics that are needed by an entrepreneur.

We will cover topics relevant at the earliest states of a business, such as setting up the initial accounting infrastructure, through to the companies exit to a strategic buyer, a private equity firm or an IPO.

**SYLLABUS**

Schedule
FINANCIAL STATEMENT ANALYSIS (30130) - HAND, JOHN

CONTENT

This course teaches you how to analyze financial statements, and how to use those skills to better understand firms’ business decisions and business strategies, and better value firms’ assets and equity.

By means of interactive lectures and cases, I look forward to covering the following areas of FSA with you:

[1] **Accounting analysis & Earnings Management.** Appreciate how, where and why managers may choose to manipulate accounting numbers, and how you can invert such earnings management.


[3] **Credit risk analysis.** Both quantitatively and qualitatively, measure and analyze a company’s creditworthiness and its proximity to financial distress.

[4] **Revenue, Expense, Asset, and Liability analysis.** Discern the connections between key line items in firms’ P&Ls, balance sheets, cash flow statements, and statements of shareholder equity and their business strategies, decisions and performance.

[5] **Intangibles analysis and M&A analysis.** Gain insights into the economic characteristics, risks and returns of intangible assets and M&A activities, and appreciate when, how and why financial statements capture vs. distort the true economics of these important areas.

[6] **Forecasting financial statements.** Learn to construct forecasted financial statements and arrive at good answers to financing, investing or valuation questions. Know how to avoid the errors and dubious judgments Wall Street analysts often make when they forecast future financials.

[7] **Valuing a firm and its equity.** Learn to use multiples, DCF and residual income and arrive at economically sensible valuations of firm value and equity value. Recognize and avoid the errors and dubious judgments Wall Street analysts make when they value firms.

In each 3-hour class we will combine interactive lecture with applied casework. In the 2nd half of class, I will go through a key topic area of financial statement analysis (FSA) and teach you tools you can use to skillfully analyze that area. For example, financial statements can be strategically tilted by management, and you need to know why this happens, how you can recognize when and where it happens, and how to undo the earnings management to better see the firm’s business performance. Then in the 1st half of the next class we will engagingly discuss your answers to the case that you will have prepared since the previous class the week before.
### PREREQUISITES

Business 30000 (or 30116) and Business 35000 (or 35001) are strongly recommended and ideally should be taken prior to taking my class. Students should have a solid foundation in financial accounting and an understanding of investments as provided by Business 30000 and 35000, respectively. Business 35200 is also recommended but can be taken concurrently. If you decide to take this class without these prerequisites, you will have to work much harder and may be at a significant disadvantage.

### MATERIALS

There is no textbook. Instead, there will be a series of lecture materials, business cases + case questions, and supplementary materials posted to Canvas for you to download.

### GRADES

There are no midterm or final exams. You will need to prepare one case per week for our in-class discussion, and you will hand in six of the nine cases we will cover to be graded. I will assign which cases you, or you and a group mate, will hand in during the course. Please be aware that I cold call on you all the time, and you must prepared to discuss the case. If you do not participate in class, or have not prepared the case, your class participation will be quite negatively affected.

No pass/fail grades. No auditors.

### SYLLABUS

Schedule

- Spring 2018Section: 30130-01F 1:30PM-4:30PMHarper CenterLecture Hall C09
FINANCIAL STATEMENT ANALYSIS (30130) - MINNIS, MICHAEL

CONTENT

This course teaches you how to analyze financial statements in order to develop financial statement models, assess credit risk, and, ultimately, value a company. The course provides both a framework and the tools necessary to analyze financial statements. Its primary objective is to advance your understanding of how financial reporting can be used in a variety of decisions (e.g., lending and investment decisions) and analyses (e.g., financial distress and bankruptcy prediction). It is applied in nature and stresses the use of actual financial statements. Throughout the course, I draw heavily on real business examples and use cases to illustrate the application of the techniques and tools. Topics include traditional ratio analysis techniques, accounting analysis (i.e., identifying earnings management and accounting quality issues), and financial risk assessment. The second part of the course focuses on equity valuation, e.g., the preparation of pro forma financial statements, and the use of various valuation models. While students with a multitude of interests will benefit from this course, students with an interest in investment banking, equity or credit analysis, consulting, strategy, corporate finance, or management will find this course particularly relevant.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

Business 30000 (or 30116) and Business 35000 (or 35001) are strongly recommended and ideally should be taken prior to taking my class. In essence, I expect students to have a solid foundation in financial accounting and an understanding of investments (including the CAPM) as provided by Business 30000 and 35000, respectively. Business 35200 is also strongly recommended but can be taken concurrently. If you decide to take this class without these prerequisites, you will have to work much harder and may be at a disadvantage.

MATERIALS

The textbook should be purchased prior to the first week of class. All other materials (including reading assignments for the first class) will be posted to Canvas.
■ Canvas Site

■ GRADES

Based on individual and group assignments, class participation, a group valuation project, and a final exam. Cannot be taken pass/fail. No registered auditors.

Grades

■ Graded homework assignments
■ Graded attendance/participation

Testing

■ Quizzes
■ Final exam (in class)

Restrictions

■ No pass/fail grades
■ No auditors

■ SYLLABUS

Schedule

■ Autumn 2017Section: 30130-01T 8:30AM-11:30AMHarper CenterThe Goldman, Sachs & Co. Lecture Hall-HCC25
■ Autumn 2017Section: 30130-02T 1:30PM-4:30PMHarper CenterThe Goldman, Sachs & Co. Lecture Hall-HCC25
■ Autumn 2017Section: 30130-81T 6:00PM-9:00PMGleacher CenterLecture Hall 308

FINANCIAL STATEMENT ANALYSIS (30130) - ZMIJEWSKI, MARK

■ CONTENT

This course combines frameworks in finance, economics and accounting to review a very detailed and step-by-step approach to valuing a company and its securities. In the first part of the course, we review the basic tools needed to analyze and value a company – calculating financial statement relations, measuring free cash flows, and developing a financial model. In the second part of the course, we review discounted cash flow valuation model, which includes leveraging and unlevering the cost of capital (or beta). In the third part of the course, we review market multiple valuation methods. Lastly, in the fourth part of the course, we review specific transactions (LBOs and M&A) and cross-border valuation issues.
While I assume students have a solid background in financial accounting, investments (measuring the equity, debt, preferred stock costs of capital), and corporate finance, I also assume students have little or no practical experience valuation. This is not a good course for students with both academic and practical experience in valuing companies; these students will likely be bored and unhappy because of all of the work required. This is also not a good course for students who completed financial accounting and never wanted to analyze another financial statement, or who do not like using Excel, or who do not like algebra.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

PREREQUISITES

Students should have a solid background in financial accounting, investments (measuring the equity, debt, preferred stock costs of capital), and corporate finance.

MATERIALS

The textbook is, Robert Holthausen and Mark E. Zmijewski, *Corporate Valuation: Theory, Practice and Evidence*, 1st edition, 2014, which I wrote with a colleague from Wharton. The course outline, cases, assignments, and other materials will be distributed on the Chalk site for the course.

GRADES

Grades will be based on quizzes, final exam, individual assignments, and a valuation project. Cannot be taken pass/fail; provisional grades allowed; auditors allowed.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Quizzes
- Final exam (in class)

Restrictions

- No pass/fail grades

SYLLABUS
WORKSHOP IN ACCOUNTING RESEARCH (30600) - NIKOLAEV, VALERI; MINNIS, MICHAEL

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES

PhD students only. Instructor permission required for MBA students.

Restrictions

PhD - students only

NO SYLLABUS AVAILABLE

ECONOMIC MODELING OF ACCOUNTING ISSUES (30901) - SAPRA, HARESH

CONTENT
This course develops the core analytical methodologies used in modeling asymmetric information settings, and their applications to accounting issues. You should have a good foundation in microeconomic theory in order to take this course. We will build on this foundation in order to prepare you for research in topics that are currently at the boundaries of accounting.

This course is targeted towards doctoral students in accounting, finance, and economics who either want to conduct analytical research in accounting or an accounting-related issue or who want to conduct empirical research in accounting or an accounting-related issue that is well grounded in economic theory.

The major topics to be covered are:

- Adverse Selection and Mechanism Design
- Signaling and Screening
- Disclosure, Accounting Measurement Rules, and Real Effects
- Global Games and Higher Order Beliefs

Format

- Lectures
- Discussion
- Group Projects

**PREREQUISITES**

Business 33911. This course is open to PhD students only.

Restrictions

- PhD - students only

**MATERIALS**

Course handouts.

Resources

- Sample Exam Questions/Problem Sets

**GRADES**

Based on assignments, an in-class presentation, and a final exam.

Grades

- Graded homework assignments

Testing

- Final exam (in class)
Restrictions

- No pass/fail grades
- NO SYLLABUS AVAILABLE

Schedule

- Winter 2018 Section: 30901-50W 9:00AM-12:00PM Harper Center The Gidwitz Family Faculty Seminar Room HC3B

EMPIRICAL RESEARCH IN ACCOUNTING (30902) - BALL, RAY

CONTENT

This course is intended to (1) introduce students to empirical “capital markets” research; and (2) develop the ability of students to analyze the theory underlying a research paper, the nature of the research question addressed, and the data and research designs used to address the research question. Topics include the relation between earnings and stock prices and returns, earnings-related anomalies, analyst forecasts, accruals and accruals anomalies, earnings management, and value relevance research.

Format

- Lectures
- Discussion
- Ethics discussion/component

PREREQUISITES

Business 35901. PhD students only.

Restrictions

- PhD - students only

MATERIALS

There is an extensive reading list of published and unpublished research papers.

Resources

- Canvas Site

GRADES
Based on a paper or project, class participation, and in-class presentations. Pass/Fail grading for first year PhD students only. No provisional grades.

Grades

- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades
- **NO SYLLABUS AVAILABLE**

Schedule

- Spring 2018Section: 30902-50T 1:30PM-4:30PMHarper CenterSeminar Room 3A

**TOPICS EMPIRICAL ACCT RESEARCH: DISCLOSURE, REPORTING & TRANSPARENCY ISSUES MKTS & REG (30903) - LEUZ, CHRISTIAN**

**CONTENT**

**Empirical Research on Disclosure, Reporting, and Transparency Issues in Markets and Regulation**

The course is designed for Ph.D. students in accounting, finance, and related fields. Its primary objective is to advance your understanding of how to conduct and evaluate empirical research. The course is heavily focused on research design and the assigned studies and topics serve primarily to illustrate broader challenges of empirical research, e.g., our ability to draw causal inferences. The topics span disclosure, reporting and transparency issues in markets and regulation, including capital market and real effects. The course covers among other things the link between disclosure, information asymmetry and the cost of capital, empirical studies on the economic consequences of corporate disclosure, on securities regulation and its enforcement as well as international accounting research. We also discuss the role of (bank) accounting in financial stability. For each topic, we will discuss the underlying theory, research design, econometric techniques, and data issues. We also discuss ideas for future research in various areas.
Note: In Autumn 2017 there are revised class meeting dates. The first class will be on 9/19 and the last class will be on 12/12. Class will not meet on 10/3, 11/21, or 11/28.

Also, class will meet in two different rooms. The schedule is:

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<tr>
<th>Date</th>
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<td>9/19</td>
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Format

- Lectures
- Discussion

PREREQUISITES

Business 35901 and 30902.

MATERIALS

A reading list of published and unpublished research papers.

GRADES

Hand-in assignments, in-class presentations, class participation, and a final project. Cannot be taken pass/fail.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions
EMPIRICAL RESEARCH ON MANAGERS CORPORATE FINANCIAL REPORTING DECISIONS (30904) - SKINNER, DOUGLAS

CONTENT

This class is designed for Ph.D. students. The objective is to provide students with a sound framework for understanding, evaluating, and conducting empirical archival research in financial reporting and disclosure. The focus will be on methodology and research design as well as on the underlying economic questions.

Format

- Lectures
- Discussion

PREREQUISITES

Ph.D. students only.

Restrictions

- PhD - students only

MATERIALS

A reading list of academic papers, both published and unpublished, will be made available on Canvas.

GRADES

Grades will be based on weekly paper write-ups and class participation, a referee report, final project/presentation. The final project will comprise students writing a research proposal, which they will present in class.
Grades

- Graded attendance/participation

Restrictions

- No auditors

SYLLABUS

Schedule

- Winter 2018Section: 30904-50T 8:30AM-11:30AMMcGiffert 440

LEADERSHIP EFFECTIVENESS & DEVELOPMENT (LEAD) LAB I (31701) - KOLE, STACEY

CONTENT

With 31702, this two-quarter course develops the self awareness and effectiveness of the student (facilitator) at influencing, motivating and developing people. Experiential in nature, the course contains two distinct components: Development (31701) and Implementation (31702).

Development (31701): LEAD facilitators spend the spring quarter developing self awareness and the influencing, presenting, facilitating, coaching and mentoring skills essential to leadership and to their ability to run the LEAD program effectively in the autumn quarter. Within their designated eight-person squad, facilitators select specialties so that they can devise and master the source material to have the depth of understanding necessary to facilitate classroom discussions on key leadership topics. In addition to time in the spring, students should anticipate three meetings of the LEAD Lab in Winter Quarter and some additional summer work.

Implementation (31702): The overarching mission of the course is to deliver an outstanding development program (the LEAD program, Business 31001) in autumn quarter for all the incoming first-year full-time MBA students. The LEAD program (as distinct from the two-quarter LEAD Lab) is the only course that all full-time incoming students take at the Chicago Booth and is run by teams of eight LEAD facilitators. Each facilitator team is responsible for the learning experience of two cohorts. The Implementation phase starts during the Core program and lasts throughout the autumn quarter, ending with the successful recruitment of student facilitators to partake in the following year's LEAD program.

Students do not bid for this course. Interested students apply during winter quarter and undergo an extensive application process from which successful applicants are invited to take part.

This course requires a significantly greater time commitment than a non-laboratory course.

Note: Class meets Fridays 8:30 am - 4:30 pm AND Wednesdays 4:40 pm - 7:00 pm.
Format

- Lectures
- Discussion
- Group Projects
- Group Presentations
- Ethics discussion/component

**PREREQUISITES**

Booth students only by application. Also meets Wed. 4:40-7:00 pm.

Restrictions

- No non-Booth Students

**GRADES**

Cannot be taken pass/fail. No auditors. Two grades are issued, one for Development at the end of the Spring quarter and one for Implementation at the end of the Autumn quarter.

Students are assessed on both their application to develop the requisite knowledge and skills to run the program and their effectiveness at doing so. A substantial component of the grade comes from feedback that facilitators are expected to give to, and receive from other facilitators. Class attendance in both spring and autumn is mandatory.

Grades

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

**NO SYLLABUS AVAILABLE**

Schedule

- Spring 2018 Section: 31701-01F 8:30AM-4:30PM Harper Center Lecture Hall C10
LEADERSHIP EFFECTIVENESS AND DEVELOPMENT (LEAD) LAB II (31702) - KOLE, STACEY

**CONTENT**

With 31701, this two-quarter course develops the self awareness and effectiveness of the student (facilitator) at influencing, motivating and developing people. Experiential in nature, the course contains two distinct components: Development (31701) and Implementation (31702).

Implementation (31702): The overarching mission of the course is to deliver an outstanding development program (the LEAD program, Business 31001) in autumn quarter for all the incoming first-year full-time MBA students. The LEAD program (as distinct from the two-quarter LEAD Lab) is the only course that all full-time incoming students take at the Chicago Booth and is run by teams of eight LEAD facilitators. Each facilitator team is responsible for the learning experience of two cohorts. The Implementation phase starts during the Core program and lasts throughout the autumn quarter, ending with the successful recruitment of student facilitators to partake in the following year's LEAD program.

Students do not bid for this course. Interested students apply during winter quarter and undergo an extensive application process from which successful applicants are invited to take part.

This course requires a significantly greater time commitment than a non-laboratory course.

**Format**

- Lectures
- Discussion
- Group Projects
- Group Presentations
- Ethics discussion/component

**PREREQUISITES**

Bus 31701. Booth students only.

**Restrictions**

- No non-Booth Students

**GRADES**

Cannot be taken pass/fail. No auditors. Two grades are issued, one for Development at the end of the Spring quarter and one for Implementation at the end of the Autumn quarter.
Students are assessed on both their application to develop the requisite knowledge and skills to run the program and their effectiveness at doing so. A substantial component of the grade comes from feedback that facilitators are expected to give to, and receive from, other facilitators. Class attendance in both spring and autumn is mandatory.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

NO SYLLABUS AVAILABLE

Schedule

- Autumn 2017Section: 31702-01M 4:45PM-7:45PMHarper CenterLecture Hall C10
- Spring 2018Section: 31702-01T 8:30AM-4:30PMHarper CenterLecture Hall C10

MICROECONOMICS (33001) - DIZON-ROSS, REBECCA

CONTENT

This course teaches the basic principles of modern microeconomics and illustrates their application to business decisions. The course will cover the following topics: supply and demand; consumer choice; firm behavior, including pricing and production, under different market structures; and the effects of uncertainty and incomplete information on firm and consumer behavior.

PREREQUISITES

Students should have a solid understanding of algebra and basic calculus, including the ability to analyze and understand derivatives.
**MATERIALS**


**Resources**

- Canvas Site

**GRADES**

Based on problem sets, a midterm exam, and a final exam.

**Grades**

- Graded homework assignments

**Testing**

- Midterm
- Final exam (in class)

**SYLLABUS**

**Schedule**

- Spring 2018 Section: 33001-81F 6:00PM-9:00PM Gleacher Center Lecture Hall 206
- Spring 2018 Section: 33001-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 206
- Spring 2018 Section: 33001-86S 1:30PM-4:30PM Gleacher Center Lecture Hall 206

**MICROECONOMICS (33001) - FRANKEL, ALEXANDER**

**CONTENT**

This course introduces the principles of modern microeconomics and illustrates their application to business decisions. The course covers the following topics: supply and demand; the determinants of consumer choice; the pricing and output decisions of firms under different market structures; and the effects of incomplete information, uncertainty, and moral hazard on economic behavior.

**Format**

- Lectures

**PREREQUISITES**
Understanding of algebra and basic calculus, including derivatives.

**MATERIALS**

Optional text: Goolsbee, Levitt, & Syverson, *Microeconomics*.

Resources

- Canvas Site

**GRADES**

Based on problem sets, a midterm exam, and a final exam.

Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (in class)

**SYLLABUS**

Schedule

- Autumn 2017 Section: 33001-01R 1:30PM-4:30PM Harper Center The PIMCO Classroom-HCC07
- Autumn 2017 Section: 33001-81R 6:00PM-9:00PM Gleacher Center Lecture Hall 208
- Autumn 2017 Section: 33001-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 208

**MICROECONOMICS (33001) - GIBBS, MICHAEL**

**CONTENT**

This course has three objectives. First, it studies how markets function. Second, it provides a rigorous understanding of basic microeconomic theory that is important in many core and advanced Booth courses. Third, it helps students develop analytical skills. Topics include consumer demand, firm supply and industry behavior, government regulation of markets, introductory game theory, pricing strategies, and network effects, time permitting.

Format
• Lectures
• Discussion

• PREREQUISITES

Students should have an understanding of basic calculus (derivatives).

• MATERIALS

Textbook and selected readings.

Resources

• Canvas Site

• GRADES

Based on problem sets, midterm and final exam.

Grades

• Graded homework assignments

Testing

• Quizzes
• Midterm
• Final exam (in class)

• SYLLABUS

Schedule

- Autumn 2017Section: 33001-02T 1:30PM-4:30PMHarper CenterLecture Hall C09
- Autumn 2017Section: 33001-03W 1:30PM-4:30PMHarper CenterLecture Hall C09

MICROECONOMICS (33001) - HORNBECK, RICHARD

• CONTENT

This course teaches the basic principles of modern microeconomics and illustrates their application to business decisions. The course will cover the following topics: supply and demand; consumer choice; firm behavior,
including pricing and production under different market structures; and the effects of uncertainty and incomplete information on firm and consumer behavior.

**Format**

- Lectures
- Discussion

**PREREQUISITES**

Understanding of algebra and basic calculus (derivatives).

**MATERIALS**

Resources

- Canvas Site

**GRADES**

Based on problem sets, a midterm, and a comprehensive final exam.

**Grades**

- Graded homework assignments

**Testing**

- Midterm
- Final exam (in class)

**SYLLABUS**

Schedule

- Autumn 2017Section: 33001-04F 8:30AM-11:30AMHarper CenterThe Sidney Davidson Classroom-HCC04
- Autumn 2017Section: 33001-05F 1:30PM-4:30PMHarper CenterThe Sidney Davidson Classroom-HCC04

**MICROECONOMICS (33001) - SHEFI, YOAD**

**CONTENT**
This course develops the basic tools of economic analysis that are essential for understanding markets and making managerial decisions. The goal of the course is to provide students with a framework useful to analyze a broad range of problems related to business, and stresses both theory and applications. Topics include consumer behavior, the firm’s pricing and output decisions, government regulation, market failure, pricing strategies, game theory and uncertainty.

**Format**

- Lectures
- Discussion

**PREREQUISITES**

Students should have a good understanding of algebra and basic calculus (derivatives).

**MATERIALS**

Textbook and selected readings.

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on problem sets, a midterm and a final exam.

**Grades**

- Graded homework assignments

**Testing**

- Midterm
- Final exam (in class)

**SAMPLE EXAM QUESTIONS/PROBLEM SETS**

Evaluate the following statement: “In order to reduce the amount of pollution caused by auto and truck emissions, a new law requires that all cars stay off the road one day a week on a rotating basis (e.g. cars with certain license plate numbers could not be driven on a Thursday)”. This law will decrease the amount of pollution caused by automobiles, and the total consumption of gas.

**SYLLABUS**

Schedule
MICROECONOMICS (33001) - SHIVAKUMAR, RAM

CONTENT

This course introduces the fundamental concepts, models & theories of microeconomics. The goal is to enable you to think like an economist: to frame problems in economic terms, to propose solutions that address the central issues and to assess the tradeoffs. The course emphasizes three general lessons. First, many fundamental insights on how & why markets function the way they do can be obtained using a supply & demand model. Second, incentives & constraints tell us quite a lot about why consumers, firms and organizations make the decisions they do. Third, efficiency is a very useful criterion for comparing alternative markets & institutions.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

It is assumed that you have a working knowledge of basic calculus & algebra.

MATERIALS

The required readings include chapters from a textbook and articles from magazines and newspapers.

GRADES

Course grades are based on problem sets, a short paper, a mid-term exam, and a final exam. Cannot be taken pass/fail. No provisional grades.

Grades

- Graded homework assignments

Testing

- Midterm
Final exam (in class)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Winter 2018 Section: 33001-82W 6:00PM-9:00PM Gleacher Center The Sidney Davidson Lecture Hall GC204
- Winter 2018 Section: 33001-85S 9:00AM-12:00PM Gleacher Center The Sidney Davidson Lecture Hall GC204

MICROECONOMICS (33001) - STAFF

No Course Description Available

Schedule

- Summer 2018 Section: 33001-81 TBA
- Summer 2018 Section: 33001-85 TBA

MICROECONOMICS (33001) - TOPEL, ROBERT

CONTENT

This course concentrates on the fundamentals of price theory and the analysis of markets. Both theory and its application to business decisions are stressed. Topics include: consumer behavior and the theory of demand; production and the theory of supply; capital markets; market organization and equilibrium; the efficiency of competitive markets; sources of market failure; the economics of information and behavior under uncertainty; monopoly and imperfect competition; pricing tactics; antitrust and the economics of regulation.

Format

- Lectures
- Group Projects

PREREQUISITES

None.
- **MATERIALS**
  Probable text: Perloff, *Microeconomics*. Complete lecture notes are distributed each week. Assignments and problem sets are to be prepared by study groups of four or five students.

- **GRADES**
  Based on problem sets, a midterm exam and a comprehensive final exam. Weekly review sessions are conducted by a TA or by the instructor. A review session precedes the final exam.

  Grades
  - Graded homework assignments

  Testing
  - Midterm
  - Final exam (in class)

- **SYLLABUS**
  Schedule
  - Autumn 2017Section: 33001-06F 8:30AM-11:30AMHarper CenterLecture Hall C06Cancelled

**MICROECONOMICS (33001) - ZIMMERMAN, SETH**

- **CONTENT**
  This course studies the principles of modern microeconomic theory, with applications to business decisions. Topics include the following: consumer choice and the determinants of product demand; production and strategic interactions between firms; market structure and implications for equilibrium prices, quantities, and profits; externalities; consumer and firm behavior under uncertainty and incomplete information; taxation and regulation.

  Format
  - Lectures
  - Discussion

- **PREREQUISITES**
  Strong understanding of algebra and basic calculus (derivatives).
ACCELERATED MICROECONOMICS (33002) - TOPEL, ROBERT

CONTENT

This course is an advanced alternative to Business 33001 intended for students who have previously studied microeconomics at the college level. The course will cover much of the same ground at Business 33001, but in greater depth and with more advanced analytical tools. Because some familiarity with microeconomics is presumed, we will also cover a number of topics that are not typically covered in Business 33001, such as economic growth, behavior under uncertainty, the determinants income distribution, vertical contractual relations and pricing strategies, and economic policy.
Group Projects

PREREQUISITES

Students should have completed at least an intermediate microeconomics course at the university level and should have been exposed to indifference curves, elasticities, and the basic models of perfect competition (i.e., supply and demand) and monopoly. In addition, students should be comfortable using basic mathematical tools such as graphing curves, solving simple systems of equations, and basic calculus.

MATERIALS

Detailed lecture notes are distributed weekly. There will also be a supplemental, non-required text, most likely *Microeconomics with Calculus* by Jeffrey Perloff.

GRADES

All assignments other than the final exam are to be completed in groups of 4-5 students. There are weekly assignments and a take-home midterm.

SYLLABUS

Schedule

- Autumn 2017Section: 33002-01R 3:00PM-6:00PMHarper CenterLecture Hall C06

MANAGING THE WORKPLACE (33032) - KOLE, STACEY

CONTENT

This course examines foundational topics in human resource management with a focus on coordinating human resource practices and business strategy. Topics covered include employee selection and retention, training and development, performance evaluation, compensation, job design and communications within the firm. Classes will combine case discussions with lectures, blending theory and application.
- Lectures
- Discussion
- Case Studies
- Group Presentations
- Ethics discussion/component

**PREREQUISITES**

Business 33001.

**MATERIALS**

Textbook; cases; selected readings.

**GRADES**

Based on participation in case discussions, case write-ups, a midterm and final exam. No auditors.

Grades

- Graded attendance/participation

**Testing**

- Midterm
- Final exam (in class)

**Restrictions**

- No auditors

**SYLLABUS**

Schedule

- Winter 2018
  - Section: 33032-81T 6:00PM-9:00PM
  - Gleacher Center
  - Lecture Hall 208
MANAGING THE WORKPLACE (33032) - PRENDERGAST, CANICE

 CONTENT

This course analyzes the relationship between personnel practices and employee performance. An economic analysis of compensation policy is emphasized, though other topics covered include skill collection, education, and labor legislation. The course is based on lectures and group discussions.

 Format

- Lectures
- Discussion

 PREREQUISITES

Business 33001.

 MATERIALS

This course will have a Canvas site.

 Resources

- Canvas Site

 GRADES

Based on problem sets, a mid-term and final exam.

 Grades

- Graded homework assignments

 Testing

- Midterm
- Final exam (in class)

 SYLLABUS

Schedule

- Spring 2018 Section: 33032-01T 1:30PM-4:30PM Harper Center The Credit Suisse First Boston Classroom-HCC08
- Spring 2018 Section: 33032-02W 8:30AM-11:30AM Harper Center The Credit Suisse First Boston Classroom-HCC08
MACROECONOMICS (33040) - DAVIS, STEVEN

CONTENT

This course considers the economic performance of the U.S. and other national economies. Topics include measuring national economic outcomes, the sources of growth and development, labor markets and unemployment, inflation and monetary policy, consumption and investment behavior, financial crises and their consequences, taxes and government spending, and economic fluctuations. A recurring theme is how government policies influence national economic performance and shape the rules of the game for business activity.

Format

- Lectures
- Discussion

PREREQUISITES

Microeconomics (Business 33001 or equivalent) is a STRICT prerequisite. Since the presentation and interpretation of empirical evidence is an important part of the course, prior exposure to statistics or data analysis is helpful.

MATERIALS


Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES

Based on an in-class midterm (week 5 or 6), an in-class final exam, and several in-class quizzes.

Testing

- Quizzes
- Midterm
SYLLABUS

Schedule

- Winter 2018 Section: 33040-81R 6:00PM-9:00PM Gleacher Center Lecture Hall 206
- Winter 2018 Section: 33040-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 206

MACROECONOMICS (33040) - GUERRIERI, VERONICA

CONTENT

This course is designed to introduce students to classic macroeconomic issues such as economic growth, recessions, unemployment, inflation, interest rates, government deficit, international capital flows, and exchange rates. The course will provide a unified framework to address these issues and to study the impact of different policies, such as monetary and fiscal policies, on the aggregate behavior of the economy. The analytical tools developed in class will be used to understand the recent experience of the United States and of the world economy and to discuss current policy debates.

Format

- Lectures
- Discussion

PREREQUISITES

Business 33001 or equivalent.

MATERIALS

Abel and Bernanke, Macroeconomics. Supplementary readings and occasional handouts from the popular press will be posted on the Canvas site.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES

Based on quizzes, a mid-term (optional) and a final exam.
MACROECONOMICS (33040) - HURST, ERIK

CONTENT

This course is an advanced introduction to macroeconomics for MBAs. In the course, we will study the aggregate behavior of individuals, households, and firms and emphasize why such issues are important for those pursuing careers in business. While this course is designed to serve as an introductory course in macroeconomics, it also expands upon concepts above and beyond what is covered in intermediate undergraduate courses. The more applied focus – particularly to the broad business environment – makes this class of value even to those students who have taken an intermediate macroeconomics course as an undergraduate. This course serves as a recommended pre-requisite for most of the advanced business environment courses.

Specifically, in this course, we will analyze both short-run fluctuations and the long-run growth of the aggregate economy. Topics include: an analysis of the sources of volatility in aggregate demand components (consumption, investment and the foreign sector); the determination of inflation, unemployment, interest rates and exchange rates; the implementation and effects of monetary and fiscal policies; and the role of technology in economic growth. Throughout the course we tackle a variety of policy questions and discuss how they relate to the broader business environment. In particular, we will address: the cause of the persistent decline in employment rates within the U.S. during the last decade, the impact of minimum wage laws, immigration policy, social security reform, the pros and cons of recent Federal Reserve Policy, the causes and consequences of inequality, Federal and State fiscal deficits, the role of taxes in affecting household labor supply, and why the European Monetary Union is more fragile than the U.S. Monetary Union (across U.S. states). Throughout, we will focus on the extent to which government policy can or should affect macroeconomic outcomes.

Format

- Lectures
- Discussion

PREREQUISITES
**MATERIALS**

Abel and Bernanke, *Macroeconomics* (recommended). There will also be a reading list with articles from the business press. A series of detailed lecture notes on a variety of applied topics will be available on the instructor’s website. In addition, *The Economist* or an equivalent source of current economic news is highly recommended.

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on quizzes, a mid-term and final exam.

**Testing**

- Quizzes
- Optional midterm
- Final exam (in class)

**SYLLABUS**

**Schedule**

- Autumn 2017Section: 33040-01M 8:30AM-11:30AMHarper CenterThe Sidney Davidson Classroom-HCC04
- Autumn 2017Section: 33040-02T 8:30AM-11:30AMHarper CenterThe Sidney Davidson Classroom-HCC04
- Autumn 2017Section: 33040-81T 6:00PM-9:00PMGleacher CenterThe Barry F. Sullivan Lecture Hall-GC200
- Summer 2018Section: 33040-81R 6:00PM-9:00PMGleacher CenterLecture Hall 404
- Summer 2018Section: 33040-82F 6:00PM-9:00PMGleacher CenterLecture Hall 404

**MACROECONOMICS (33040) - VAVRA, JOSEPH**

**CONTENT**

This course is designed to introduce students to macroeconomics: the aggregate behavior of individuals, households, and firms. In particular, what determines business cycles, unemployment, long-run growth, inflation, interest rates. This course will build a unified framework to understand these issues and to study the impact of government policies on the aggregate behavior of individuals. We will also briefly discuss the effects of
Macroeconomic phenomenon for differences across individuals with an emphasis on inequality, sectoral unemployment, and firms’ price-setting behavior.

Format

- Lectures
- Discussion

PREREQUISITES

Business 33001 or its equivalent.

MATERIALS

Optional: Abel and Bernanke, *Macroeconomics*. There will also be supplementary readings and occasional handouts from the popular press. In addition, *The Economist* or an equivalent source of current economic news is highly recommended.

Resources

- Canvas Site

GRADES

Based on quizzes, a midterm and a final exam.

Testing

- Quizzes
- Optional midterm
- Final exam (in class)

SYLLABUS

Schedule

- Winter 2018Section: 33040-01T 8:30AM-11:30AMHarper CenterLecture Hall C09
- Winter 2018Section: 33040-02T 1:30PM-4:30PMHarper CenterLecture Hall C09
This course is an advanced introduction to macroeconomics for MBAs. We will study the aggregate behavior of individuals, households, and firms, and emphasize why this behavior is important for those pursuing careers in business. The applied focus of the course, particularly to the broad business environment, makes it of value even to those students who have taken an intermediate macroeconomics course as an undergraduate, or to students who are considering taking an undergraduate course instead. This course serves as a recommended pre-requisite for most of the advanced business environment courses.

Particular topics include: an analysis of the determinants of GDP (consumption, investment, government spending, and the foreign sector); the determination of inflation, unemployment, interest rates, and exchange rates; the implementation and effects of monetary and fiscal policies; and the role of technology in economic growth. Throughout, we will focus on the extent to which government policy can or should affect macroeconomic outcomes. Particular examples of policy analysis include: the persistent decline in employment rates during the last decade, minimum wage laws, immigration policy, social security reform, recent Federal Reserve policy, income and wealth inequality, federal and state fiscal deficits, the role of taxes in determining labor supply decisions, and why the European monetary union is more fragile than the U.S. monetary union across states.

Format

- Lectures
- Discussion

PREREQUISITES

Business 33001 or equivalent.

MATERIALS

Abel and Bernanke, *Macroeconomics*. There will also be a Canvas site with lecture notes and supplementary readings, and occasional handouts from the business press. In addition, *The Economist* or an equivalent source of economic news is highly recommended.

Resources

- Canvas Site

GRADES

Based on quizzes, a midterm, and a final exam.

Testing

- Quizzes
- Optional midterm
- Final exam (in class)

SYLLABUS

Schedule
ADVANCED MICROECONOMIC ANALYSIS (33101) - MURPHY, KEVIN

CONTENT

This course covers the central topics of microeconomics. The course is intended as an alternative to Business 33001. It is designed for students with some background in economics that wish to explore the topics covered in Business 33001 at a more advanced level.

Topics to be covered include supply and demand, consumer behavior, capital markets, cost and production, competitive markets and choices under uncertainty. The emphasis of the course will be on understanding the basic principles of microeconomic theory and learning how to use these principles to analyze real world problems.

Format

- Lectures

MATERIALS

The text will be Microeconomics by Pindyck and Rubinfeld.

Resources

- Canvas Site

GRADES

The course will have weekly problem sets, a mid-term exam and a final exam.

Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (in class)

SYLLABUS
BUSINESS IN HISTORICAL PERSPECTIVE (33112) - HORNBECK, RICHARD

**CONTENT**

Businesses have succeeded and failed in remarkably diverse contexts throughout history, and yet businesses can be slow in adapting to changes in the economic environment. This course is designed to provide historical perspective on the modern business environment in preparation for seemingly unprecedented business opportunities or challenges.

**Format**

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

None

**MATERIALS**

Canvas site includes cases, lecture notes and supplementary optional readings.

**Resources**

- Canvas Site

**GRADES**

Based on class participation in case discussions (20%), weekly written responses to case discussion questions (30%), and a final exam (50%).

**Grades**

- Graded homework assignments
Graded attendance/participation

Final exam (in class)

SYLLABUS

Schedule

Winter 2018 Section: 33112-01F 1:30PM-4:30PM Harper Center Lehman Brothers Classroom HCC02
Winter 2018 Section: 33112-81F 6:00PM-9:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 130
Winter 2018 Section: 33112-85S 9:00AM-12:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 130

HISTORY OF ECONOMIC IDEAS
(33113, 50 UNIT COURSE) - BARRY, BRIAN

CONTENT

Much of what MBAs learn about business, markets and economics is built on a deep foundation of ideas about how economic interactions shape the world. This course will provide a broader understanding of these ideas: why they were revolutionary, and how they have evolved and are being applied to modern problems. We will consider how core ideas in economics – such as those involving decision-making; innovation and growth; markets and trade; the links between economics and other fields; and the contribution of all these to people’s well being – have developed and been improved to help explain the world we live in.

We will start with Adam Smith and then the Marginal Revolution (which helped to modernize theories of value). We will then look at how economists learned to understand growth, including the crucial role of innovation. We will next examine breakthroughs that allowed economists to connect basic economic forces and outcomes to the implications for peoples’ well being. In the first three weeks, we will also devote a portion of each class to walking through the evolution of ideas about international trade, from the comparative advantage of nations to the implications for individual firms.

In the final two weeks we will look at some of the important revolutions in ideas that occurred at the intersection of economics and other fields, such as sociology, psychology, history and law. Nobel laureates from Chicago – Becker, Coase, Fogel – played crucial roles in these revolutions. This portion of the course will include a look at how crucial institutions are to shaping economic outcomes, and – to the extent time allows – will touch on the roles of game theory and lab experiments in improving modern economics. Time allowing, we will also connect our earlier look at growth to ideas about economic

Format

Lectures
Discussion

PREREQUISITES

Bus 33001, 33002, or 33101. No Non-Booth and no Dougan Scholars students.

Restrictions

No non-Booth Students

MATERIALS

Resources

Canvas Site

GRADES

Grades

Graded homework assignments

Testing

Quizzes

Restrictions

No pass/fail grades

No auditors

SYLLABUS

Schedule

- Winter 2018Section: 33113-01T 8:30AM-11:30AMHarper CenterLecture Hall C062nd Half: Week 6 - Week 10
  50 Unit Course
- Winter 2018Section: 33113-81T 6:00PM-9:00PMGleacher CenterLecture Hall 2062nd Half: Week 6 - Week 10
  50 Unit Course
- Summer 2018Section: 33113-81R 6:00PM-9:00PMGleacher CenterThe Sidney Davidson Lecture Hall-GC2041st Half: Week 1 - Week 5
  50 Unit Course
This course is designed to help students develop and apply analytical skills that are useful in a business environment, using sports as the field of application. Students will learn how to apply methods and principles in a wide range of applications: evaluating performance and decision making, interpreting market-based evidence, identifying directions of causation, prediction, and quantifying the magnitude of various effects. Although the course focuses on applications in the sports context and uses approaches that are important in the business of sports analytics, this is not a survey course about issues in sports.

For more information please click on syllabus link below course description.

### Format
- Lectures
- Discussion
- Group Projects
- Group Presentations

### PREREQUISITES

#### For Booth Students:
Students must have completed Bus 33001 (Microeconomics) and Bus 41100 (Applied Regression Analysis). These are strict prerequisites. Concurrent enrollment in these courses is not acceptable.

Bus 33002 (Accelerated Microeconomics) or Bus 33101 (Advanced Microeconomic Analysis) is preferable to Bus 33001 (Microeconomics), but not required.

Business 41201 (Data Mining), Bus 41203 (Financial Econometrics), Bus 35150 (Advanced Investments) and Bus 35151 (Theoretical and Empirical Asset Pricing) are acceptable substitutes for the strict prerequisite Bus 41110 (Applied Regression Analysis), so long as they have been completed in advance of this course.

#### For non-Booth Students:
Students must contact Professor Huizinga to discuss their background before they will be allowed to enroll in the course.

### MATERIALS
- Class Notes and Readings.
- Canvas Site
THE FIRM AND THE NON-MARKET ENVIRONMENT (33305) - BERTRAND, MARIANNE

CONTENT

The business environment has both a market and a non-market component. Most courses in the MBA curriculum focus on the market component: they study firms’ interactions with customers, suppliers, and alliance partners in the form of mutually beneficial exchanges transacted in markets. In contrast, this course focuses on the non-market component. For example, businesses need to cope with laws and regulations, lobby for favorable legislation, ensure access to foreign markets, and deal with media coverage and activist pressures, to name just a few. Successful managers need to formulate strategies for their firms that take into account not only the market but also the regulatory, legal, political and social (e.g. non-market) environments in which they operate.

Markets and the non-market environment have become increasingly interrelated: regulation, laws, media coverage and activist organization pressures directly affect firms’ market performance. Conversely, the profit-maximizing activities of firms often give rise to issues that involve governments and the public. For example, the market strategies of some e-commerce firms have sparked debates ranging from intellectual property protection to privacy; recent development in the fast-food industry and financial markets have triggered intense discussions about new information disclosure and consumer protection rules.

The main purpose of this course is to better understand the non-market environment, and discuss firms’ strategies in light of regulatory, legal, political and social constraints that they face. We will discuss the rationales for economic regulation and describe the main tools of economic regulation (such as the industry conduct regulation of natural monopolies and industrial structure regulation imposed by antitrust laws). We also discuss firms’ strategies in light of environmental, safety, or intellectual property concerns.
A common thread throughout this course is that we will recognize that firms can also shape their non-market environment. In particular, we will discuss firms’ lobbying strategies and use tools from political science to guide our understanding of the lawmaking and rulemaking process. We will also discuss why and how firms may decide to self-regulate in response to activist or media pressures.

Format

- Lectures
- Discussion
- Case Studies
- Ethics discussion/component

PREREQUISITES

None.

MATERIALS

Textbook (Business and its Environment, David P. Baron; Lecture notes and selected additional readings (book chapters, research articles, newspaper and magazine articles). This course will have a Canvas site.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES

Based on class participation in case discussions, weekly write-ups and a final exam. Provisional grades will be issued for graduating students. No pass/fail grades.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (in class)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule
EMPLOYMENT LAW FOR ENTREPRENEURS AND MANAGERS (33310) - POGRUND, DAVID

CONTENT

Amidst a never-ending cascade of high profile claims of sexual harassment, racial, religious, age, and gender discrimination, and retaliation against the likes of Fox News, Uber, Google, CNN, Microsoft, Walmart, McDonald’s and Amazon, never before has employment law been more vital. Currently, and in the years to come, workplace topics of privacy, discrimination, and diversity will continue to grow in importance, necessitating entrepreneurs and managers who are fine-tuned to the nuances of employment law.

All students who intend to run their own startup business or who plan to serve in a consultant or management capacity at a small to large company will find this course essential to operating a successful enterprise in the 21st century and avoiding costly litigation in the employment law arena.

This course will explore and debate real-life cases of employment law, some of which are pulled straight from the headlines, such as the Fox News and CNN sexual harassment, race, gender and age discrimination cases, the Uber cases (where drivers nationwide have attempted to be reclassified as employees instead of as independent contractors), the Hooter’s case (sex discrimination case filed by men for gender discrimination), Abercrombie & Fitch case (where a woman claimed religious discrimination due to the company’s prohibition of head coverings forbidding her hijab), the new overtime laws and regulations, Ban the Box Laws (dealing with background checks of protected employees), Sarbanes-Oxley (whistleblower cases), overtime issues, and the new EEOC regulations on employer wellness programs.

Initially, the goal will be to have the students identify potential employment issues—many of which are counterintuitive. Thereafter, we will discuss the practical implications and applications of the various laws in the employment setting, such as: interviewing; disciplining; firing; providing performance reviews; documenting claims; investigating claims; and workplace issues involving discrimination, harassment, retaliation, and compliance with all employment and wage/hour laws.

This course will explore legal and ethical employment issues, including: To what extent is employee privacy protected? When does differential action based on gender, religion, race, national origin, citizenship, sexual orientation, disability, obesity, genetic information, or age constitute discrimination? In states where marijuana is legal how does this impact a company’s drug testing and drug free rules? Are workers to be classified as employees or independent contractors? When does overtime apply (exempt vs. non-exempt employee)? Under what circumstances are employees entitled to leaves of absence for FMLA, disabilities, workers compensation, and military service? Must maternity and paternity leave be an equal amount of time?

Past students have found this Socratic, discussion-centric class to be lively, engaging, intellectually stimulating, and, most importantly, practical in its application to the workplace.
Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

MATERIALS

Our text book is required and will be “Employment and Labor Law,” 8TH EDITION, by Patrick J. Cihon and James Ottavio Castagnera. In addition, supplemental materials will be distributed via email.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (in class)

SYLLABUS

Schedule

- Autumn 2017
  - Section: 33310-81M 6:00PM-9:00PM
  - Booth 455
  - NBC Towers Booth 455 (NBC Tower) Room 130

BIG PROBLEMS (33314) - TOPEL, ROBERT

CONTENT
The Big Problems course will use multidisciplinary approaches to analyze some of the most important problems facing the United States and the world. The first 8 weeks will be taught by the instructors and outside experts, focusing on problems such as the Zika virus, Syrian migration to Europe, climate change, income inequality and tax policy, cybersecurity, nuclear waste storage, opioid addiction, sex trafficking, and policing and race relations. Students will work in teams of 2 business and 2 law students to develop feasible policy or private sector solutions to a problem of their choosing. Each team will make a presentation of its completed analysis in the last 2 weeks. Presentations will be made to instructors, outside experts and fellow students. Grades will be based on these team projects and class participation.

**Format**

- Lectures
- Discussion
- Group Projects
- Group Presentations

**PREREQUISITES**

Bus 33001, 33002, or 33101: strict. 33002 or 33101 preferred.

Law students are admitted by permission of the instructors. Booth students are admitted through their bidding procedure. Both Law and Booth students must have completed a course in intermediate microeconomics or its equivalent. Law students who have completed a course in Law and Economics may petition to take the class. Petitions will be judged on a case-by-case basis. Booth students should have completed a course satisfying the core microeconomics requirement of the Booth curriculum.

**GRADES**

Teams will choose their own topics from a list provided by the instructors, or may design their own topic with instructor approval. One of the instructors will serve as a mentor for each team. Other University faculty will also serve as advisors. Each group will make a 45 minute presentation of their results in either the 9th or 10th class, and will submit an academic “white paper” on their chosen topic. Grading will be based on the student presentations, the submitted white paper and class participation.

**Grades**

- Graded attendance/participation

**NO SYLLABUS AVAILABLE**

**Schedule**

- Spring 2018Section: 33314-01 TBA
SOME CRITICAL CONCEPTS EXECUTIVES NEED TO KNOW ABOUT EMPLOYMENT LAW AND REGULATION (33315) - BULGER, BRIAN

• CONTENT

The goal of the course is to give prospective executives an overview of topical and critical selected employment issues, and to understand how executive actions on employment can affect a company. Topics covered will include Affirmative Action and Diversity; Union Organizing, Prevention and Responses; Whistleblowing and Retaliation; Reductions-In-Force; Privacy Rights and Social Media; Disability and Accommodation Issues; and other topics. We will have at least one class demonstrating the impact of employer decisions at trial. If available, one or more government officials will discuss employment enforcement issues from an agency perspective.

Course Objectives:

Knowledge and basic understanding of the substantive law of employment relations in areas of affirmative action, discrimination, retaliation, harassment, unionization and wage & hour law. Ability to analyze employment scenarios potentially involving violation of the above employment laws with a view to preventing and defending alleged violations. Basic understanding of employment regulatory processes and approaches.

Format

- Lectures
- Discussion
- Case Studies

• MATERIALS

Assigned readings are listed in the attached weekly schedule. Changes may occur following Week 1 and depending on developments in the law. Readings will be posted through the portal.

Resources

- Canvas Site

• GRADES

Regular attendance is expected. Regular and productive participation is also expected. By this I mean that I expect all students to have done the reading. Exceptionally good or notably deficient class participation may subject a student's grade to either being raised or lowered by one increment, subject to my discretion.
There will be one final take home examination for the course to be submitted to my email address. The exam will constitute 100% of a student's final grade, subject to any participation adjustments. The exam will be entirely open book.

Grades

- Graded attendance/participation

Testing

- Final exam (take home)

SYLLABUS

Schedule

- Spring 2018Section: 33315-81M 6:00PM-9:00PMLeacher CenterThe Everett Kovler Classroom-GC422

MONEY AND BANKING (33401) - HACHEM, KINDA

CONTENT

This course deals with the economics of financial institutions and the role of central banks. The first half covers the microeconomics of banking, examining how banks and other financial intermediaries have evolved over time and formalizing the core features of their operation. The second half then covers the macroeconomic implications of money and credit as they move through the financial system. Emphasis will be placed on the policy tools used by central banks to influence output and inflation as well as the scope for government regulation of financial markets.

Format

- Lectures

PREREQUISITES

Bus 33001 and 33040, or their equivalents.

MATERIALS

(1) Required Text: Mishkin, *The Economics of Money, Banking, and Financial Markets* (11th Edition); (2) Required Text: Kroszner and Shiller, *Reforming US Financial Markets*; (3) Online readings provided by the instructor; (4) Slides provided by the instructor. A subscription to *The Economist* is also recommended.
Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADERS

Based on quizzes, an optional midterm, and a final exam. The midterm is mandatory for students seeking provisional grades and strongly recommended for everyone else.

Testing

- Quizzes
- Optional midterm
- Final exam (in class)

SYLLABUS

Schedule

- Winter 2018 Section: 33401-01R 8:30AM-11:30AM Harper Center Lecture Hall C05
- Winter 2018 Section: 33401-81R 6:00PM-9:00PM Gleacher Center Lecture Hall 208
- Winter 2018 Section: 33401-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 208

MONEY AND BANKING (33401) - KROSZNER, RANDALL

CONTENT

This course analyzes the operation and regulation of financial institutions and the impact of Central Bank actions on securities markets and the economy, with particular emphasis on the financial crisis and the response by the Federal Reserve. The first half of the course focuses on how financial innovation and regulatory reform is dramatically changing the role of banks and other intermediaries in the financial system and how the banking and financial system will likely adapt to these reforms in the future. We analyze whether various regulatory reform proposals are likely to enhance or reduce the stability and soundness of the financial markets and the economy, drawing on examples from the recent and historical crises worldwide.

The second half of the class builds on the understanding of the banking system from the first half to investigate the macroeconomic consequences of Central Bank activities. Topics include how the Federal Reserve and banks create money, how the Fed intervenes in securities markets and attempts to affect interest rates, the impact of Fed policy on inflation and the boom-and-bust cycle, and the causes and consequences of inflation and deflation. In particular, we study the response to the crisis by the Fed and central banks around the globe and the exit strategies from extraordinary monetary policy. We also evaluate what the Central Bank should or should not do and the political pressures it faces in its decision-making process.
Format

- Lectures
- Discussion

PREREQUISITES

Business 33001 and 33040, or their equivalents. NOTE: 33001 is STRICT.

MATERIALS


Resources

- Canvas Site

GRADES

Based primarily on a mid-term, a final exam, homework assignments, and class participation. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (in class)

Restrictions

- No auditors

SYLLABUS

Schedule

- Spring 2018Section: 33401-01T 8:30AM-11:30AMHarper CenterThe Credit Suisse First Boston Classroom-HCC08
- Spring 2018Section: 33401-02W 1:30PM-4:30PMHarper CenterThe Credit Suisse First Boston Classroom-HCC08
- Spring 2018Section: 33401-81T 6:00PM-9:00PMGleacher CenterThe Amoco Lecture Hall-GC300
REAL ESTATE INVESTMENTS I (33450)  
- PAGLIARI, JOSEPH

**CONTENT**

This course is designed to familiarize students with real estate equity investments - primarily from the perspective of institutional investors (e.g., pension funds, private equity, REITs, life insurance companies, etc.) with allocations to "core" property types. Accordingly, much of the course's emphasis will be placed on various types of financial modeling used by these investors to evaluate their real estate investments. The course will also emphasize the multi-disciplinary setting (e.g., accounting, business law, economics, finance, mathematics and statistics) in which real estate operates. Given the dynamic nature of the real estate markets, the course notes, the pace of the class, the nature of exams, etc. should be expected to be somewhat fluid.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects

**PREREQUISITES**

None. However, it is recommended that you have taken Business 33001 (Microeconomics) and 35000 (Investments). In any event, students are expected to have a working knowledge of Excel and a familiarity with finance, accounting and statistics. Students should not be averse to analytical thinking and quantitative analysis - most real estate practitioners are "numbers junkies."

**MATERIALS**

Readings and handouts posted on Canvas site.

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on class participation, cases, midterm and final exam. No auditors.

**Grades**

- Graded attendance/participation

**Testing**
REAL ESTATE INVESTMENTS II
(33451) - PAGLIARI, JOSEPH

CONTENT
This class is intended to be an extension of Real Estate Investments I (Business 33450) and, therefore, is designed to examine more complex real estate issues and problems. More specifically, this course is intended to:

a) provide you with a perspective on the "structuring" issues related to real estate equity investments,
b) invoke the multi-disciplinary setting in which complex real estate transactions take place, and
c) move beyond the "core" property types. Given the dynamic nature of the real estate markets, the course notes, the pace of the class, the nature of exams, etc. should be expected to be somewhat fluid.

Format

PREREQUISITES
Business 33450: strict

MATERIALS
Readings and handouts posted on Canvas site.

Resources
Canvas Site
Sample Exam Questions/Problem Sets

- **GRADES**

  Based on class participation, cases, midterm and final exam. No auditors.

  Grades

  - Graded attendance/participation

  Testing

  - Midterm
  - Final exam (take home)

  Restrictions

  - No auditors

- **SYLLABUS**

  Schedule

  - Spring 2018
  - Section: 33451-81R
  - 6:00PM-9:00PM
  - Gleacher Center Lecture Hall 406

**BUSINESS, POLITICS, AND ETHICS (33471) - BARRY, BRIAN**

- **CONTENT**

  The business environment creates ethical choices that can be hard to think through clearly. It can also subject companies to negative publicity or political pressure, which affects both how they are regulated and how well they attract employees, customers and partners. So business leaders are often called upon to make credible and persuasive arguments defending their products, their firms, their industries, or the capitalist system in which they operate.

  Doing this effectively – in a variety of settings – is an essential aspect of business leadership, given the extensive influence of government rules, pressure groups and the media on modern business. This is especially true now, when so many people are raising questions about the role of capitalism itself.

  Students in this course will gain experience forming and articulating coherent arguments about the ethics and role of business, by relating their own views to important ideas about business and capitalism and then working to
ground them in clear thinking and informed ethical reasoning. We will use this approach to consider a broad range of tradeoffs and controversies that business leaders often confront.

Arriving at informed views that reflect your beliefs is essential to handling these tradeoffs and controversies effectively, and in ways you can feel good about. It is also only part of the challenge in modern business. Managers must also handle criticism from groups who might gain something by weakening a firm or industry’s reputation, or by questioning the legitimacy of the marketplace in which businesses operate. Critics can include rival firms, politicians, workers, pressure groups, journalists, customers and suppliers.

The quality and accuracy of these groups’ arguments vary, but usually include assertions that a business or its leaders are behaving unethically or lack legitimacy. The ability to respond to these claims, and counter them effectively when the facts and arguments are on your side, is a crucial management skill. This is easier to do when you can think through how your assessments relate to broader ideas about business and capitalism.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

**PREREQUISITES**

Students who have taken BUS 38114 and/or 38115 cannot take BUSF 33471: strict. At least 4 previous Booth MBA classes strongly recommended. Booth MBA students only: strict.

**Note:** The Thursday and Saturday sections of this course will have different structures in weeks 7 though 10. The grading structure will also be slightly different, to reflect this.

Restrictions

- No non-Booth Students

**MATERIALS**

A selection of cases and readings which will be posted in Canvas.

Resources

- Canvas Site

**GRADES**

Short written assignments, group projects/debates.

No pass/fail grades and no auditors. Note: Students must attend section in which they are enrolled. Booth MBA students only: strict.
Note: The Thursday and Saturday sections of this course will have different structures in weeks 7 though 10. The grading structure will also be slightly different, to reflect this.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Spring 2018 Section: 33471-01R 8:30AM-11:30AM Harper Center The Jon S. Corzine Foundation Classroom HCC01
- Spring 2018 Section: 33471-85S 1:30PM-4:30PM Gleacher Center The Sidney Davidson Lecture Hall GC204

INTERNATIONAL COMMERCIAL POLICY (33501) - IRWIN, DOUGLAS

CONTENT

International trade has always been economically controversial and politically contentious. This course uses economic analysis to demystify the debate over globalization. It asks such questions as: Why do countries engage in trade? Are countries in competition with one another, making one a winner and another a loser, or is trade mutually beneficial? Does trade create jobs or destroy jobs? Does trade raise wages and standards of living, or start a race to the bottom? Should governments promote or discourage trade? Does protectionism improve economic performance or detract from it? Are trade agreements such as NAFTA “a disaster” as Donald Trump and Bernie Sanders allege? Does the World Trade Organization (WTO) help free trade and promote consumer interests, or infringe on national sovereignty and aid corporate interests? Is a trade deficit inherently good or bad? What constitutes “fair trade”? This course examines these questions and much more.

Format

- Lectures
- Discussion

PREREQUISITES

Business 33001 or equivalent strongly recommended.
INTERNATIONAL FINANCIAL POLICY (33502) - KEKRE, ROHAN

CONTENT

This course will help students develop an understanding of issues in international macroeconomics that are important for investors and managers operating in the global marketplace. It will cover theories of the determination of exchange rates and interest rates, the management of foreign exchange risk, international capital flows, debt and currency crises, international monetary and exchange rate regimes, the roles of the international financial institutions in developing countries, and other characteristics of international financial markets.
- **PREREQUISITES**

  Business 33040 or equivalent is recommended, but not required.

- **MATERIALS**

  Based on a combination of class lectures, textbook chapters, and newspaper and magazine articles. This course will have a Canvas site.

  Resources
  - Canvas Site

- **GRADES**

  Based on a combination of quizzes, a mid-term, homeworks, and a final exam. Cannot be taken pass/fail. No auditors.

  Grades
  - Graded homework assignments

  Testing
  - Quizzes
  - Optional midterm
  - Final exam (in class)

  Restrictions
  - No pass/fail grades
  - No auditors

- **SYLLABUS**

  Schedule

  - Spring 2018 Section: 33502-01R 1:30PM-4:30PM Harper Center Lecture Hall C05
  - Spring 2018 Section: 33502-81R 6:00PM-9:00PM Gleacher Center Lecture Hall 404
  - Spring 2018 Section: 33502-85S 1:30PM-4:30PM Gleacher Center Lecture Hall 208
INTERNATIONAL FINANCIAL POLICY (33502) - NEIMAN, BRENT

**CONTENT**

This course will help students develop an understanding of issues in international macroeconomics that are important for investors and managers operating in the global marketplace. It will cover theories of the determination of exchange rates and interest rates, the management of foreign exchange risk, international capital flows, debt and currency crises, international monetary and exchange rate regimes, the roles of the international financial institutions in developing countries, and other characteristics of international financial markets.

**Format**

- Lectures
- Group Projects

**PREREQUISITES**

Business 33040 or equivalent is recommended, but not required.

**MATERIALS**

Based on a combination of class lectures, textbook chapters, and newspaper and magazine articles.

**Resources**

- Canvas Site

**GRADES**

Based on a combination of quizzes, a mid-term, homeworks, and a final exam. Cannot be taken pass/fail. No auditors.

**Grades**

- Graded homework assignments

**Testing**

- Quizzes
- Midterm
- Optional midterm
- Final exam (in class)

**Restrictions**
MANAGING THE FIRM IN THE GLOBAL ECONOMY (33503) - DINGEL, JONATHAN

CONTENT

This course studies international economics from the perspective of the firm. Its objective is to equip students with analytical tools to understand the economic, organizational, financial, and legal issues facing firms doing business across borders.

We will analyze firms' decisions to sell and source through exporting, importing, and foreign investments, answering questions such as: How do firms decide where and when to export or import? What are the trade-offs associated with different modes of going abroad? How do international locational decisions differ from domestic locational decisions?

We will investigate issues facing multinational firms, such as: intellectual property rights, international tax planning, exchange-rate risk, and political risk. Part of the course will address business environments and management practices in developing economies.

Format

- Lectures
- Discussion

PREREQUISITES

Without imposing a strict requirement, I assume familiarity with the concepts taught in Microeconomics (Bus 33001). This is an economics class that employs quantitative reasoning.

MATERIALS

Slides and other readings will be available via Canvas. We do not use a textbook.
Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES

Grades will be based on assignments, participation, an in-class midterm, and final exam.

Students who require a provisional grade must take the mid-term exam and perform at a level of at least C-. The course may be taken pass/fail.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Quizzes
- Midterm
- Final exam (in class)

SYLLABUS

Schedule

- Winter 2018Section: 33503-01W 8:30AM-11:30AMHarper CenterThe Eugene F. Fama Classroom-HCC03
- Winter 2018Section: 33503-81W 6:00PM-9:00PMGleacher CenterLecture Hall 404
- Winter 2018Section: 33503-85S 1:30PM-4:30PMGleacher CenterLecture Hall 206

THE WEALTH OF NATIONS (33520) - HSIEH, CHANG-TAI

CONTENT

Why is the United States the wealthiest country in the world? How can we understand the emergence of China and India in the last two decades? What explains growth disasters of countries such as Venezuela and Sub-Saharan Africa? Why has Brazil not emerged as a growth miracle despite its enormous potential? This class will use a combination of a quantitative analytical framework and case studies to examine the role of institutional factors such as financial markets, labor market regulations, and tax policy in understanding the performance of firms in emerging markets vs wealthy countries. We will examine the elements of successful growth strategies in selecting emerging markets.
Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

Business 33001 recommended, but not required.

MATERIALS

Resources

- Canvas Site

GRADES

No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Quizzes
- Midterm
- Final exam (in class)

Restrictions

- No auditors

SYLLABUS

Schedule

- Autumn 2017 Section: 33520-01M 1:30PM-4:30PM Harper Center The Eugene F. Fama Classroom HCC03
- Autumn 2017 Section: 33520-85S 1:30PM-4:30PM Gleacher Center Lecture Hall 208
APPLIED ECONOMICS WORKSHOP (33610) - BERTRAND, MARIANNE; MURPHY, KEVIN; TOPEL, ROBERT

- CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

- PREREQUISITES

BUSN 33610=ECON 54300. PhD students only. Instructor permission required for MBA students.

Restrictions

- PhD - students only

- NO SYLLABUS AVAILABLE

Schedule

Autumn 2017Section: 33610-60W 1:20PM-2:50PMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B

APPLIED ECONOMICS WORKSHOP (33610) - KAMENICA, EMIR; HORNBECK, RICHARD

- CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

- PREREQUISITES

BUSN 33610=ECON 54300. PhD students only. Instructor permission required for MBA students.

Restrictions
APPLIED ECONOMICS WORKSHOP (33610) - SYVERSON, CHAD

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES

BUSN 33610=ECON 54300. PhD students only. Instructor permission required for MBA students.

Restrictions

PhD - students only

NO SYLLABUS AVAILABLE

Schedule

Winter 2018
Section: 33610-60W 1:20PM-2:50PM
Harper Center The Gidwitz Family Faculty Seminar Room-HC3B

WORKSHOP IN MACRO AND INTERNATIONAL ECONOMICS (33650) - NEIMAN, BRENT; VAVRA, JOSEPH

CONTENT
Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

- **PREREQUISITES**

  Completion of 1st year of PhD Program. PhD students only. Instructor permission required for MBA students. BUSN 33650=ECON 57000

  - PhD - students only

- **NO SYLLABUS AVAILABLE**

  Schedule

  - Autumn 2017Section: 33650-60M 11:45AM-1:15PMHarper CenterLecture Hall C10

  **WORKSHOP IN MACRO AND INTERNATIONAL ECONOMICS (33650) - STAFF**

- **CONTENT**

  Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

- **PREREQUISITES**

  Completion of 1st year of PhD Program. PhD students only. Instructor permission required for MBA students. BUSN 33650=ECON 57000

  - PhD - students only

  - **NO SYLLABUS AVAILABLE**

  Schedule

  - Winter 2018Section: 33650-60M 11:45AM-1:15PMHarper CenterLecture Hall C10
  - Spring 2018Section: 33650-60M 11:45AM-1:15PMHarper CenterLecture Hall C10
ENERGY POLICY PRACTICUM (33701) - TOPEL, ROBERT

• CONTENT

Instructors:

Robert Topel (Chicago Booth, Energy Policy Institute)

Robert Rosner (Depts. of Physics and Astrophysics, Argonne, Harris, Energy Policy Institute)

In this research practicum, students will work in small teams and with faculty to author a white paper (a research report) on a topic related to energy markets and/or energy policy. Research topics will be chosen by the teams subject to approval by the instructors. There will be several lectures by the instructors and invited guests on energy markets and policy, though most of the class sessions will be devoted to student presentations and seminar-type discussions of work in progress.

Examples of potential topics include:

• The future of nuclear power;
• Climate policy and the role of geo-engineering;
• Prospects and strategies for international cooperation in climate policy;
• Policies promoting adaptation to climate change;
• Fuel cell and electric vehicles as alternative vehicle platforms;
• The role of regulations in preventing or encouraging the deployment of alternative fuels;
• Renewable power and the design of the electrical grid;
• Energy markets, poverty and economic development;
• Fracking and the future of oil and natural gas markets.

The completed white papers, subject to approval by the course instructors, will be published on the website of the Energy Policy Institute at Chicago (EPIC).

The course will benefit from the involvement of an Advisory Committee, the members of which will be available to consult with students on their research topics. The Committee includes Professors Dan Black (Harris), Kevin Murphy (Booth, Economics), Michael Greenstone (Economics & EPIC), Elizabeth Moyer (Geophysics) and David Weisbach (Law). The membership of the Committee is subject to change, and we will seek to incorporate experts from industry once topics are finalized.

Requirements:

- Commitment to attend class and participate in class discussions (classes will be held W 8:30-11:30 am at Booth)

- Completion of a microeconomics course at the level of Business 33001 or its equivalent.

Format

• Lectures
• Discussion
- Group Projects
- Group Presentations

- **PREREQUISITES**
  
  BUSN 33701=PPHA 51700; microeconomics course at the level of Business 33001 or its equivalent.

- **MATERIALS**
  
  This course will have a Canvas site.

- **Resources**
  
  Canvas Site

- **GRADES**
  
  Grades

- **SYLLABUS**
  
  Schedule

  - Spring 2018 Section: 33701-01 TBA

- **NUMERICAL METHODS IN ECONOMICS (33902) - STAFF**

  - No Course Description Available

  Schedule

  - Autumn 2017 Section: 33902-50MW 1:30PM-2:50PM McGiffert 440 Cancelled

- **THE ECONOMICS OF INFORMATION (33911) - HARRIS, MILTON**

  - CONTENT
This Ph.D.-level course introduces students to a range of economic tools used to study models explicitly involving strategic behavior, information transmission, and contracting in economics and finance. The intention is to prepare the student to conduct research using these tools. Techniques studied include agency theory, signaling models, dynamic contracting and sequential games of incomplete information. In addition, some applications of the tools will be covered. The approach is rigorous and analytical.

First class assignment: Read the syllabus (with special attention to the section on prerequisites) and read the article by Holmström mentioned below.

Format

- Lectures
- Discussion

PREREQUISITES

It is assumed that students have a good background in basic microeconomic theory (preferably Economics 30100, 30200). A facility with the use of multivariate calculus and elementary probability (as opposed to a dim memory of having had a course in these subjects at some time in the past) is required. See the syllabus on my web site for more detail. PhD students only (both Booth and non-Booth allowable). BUSN 33911=ECON 30600

Restrictions

- PhD - students only

MATERIALS

Articles from the economics literature, e.g., "Moral Hazard and Observability," by Bengt Holmström (Bell Journal, spring 1979). All of these, except one, are available on JSTOR (links are included on the course syllabus - see my web site). The one exception will be available through online Regenstein Reserve. Microeconomic Theory, by A. Mas-Colell, M. D. Whinston, and J. Green (Oxford University Press, 1995) and Contract Theory, by P. Bolton and M. Dewatripont (MIT Press, 2005) may also be useful but are not mandatory.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES

Based on homework assignments and a final exam. No auditors. No provisional grades.

Grades

- Graded homework assignments

Testing

- Final exam (take home)
Restrictions

- No pass/fail grades
- No auditors

SAMPLE EXAM QUESTIONS/PROBLEM SETS

Available in Canvas.

SYLLABUS

Schedule

- Autumn 2017Section: 33911-50W 1:30PM-4:30PMHarper CenterThe Credit Suisse First Boston Classroom-HCC08

ADVANCED INDUSTRIAL ORGANIZATION I (33921) - SYVERSON, CHAD

CONTENT

This is the first course in a Chicago Booth sequence with one or more IO topics courses in the Department of Economics. The class is for PhD students. The sequence covers recent theoretical and empirical approaches in several topics. This course focuses on productivity and industry evolution, advertising and search, product differentiation, vertical relationships, and strategic behavior.

Format

- Lectures
- Discussion

PREREQUISITES

Solid background in microeconomics (e.g., Business 33001, 33101, or Economics 30000, 30100, or 30200) and preferably econometrics at the PhD level. PhD students only. BUSN 33921=ECON 40101

Restrictions

- PhD - students only

MATERIALS
Carlton and Perloff, *Modern Industrial Organization*; Tirole, *The Theory of Industrial Organization*; reading list to be distributed in class.

**GRADES**

Students should plan to take all three quarters of this course and hopefully any additional IO topics offered. No provisional grades.

**Testing**

- Final exam (take home)

**NO SYLLABUS AVAILABLE**

**Schedule**

- Autumn 2017Section: 33921-50F 8:30AM-11:30AMHarper CenterThe Credit Suisse First Boston Classroom-HCC08

ADVANCED INDUSTRIAL ORGANIZATION III (33923) - CARLTON, DENNIS

**CONTENT**

This course will complement the other courses in the Ph.D. sequence for industrial organization and will focus on topics closely related to antitrust economics and regulation. Topics will include barriers to entry, adjustment costs, mergers, demand estimation, damage estimates, oligopoly theory, price fixing, optimal price discrimination, bundling, tie in sales, two-sided markets including credit cards, the theory of optimal regulation, and the empirical facts of regulation. The course is primarily for PhDs in economics and business, but advanced law students interested in antitrust and regulation plus advanced and interested MBAs are welcome. MBAs and law students have the option to write a paper instead of taking the final exam.

**Format**

- Lectures
- Discussion

**PREREQUISITES**

Previous training in advanced economics or antitrust. BUSN 33923=ECON 40301 and LAWS 99304

**MATERIALS**
Selected readings.

Resources

- Canvas Site

- GRADES

Homework plus final (or a paper). No provisional grades.

Grades

- Graded homework assignments

Testing

- Final exam (in class)

SYLLABUS

Schedule

- Spring 2018Section: 33923-50R 1:30PM-4:30PMHarper CenterLecture Hall C10

APPLIED MACROECONOMICS:
MICRO DATA FOR MACRO MODELS
(33942) - DAVIS, STEVEN

CONTENT

This course considers the use of data on workers, households, businesses, industries and regions in research on labor market fluctuations and other areas of macroeconomics. A key goal is to help students develop the ability to identify interesting research questions and devise promising research strategies. Topics include wage rigidities and their consequences, unemployment fluctuations, employer behavior on the hiring margin, earnings losses associated with job loss, and employment and productivity responses to changes in ownership and control. Lectures treat a mix of important, well-established research contributions and new, often rough, papers that seek to advance the frontier. Homework assignments aim to build proficiency in the use of micro data to address macroeconomic issues and to give students first-hand experience in identifying and evaluating research questions and strategies.

Format

- Lectures
### PREREQUISITES

Ph.D. Students only.

### MATERIALS

See syllabus posted to instructor’s website by September 8.

### GRADES

No pass/fail grades.

### TESTING

- Final exam (take home)

### SYLLABUS

Schedule

- Winter 2018 Section: 33942-50 TBA

### APPLIED MACROECONOMICS II (33947) - HURST, ERIK; WINBERRY, THOMAS
This course consists of two components. There are five weeks of lectures on stochastic dynamic equilibrium models with financial market linkages. The impact of financing frictions on the macroeconomic transmission mechanism and on the asset markets will be considered. Also the impact of uncertainty is analyzed through the lens of recent literatures on ambiguity aversion and concerns for robustness. The class explores emerging literatures designed to confront empirical challenges and quantitative predictions. For the second part of the class students are required to attend lectures by outside scholars: Violante, Piazzessi, Primiceri and Bloom on a variety of important topics in macroeconomics. Each will give one lecture to a broad audience of graduate students and some faculty. Students are asked to write short essays (say referee reports) on two papers that are prominently referenced in these lectures.

**PREREQUISITES**

BUSN 33947=ECON 38301

**NO SYLLABUS AVAILABLE**

Schedule

- Autumn 2017Section: 33947-50M 2:30PM-5:30PMHarper CenterSeminar Room 3A

**APPLIED MACROECONOMICS: HETEROGENEITY AND MACRO (33949) - VAVRA, JOSEPH; KEKRE, ROHAN**

**CONTENT**

This is a Ph.D. level course on empirical macroeconomics with a focus on using micro data and models with microeconomic heterogeneity to understand macro phenomenon. Recent increases in computational power and the availability of "big data" have been transformational in empirical macroeconomics. The use of micro data provides additional discipline on macroeconomic models and often leads to insights or conclusions that differ from analysis using aggregate data alone. In this course, we will build the computational tools necessary to bring micro data to heterogeneous agent macro models. The first half of the course will focus mainly on topics related to households while the second half will focus mainly on topics related to firm behavior. Some particular applications include risk sharing and insurance, the welfare costs of business cycles, the role of transaction costs and lumpy adjustment, the effects of economic stimulus, the aggregate implications of volatility/uncertainty and understanding the aggregate dynamics of consumer durables, inflation and investment. Students must develop an empirical research project as part of the course requirements.

**PREREQUISITES**

PhD students only. BUSN 33949=ECON 38102
Restrictions

- PhD - students only

GRADES

No provisional grades.

SYLLABUS

Schedule

- Spring 2018Section: 33949-50 TBA

ENTREPRENEURIAL FINANCE AND PRIVATE EQUITY (34101) - HOCHBERG, YAEL

CONTENT

This course is designed for students interested in starting their own startup company, or who wish to work for a venture capital or related organization. The goal of the course is to familiarize students with the financial and organizational challenges typical of start-up companies; as result, the course is designed to be broad and comprehensive. The course considers startup financing not only from the perspective of financial economics, but also from the perspective of competitive strategy, management, organizations and control.

The course will cover a wide-range of issues including start-up financing, sources of financing (crowdfunding, accelerators, angel investors, venture capital, banks and venture lenders, growth capital), venture evaluation, financial modeling, deal structure, incentive design, valuation, exit (IPO, M&A, secondary markets) and reorganization. Attention is given both to the viewpoint of the entrepreneur seeking financing, and to the viewpoint of the suppliers of capital for entrepreneurial finance. Along the way, we will also cover the concepts and institutions involved in the private equity industry more generally, and how their incentives shape the market for entrepreneurial financing.

The course will make use of case studies and an array of guest lectures to supplement lectures and discussion sessions. The course places specific focus on tools for innovation-driven and high-growth entrepreneurship, as opposed to small business.

Pre-assignment: Students are responsible for preparing a memorandum for each case we discuss in the first class session. These assignments will be detailed in Canvas.

Please note that attendance is very important for your success and for your peers’ success in this team-based course. If you hope to register for this course and have not yet secured a slot, you should attend class sessions and it will be difficult to catch up at a later date. If you have not attended and register after the start of the quarter, you may be asked to drop the course.
Format

- Lectures
- Discussion
- Case Studies
- Group Projects

PREREQUISITES

Bus 35200: strict (or with instructor permission). 33001: recommended. 42001 would be helpful, but is not required. Instructor permission required for auditors.

MATERIALS

We will use journal articles, short lectures, and guest speakers to supplement and enhance the case studies and discussions. All required cases and supplementary materials will be provided through the course Canvas site.

Resources

- Canvas Site

GRADES

For each class, study questions will be assigned concerning a case study and/or reading materials of relevance. We will discuss these questions and the material in the cases for most of the class periods. Students will work in groups on case preparation. Each group will be required to submit a memorandum of analysis and recommendations before each class. No Pass/Fail grades. Final grades will be based on participation, case memoranda and a final (take home) exam.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades

NO SYLLABUS AVAILABLE

Schedule

- Winter 2018 Section: 34101-01M 1:30PM-4:30PM Harper Center The Eugene F. Fama Classroom-HCC03
ENTREPRENEURIAL FINANCE AND PRIVATE EQUITY (34101) - KAPLAN, STEVEN

CONTENT

This course uses the case method to study entrepreneurial and private equity finance. The course is motivated by increases in both the supply of and demand for private equity. On the supply side, the amount of private equity under management - by partnerships investing in venture capital, growth equity, leveraged buyouts, distressed companies, etc. - has increased substantially in the last two decades. On the demand side, an increasing number of MBAs and others are interested in starting and managing their own businesses. The supply and demand for funds have also grown substantially outside of the U.S.

The primary objective of the course is to provide an understanding of the concepts and institutions involved in entrepreneurial finance and private equity markets. To do this, the course has been designed to be broad and comprehensive. We will explore private equity from a number of perspectives, beginning with the entrepreneur/issuer, moving to the private equity - venture capital and leveraged buyout - partnerships, and finishing with investors in private equity partnerships. For each class meeting, study questions will be assigned concerning a case study. We will discuss these questions and the material in the case for most of the class period. Before each case discussion, each student will be required to submit a memorandum (up to two pages) of analysis and recommendations. Group work is encouraged, but not required on these short memoranda. Memoranda with up to three names on them are acceptable. We will use journal articles and some lectures to supplement and enhance the case discussions. All required cases and supplementary readings will be posted online in Canvas.

Preassignment: Students are responsible for a memorandum for each case we discuss in the first class. The first class assignment is detailed in Canvas. All students (including those who are not registered, but are trying to add the course) must attend and prepare the first week. Students who do not attend the first week cannot take the course.

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

At least one of Business 35200, 35201, 35902 or 30130: strict (or with permission of instructor). Instructor permission required for auditors.
Restrictions

- No non-Booth Students

MATERIALS

Resources

- Canvas Site

GRADES

Based on class participation (40%), the short memoranda (10%), and a final exam (50%). Cannot be taken pass/fail. No non-Booth students.

Grades

- Graded attendance/participation

Testing

- Final exam (in class)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Autumn 2017 Section: 34101-01 MW 10:10AM-11:30AM Harper Center The Jon S. Corzine Foundation Classroom-HCC01
- Autumn 2017 Section: 34101-02 MW 1:30PM-2:50PM Harper Center The Jon S. Corzine Foundation Classroom-HCC01
- Autumn 2017 Section: 34101-81 M 6:00PM-9:00PM Gleacher Center Lecture Hall 408

ENTREPRENEURIAL FINANCE AND PRIVATE EQUITY (34101) - MEADOW, SCOTT

CONTENT
Using the case method and an array of guest lecturers to supplement the casework, this course is meant to aid those students who are considering being part of an entrepreneurial enterprise or evaluating such enterprises from the seat of the public or private financier.

The chief objective of the course is to provide an understanding of the criteria for a successful entrepreneurial endeavor and the methods of analysis to make the proper judgment. The casework will consider ventures representing broad sectors of the economy, including telecommunications, healthcare and consumer services. These sectors will be used to examine entrepreneurial activity and analysis. The impact of the Internet as an enhancement to these sectors will be interwoven throughout.

The class analyzes the role of various functional areas e.g., finance, marketing, and strategy, toward achieving success in new ventures.

Daily discussions will cover issues of private equity finance from seed stage through growth equity to recapitalization. Deal structure, incentive design, risk-based valuation, financial management in private, rapidly growing enterprises will be included. Exit strategies will be covered, including initial public offerings, mergers and strategic partnerships. Restructuring poorly performing projects will also be a component.

Attention is also given to analyzing the suppliers of capital, individual investors, venture capitalists, commercial banks, asset-based lenders and investment banks.

Before each class, students will be required to submit a one-or-two page executive summary that includes analysis and recommendations. Group work is encouraged, but not required on these executive summaries. Memoranda with up to three names on them are acceptable. We will discuss the study questions and the material in each class period.

Preassignment: Students are responsible for a memorandum for each case we discuss in the first class. The first class assignment is detailed on the Canvas site.

Also, please note that attendance for all ten weeks of the course is very important for your success and for other students' success in this team-based course. If you are hoping to register for this course but have not yet secured a seat, you must attend class sessions as it is impossible to catch up. If you have not attended and register after the start of the quarter, you will be asked to drop the course.

Format

- Discussion
- Case Studies

**PREREQUISITES**

None. Business 33001 and 35200 recommended. Business 30130 would be helpful.

**MATERIALS**

This course will have a Canvas site.

Resources

- Canvas Site

**GRADES**
Based on class participation (40%), the short memorandum (20%) and final exam (40%). The final exam is a take home case analysis. Cannot be taken pass/fail. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Optional midterm
- Final exam (take home)

**Restrictions**

- No pass/fail grades
- No auditors

**Syllabus**

**Schedule**

- Spring 2018 Section: 34101-02F 8:30AM-11:30AM Harper Center The Credit Suisse First Boston Classroom-HCC08
- Spring 2018 Section: 34101-85S 9:00AM-12:00PM Gleacher Center The Goldman Sachs & Co. Lecture Hall-GC400
- Summer 2018 Section: 34101-81R 6:00PM-9:00PM Gleacher Center The Amoco Lecture Hall-GC300

**Entrepreneurial Finance and Private Equity (34101) - Zwick, Eric**

**Content**

This course uses the case method to study entrepreneurial finance and private equity, including angel and venture capital, growth equity, and buyouts. The course is motivated by growth in private capital markets and in the perceived importance of high growth entrepreneurial projects.

The primary goal of the course is to familiarize students with the financial and organizational challenges typical of start-up and growing private companies and to provide an understanding of the concepts and institutions involved in private capital markets. To do this, the course is broad and comprehensive. The course will appeal to students who want to start and manage their own business, who want to work in a start-up, or who want to work in a venture capital or private equity organization.
The course primarily considers the financial economics of entrepreneurial settings, but discussions will also integrate issues from micro and macroeconomics, strategy, organization, and control. We explore the questions raised from many perspectives, often contrasting the positions of entrepreneurs, issuers, and targets with those of managing and limited partners. Issues covered include deal structure, incentive design, valuation of high risk projects, financial management in rapidly growing firms, initial public offerings, mergers and acquisitions, and capital restructuring. Among capital suppliers we consider informal risk capital, commercial banks, angel investors, venture capital firms, and investment banks.

### Format

- Lectures
- Discussion
- Case Studies
- Group Projects

### PREREQUISITES

Business 33001 (or 33002), 35000 (or 35901), and 35200: strict. Business 30130 would be helpful.

### MATERIALS

We will use journal articles, some lectures, and visiting speakers to supplement and enhance the case discussions. All required cases and supplementary readings will be in the course Canvas site.

### Resources

- Canvas Site

### GRADES

For each class meeting, study questions will be assigned concerning one or two case studies. We will discuss these questions and the material in the cases for most of the class period. Each student will be required to submit a 1-2 page memorandum of analysis and recommendations before each class. Group work is encouraged, but not required, on these short memoranda. Memoranda with up to three names on them are acceptable. No pass/fail grades.

### Grades

- Graded homework assignments
- Graded attendance/participation

### Testing

- Final exam (take home)

### Restrictions

- No pass/fail grades
NEW VENTURE STRATEGY (34102) - BUNCH, GREGORY

CONTENT

This course primarily is designed to benefit entrepreneurs, early stage investors and corporate managers responsible for new ventures. The course builds non-mathematical models of success in the world of entrepreneurial business through intensive analyses of both archival and current cases. Students are required to analyze assigned cases carefully, develop and discuss new cases, and present a well-developed new business proposal to the class.

Emphasis is placed on creating a framework to analyze business opportunities of all sizes. The centerpiece is a set of models abstracted from the cases prepared during the course. These models allow students to categorize ideas quickly, discuss benefits, note problems, and ideally, predict performance.

The class is not a series of "nuts and bolts" lectures about running small businesses, nor is it a guest lecture series. Participants must be willing to become involved with the material and approach the topic with analytic rigor. From that effort, an organized way of thinking should evolve that will allow students to make better decisions on potential new venture proposals.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

PREREQUISITES

It is mandatory to attend the first class session, even if the student has not been formally admitted.

MATERIALS

Course readings in Canvas, and current articles from the Wall Street Journal and other sources.
NEW VENTURE STRATEGY (34102) - SCHRAGER, JAMES

This course builds non-mathematical models of success in the world of entrepreneurial business through intensive analyses of both archival and current cases. Students are required to analyze assigned cases carefully, develop and discuss new cases, and present a well-developed new business proposal to the class.
Emphasis is placed on creating a framework to analyze business opportunities of all sizes. The centerpiece is a set of models abstracted from the cases prepared during the course. These models allow students to categorize ideas quickly, discuss benefits, note problems, and ideally, predict performance.

The class is not a series of "nuts and bolts" lectures about running small businesses, nor is it a guest lecture series. Participants must be willing to become involved with the material and approach the topic with analytic rigor. From that effort, an organized way of thinking should evolve that will allow students to make better decisions on potential new venture proposals.

Please note that rescheduled class sessions will be required to allow for presentation of group projects to the class. See the Curriculum web page on the Chicago Booth Portal for details which vary by quarter regarding when these special sessions will be held.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

PREREQUISITES

Permission of instructor is required if a student has not completed one-half of the MBA program (at least 10 classes: strict).

It is mandatory to attend the first class session.

MATERIALS

Electronic materials posted in Canvas, and current articles from the Wall Street Journal.

Resources

- Canvas Site

GRADES

Based on quality of in-class participation; weekly written case work completed in study groups of three to five students (each paper limited to two pages); an individual case about a real entrepreneur (also limited to two pages); and study group presentations of original business start-up ideas.

Auditors permitted only in their last quarter of Chicago Booth residency, limited to room capacity, and must have written approval from the instructor to attend.

Provisional grades will be available for those graduating.

Grades
Graded homework assignments
Graded attendance/participation

Testing

Final exam (in class)
Final exam (take home)

SYLLABUS

Schedule

- Autumn 2017 Section: 34102-01T 1:30PM-4:30PM Harper Center The Credit Suisse First Boston Classroom-HCC08
- Winter 2018 Section: 34102-01T 1:30PM-4:30PM Harper Center The PIMCO Classroom-HCC07
- Winter 2018 Section: 34102-85S 1:30PM-4:30PM Gleacher Center Lecture Hall 404
- Spring 2018 Section: 34102-01T 1:30PM-4:30PM Harper Center Lehman Brothers Classroom-HCC02
- Summer 2018 Section: 34102-81T 6:00PM-9:00PM Gleacher Center Lecture Hall 206

BUILDING THE NEW VENTURE (34103) - LYMAN, LINDSEY

CONTENT

This course is intended for students who are interested in starting new entrepreneurial businesses. It is tactical, hands-on, and covers the nuts and bolts of starting a company with a lesser emphasis on investing in entrepreneurial ventures. Students will learn how to raise seed funding, compensate for limited human and financial resources, establish brand values and positioning, secure a strong niche position, determine appropriate sourcing and sales channels, and develop execution plans in sales, marketing, product development and operations. The emphasis is managerial and entrepreneurial, essentially a working model for starting an enterprise.

Paralleling the course content is the YourCo "game" in which teams of four to five students simulate building a new venture through the first 18 months of the life of a startup. At the beginning of the class, teams describe a product or service they would like to bring to market, determine the necessary seed funding amount, and outline current staffing and development status. Throughout the quarter, students explore the critical activities required to engage customers, build their product or service, scale operations and build teams. Each week, teams have specific written deliverables for their "company" based on the course material. Assignments include identifying key hires, choosing an initial target customer set, executing a marketing campaign, creating a sales pitch, completing a development or production plan, identifying important strategic partners, and determining next round funding requirements. "Game" points are awarded based on feasibility of actions, creativity of solutions, and adherence to seed budget constraints. The course content and structure is applicable to all types of businesses. Class projects range from high tech commercialization to retail concepts to small manufacturing firms.
Through class lectures, "game" assignments, and real world cases, the course covers such topics as new product innovation; building a start-up management team; identifying target customers; inexpensive promotion/advertising techniques; professionalizing a sales process; and leveraging strategic partners. Emphasis is placed on marketing and sales for new enterprises, because this is a major area of entrepreneurial weakness.

Class limit will be strictly adhered to and adding this class after the first week is strongly discouraged unless all classes have been attended.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

**PREREQUISITES**

None. -01/81: Grad students only. No undergrads (including Dougan Scholars). Grad students from other divisions can enroll during Non-Booth registration period.

**MATERIALS**

**Resources**

- Canvas Site

**GRADES**

Based on "game" assignments, case analysis and active class participation. Cannot be taken pass/fail.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Restrictions**

- No pass/fail grades

**SYLLABUS**

**Schedule**

- Autumn 2017
  - Section: 34103-01R
  - 1:30PM-4:30PM
  - Harper Center The Jon S. Corzine Foundation Classroom-HCC01
SPECIAL TOPICS IN ENTREPRENEURSHIP: DEVELOPING A NEW VENTURE (NEW VENTURE CHALLENGE) (34104) - KAPLAN, STEVEN

**CONTENT**

This course is designed to allow students who have advanced to the second round of the New Venture Challenge to develop their ideas into full business plans. Student teams will work largely on their own to develop their business plans.

The class meetings consist primarily of plan presentations. Venture capitalists, private investors, and entrepreneurs will help critique and improve the plans during the presentations. The class meetings also will include sessions on presentation skills, financial modeling, and legal considerations in a new venture.

**Format**

- Lectures
- Discussion
- Group Projects
- Group Presentations

**PREREQUISITES**

Advancement to the second round of the New Venture Challenge or (in rare circumstances) consent of the instructor: strict. Students should contact the instructor before the course begins.

**MATERIALS**

Resources

- Canvas Site
GRADES

Based 70% on the quality of the work that goes into the business plan and 30% on class participation. No pass/fail grades.

Restrictions

No pass/fail grades

SYLLABUS

Schedule

- Spring 2018
  - Section: 34104-01M
  - 1:30PM-5:30PM
  - Harper Center
  - The Goldman, Sachs & Co. Lecture Hall-HCC25

SPECIAL TOPICS IN ENTREPRENEURSHIP: DEVELOPING A NEW VENTURE (NEW VENTURE CHALLENGE) (34104) - MARCELLO, STARR

CONTENT

This course is designed to allow students who have advanced to the second round of the New Venture Challenge to develop their ideas into full business plans. Student teams will work largely on their own to develop their business plans.

The class meetings consist primarily of plan presentations. Venture capitalists, private investors, and entrepreneurs will help critique and improve the plans during the presentations. The class meetings also will include sessions on presentation skills, financial modeling, and legal considerations in a new venture.

Format

- Lectures
- Discussion
- Group Projects
- Group Presentations

PREREQUISITES
Advancement to the second round of the New Venture Challenge or (in rare circumstances) consent of the instructor: strict. Students should contact the instructor before the course begins.

- **MATERIALS**

  Resources

  - Canvas Site

- **GRADES**

  Based 70% on the quality of the work that goes into the business plan and 30% on class participation. No pass/fail grades.

  Restrictions

  - No pass/fail grades

- **NO SYLLABUS AVAILABLE**

  Schedule

  - Winter 2018Section: 34104-01W 1:30PM-4:30PMHarper CenterLehman Brothers Classroom-HCC02Undergraduate Only

**SPECIAL TOPICS IN ENTREPRENEURSHIP: DEVELOPING A NEW VENTURE (NEW VENTURE CHALLENGE) (34104) - RUDNICK, ELLEN; TEBBE, MARK**

- **CONTENT**

  This course is designed to allow students who have advanced to the second round of the New Venture Challenge to develop their ideas into full business plans. Student teams will work largely on their own to develop their business plans and are encouraged to meet individually with the class coaches and faculty.

  The class meetings consist primarily of plan presentations. Venture capitalists, private investors, and entrepreneurs will also help critique and improve the plans during the presentations. The class sessions also will include workshops on the legal considerations of a new venture, developing marketing and sales plans, developing financial projections and presentation skills.
Preassignment: An orientation meeting for all teams that have advanced to the second round of the New Venture Challenge will be held during winter quarter. Students should come to this meeting ready to present an elevator pitch of their ideas. Students will also be required to present their business model during the first weeks of class.

Format

- Discussion
- Group Presentations

**PREREQUISITES**

Advancement to the second round of the New Venture Challenge or (in rare circumstances) consent of the instructor: strict. Students should contact the instructor before the course begins.

**MATERIALS**

This course will have a Canvas site.

Resources

- Canvas Site

**GRADES**

Grading will be based 80% on the progress of the business model during the quarter, the quality of the work on the business plan and the quality of the in-class presentations and 20% on class participation and meetings with coaches/faculty throughout the quarter. Cannot be taken pass/fail.

Grades

- Graded attendance/participation

Restrictions

- No pass/fail grades

**SYLLABUS**

Schedule

- Spring 2018Section: 34104-81M 6:00PM-9:00PMGlacker CenterLecture Hall 208

COMMERCIALIZING INNOVATION: TOOLS TO RESEARCH AND ANALYZE
PRIVATE ENTERPRISES (34106) - MEADOW, SCOTT

CONTENT

Commercializing Innovation delivers useful “cross-training” to students interested in starting, leading or investing in entrepreneurial enterprises. Throughout the quarter, students learn how to effectively evaluate and communicate the fundamentals of novel business opportunities. More than a collection of tools and frameworks, this course teaches a comprehensive approach that can be efficiently applied across a broad range of businesses. This approach is built (and tested) incrementally over time using a mixture of case discussions, guest lectures, and hands-on assignments.

This course requires a high level of individual investment, group coordination, and professionalism. Students form teams at the beginning of the course and, each week, these teams evaluate new venture opportunities. These weekly group assignments require students to look beyond the modest case materials provided. Students are expected to use primary research (i.e. expert interviews) and secondary research (i.e. published sources) to study the industry and enterprise-level characteristics of the business. Early in the course, students will learn how to distill a new business concept down to its economic drivers, and how to model those economics effectively. In addition, each week two teams are assigned to deliver a presentation on the new ventures under evaluation, and to respond to class questions. Through their presentations, teams solidify their mastery of the topic and strengthen their communication skills, while the rest of the class hones critical listening skills and diplomacy.

The case studies used in this course are real investment opportunities, many of which the professor has been involved with as an investor or advisor. The cases cover a broad range of industries including retail, healthcare, energy, hospitality, consumer products, and consumer services. New cases and regular guest speakers from the venture community keep the course material relevant.

Class discussions will cover foundational analysis, as well as the use of market research in the entrepreneurial environment, "how to" build management, utilization of analogs to develop the economic profile of emerging companies, staging and structure of financing over the life of the enterprise, and modification through analysis of the tactics and strategy of functional disciplines when projected outcomes are not achieved and the resulting ramifications on cash usage.

For further information on the course outline, course expectations, and other useful information, please refer to the course syllabus.

Also, please note that attendance for all ten weeks of the course is very important for your success and for other students' success in this team-based course. If you are hoping to register for this course but have not yet secured a seat, you must attend class sessions as it is impossible to catch up. If you have not attended and register after the start of the quarter, you will be asked to drop the course.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
**PREREQUISITES**

None. Business 30130, 33001, 34101, 34102, 35200 would all be helpful, but are not required.

**MATERIALS**

Copyrighted items and supplementary materials distributed on the Canvas course site.

Resources

- Canvas Site

**GRADES**

Based on class participation, including a team presentation (20%), weekly assignments/memorandum (20%), class participation (20%) and final exam (40%). The final exam is a take-home case analysis, also done in teams. Cannot be taken pass/fail. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Final exam (take home)

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

**Schedule**

- Autumn 2017Section: 34106-01W 1:30PM-4:30PMHarper CenterThe Eugene F. Fama Classroom-HCC03
- Autumn 2017Section: 34106-81T 6:00PM-9:00PMGleacher CenterLecture Hall 408
- Winter 2018Section: 34106-01F 8:30AM-11:30AMHarper CenterLehman Brothers Classroom-HCC02
- Winter 2018Section: 34106-85S 9:00AM-12:00PMGleacher CenterLecture Hall 308

**INNOVATION LEADERSHIP (34108) - LYMAN, LINDSEY**
This course is intended for students who aspire to lead growth and meaningful change within the organizations in which they work. Although primarily taught through a corporate lens, the course will build a toolkit that is valuable for both corporate managers as well as entrepreneurs desiring to deepen their innovation development skills, and entrepreneurs desiring to work with or through corporations for product development and/or exit opportunities.

This course starts with the question “Why is innovation so hard for most companies, despite consistently being on the top list of CEO strategic initiatives?” We will unpack this question by exploring and addressing the most common challenges that leaders face executing step-change and disruptive innovation. This course does not attempt to build theoretically perfect innovation structures and systems such as organizational structures and stage-gate processes. Instead, we will focus on building the skills and behaviors required by the leaders working within these systems. The goal of this course is to give students a highly tactical toolkit that they can employ at any level of an organization to be an effective leader of innovation within the constraints and challenges in which they work.

The majority of learning will happen experientially through working on self-directed projects and experiments in teams, and through dynamic class debriefs of these experiences. Case studies and guest speakers will also be employed to illustrate and apply course content. Theory and reading will be minimal, however significant time outside of class will be required to complete team assignments and prepare for class discussions.

By the end of the course, students will have a strong foundation in user-centered design, skills for navigating barriers to innovation in corporate environments, and a bias for executing innovation through a disruptive growth mindset. Specific learning outcomes include:

1) **Become a stronger innovation practitioner:** learn how to identify opportunities for innovation and disruption based on market/customer/user needs, how to translate these opportunities into tangible business ideas through a deep understanding of user-centered design, and how to develop these ideas into viable businesses through rapid product and business model prototyping.

2) **Become an effective manager of innovation:** learn how to more effectively navigate the process of innovation and how to build higher performing innovation teams. Alternative models for innovation execution such as corporate venturing will be explored.

3) **Become an inspirational leader of Innovation:** Learn how to identify and challenge your own orthodoxies and those of others, how to think more creatively, how to act more entrepreneurially, and how to more effectively communicate with and influence other stakeholders throughout the innovation process.

**Note:** Syllabus will be posted prior to start of academic school year.

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**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects

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**PREREQUISITES**

None. No undergrads (including Dougan Scholars).

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**MATERIALS**
SOCIAL ENTERPRISE LAB (34110) - HACHIKIAN, CHRISTINA

CONTENT

A “social enterprise”, whether for-profit or nonprofit, is an organization managed, measured and governed to impact a social issue. Often implied in the use of the term social enterprise is an inherent vision to apply business discipline and innovative thinking for the purpose of maximizing social change. This course combines in-class exploration of business models, management trends, governance and growth in the social sector, combined with a unique experience to study the challenges of managing a social organization by working on a specific project in selected social ventures. The in-class and project based learning environments come together by sharing and analyzing the project experience through classroom discussion.

The lab projects are intended to enhance the understanding of the challenges of operating and growing social ventures where ‘profits’ are often sacrificed for mission. A large component of the course will be a group project to assist a local social enterprise, either nonprofit or for-profit, on a specific challenge such as developing or expanding income-earning programs, pricing strategies, organizational development, marketing and branding.
strategies, etc. Five students in a group will conduct research and make actionable recommendations for their client. These projects will be set up in advance. The anticipated time commitment from students is approximately 6-8 hours per week on the lab project. In addition, there are regular meetings with the professor/coaches for updates and guidance.

Class time for this course is focused on understanding the theory, tools, and concepts of organizing, managing, governing and growing a social enterprise. When relevant, a contrast is drawn between traditional profit-maximizing firms and social enterprises. Specific topics on the sector will include legal structures, theory of change, impact measurement, mergers and alliances, among others. In addition, to insure that projects are rewarding for both the student and the client, some team management skills will be presented. Class sessions will be a mix of cases, exercises, discussions and student presentations.

**For more information, please view the autumn 2016 information session.**

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

**PREREQUISITES**

None. Application only: strict.

**MATERIALS**

A selection of readings will be available in Canvas.

Resources

- Canvas Site

**GRADES**

Cannot be taken pass/fail. Auditors only allowed by permission of professor and are extremely rare. Grade breakdown: 50% team output (including team contract, mid-point and final evaluations, final project/deliverable, client evaluations) and 50% individual contribution (including class participation, self-collected data and reflection on team effectiveness, individual retrospective).

Grades

- Graded attendance/participation

Testing

- Final exam (in class)
Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Winter 2018
  - Section: 34110-01W
  - 8:30AM-11:30AM
  - Harper Center Lecture Hall C10

ENTREPRENEURIAL SELLING (34111) - ALTER, MICHAEL

CONTENT

Overview

Selling is a life skill. This course is designed as an adventure of discovery. You will be tested, taught and transformed through a series of lectures, discussions and exercises that are designed to push you out of your comfort zone.

The biggest challenge to growing a successful entrepreneurial venture is selling. Entrepreneurs must build a strong sales pipeline to ensure profitable growth as they tackle other pressing issues like product development, staffing, infrastructure, and financing. In the Entrepreneurial Selling course, you will learn how to acquire and retain customers, use selling skills in different contexts, tell powerful stories, network, manage the entrepreneurial selling process, measure your success and use the key tools required for success in building a company. The course will combine the following elements to create a powerful learning experience for you:

- Frameworks that define and clarify the knowledge, skills and discipline to be successful in selling.
- Toolkit: A list of key tactical sales tools, which we will build tool-by-tool throughout the course.
- Guest Speakers: Real life examples of key class concepts
- Role Plays: Experiential exhibitions to emphasize class concepts. These include cold-calling, a sales presentation, questioning, bartering, and handling objections.
- Discussion: Based on reading, cases, and your experience, the class will be a dialogue that explores both B2B and B2C selling and entrepreneurship issues and concepts.
- Assignments: As described in the “Grading” section of the syllabus, These include cold-calling, bartering, case write-ups, a Story Matrix™, a Sales Trailer™ and Sales Toolkit for a start-up or early-stage company, and a Sales Meeting with a mock customer.

These elements will be supported by research into both sales and entrepreneurship.

Learning Objectives
You will be able to:

- Understand the key phases of the entrepreneurial selling process, and Identify the most common failure points in the process.
- Construct a sales toolkit for your venture.
- Build a set of sales skills and disciplines that will serve you in any career context (and in life)

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

**PREREQUISITES**

None. Auditors need instructor approval: strict.

**MATERIALS**

Canvas Site

Resources

- Canvas Site

**GRADES**

Grading will be based on several factors:

- 40% - Group work - Final project assignment (10% Sales Trailer, 40% Written Sales Toolkit, 50% Sales Presentation and After-Action Report)
- 40% - Individual work - Case write-up assignment, cold-calling assignment, salesperson interview, barter assignment
- 20% - Class participation

Provisional grades are always given for graduating students.

The course may be taken pass/fail, and also it may be audited with instructor approval.

Grades

- Graded homework assignments
- Graded attendance/participation
Schedule

Autumn 2017
- Section: 34111-01M 1:30PM-4:30PM Harper Center The Goldman, Sachs & Co. Lecture Hall-HCC25
- Autumn 2017 Section: 34111-81M 6:00PM-9:00PM Gleacher Center The Goldman Sachs & Co. Lecture Hall-GC400

Winter 2018
- Section: 34111-01T 1:30PM-4:30PM Harper Center The Goldman, Sachs & Co. Lecture Hall-HCC25
- Winter 2018 Section: 34111-81T 6:00PM-9:00PM Gleacher Center The Amoco Lecture Hall-GC300

IMPACT INVESTING (34112, 50 UNIT COURSE) - STAFF

No Course Description Available

Schedule

Spring 2018
- Section: 34112-81 TBA 50 Unit Course

NEW SOCIAL VENTURES (34115) - GERTNER, ROBERT

CONTENT

This course is for students participating in The John Edwardson ’72 Social New Venture Challenge. Teams of students will develop an idea for an innovative, startup social organization. They will conduct research to create a detailed plan for its creation and growth and pitch the plan to faculty, social entrepreneurs, domain experts, foundation officers, and philanthropists.

The definition that we will use to determine if an idea belongs in the course is that social organizations are designed, managed and governed to sacrifice profit for mission in a substantial way or to seek funding from investors who are willing to sacrifice returns for mission. Compared to traditional for-profit organizations, such organizations rely in varying degrees on different funding institutions, different governance mechanisms, different ways to measure performance, different marketing, and different HR practices. These organizations may be structured as for-profit or non-profits. Because of these differences in management and the institutional structure supporting them, a distinct curriculum is appropriate, even if the definition excludes many organizations that create substantial social value.

The class will include multiple rounds of pitch presentations with detailed feedback. It will also include a small number of case studies, lectures, and readings about social organizations and related institutions. Topics will include; evaluating a new social enterprise, financing a social startup, managing a social organization, managing and financing growth and measuring performance and social impact.
We anticipate awarding $50,000 in prize money for the most promising social ventures.

Enrollment will be by application.

**Note: Both sections of this course will be taught downtown at Booth 455 (which is across from the Gleacher Center in NBC Tower) in room 132.**

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

**PREREQUISITES**

Application and permission of instructor.

**MATERIALS**

This course will have a Canvas site.

**Resources**

- Canvas Site

**GRADES**

Based largely on new social venture plan and presentations. Class participation and constructive input into other groups’ projects will also be incorporated. Cannot be taken pass/fail.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Restrictions**

- No pass/fail grades

**SYLLABUS**

**Schedule**

- Spring 2018
  - Section: 34115-01T 1:30PM-4:30PM
  - Booth 455 NBC Towers
  - Booth 455 (NBC Tower) Room 132
- Spring 2018
  - Section: 34115-81T 6:00PM-9:00PM
  - Booth 455 NBC Towers
  - Booth 455 (NBC Tower) Room 132
Entrepreneurship Through Acquisition (“ETA”) will give students frameworks and real world solutions to use if they decide to pursue an acquisition of and lead a company. The class will walk through the life cycle of a typical path toward finding and running a business including information on fund formation, raising capital, searching for a company, buying a business, leading that business and then ultimately selling it. Approximately half of the course will go through critical points leading up to buying a business, while the other half will address some of the key issues executives face while running a company (identifying metrics, communicating with a team, interviewing, handling HR issues, etc). Although the main focus will be on buying and running a business, the class is designed to be applicable to many other career paths including private equity, venture capital and entrepreneurship.

The class will utilize cases, assignments and or/ readings in each lecture along with speakers who will give real life techniques that they use to excel in the particular area that the class is structured around.

We hope everyone comes fully prepared for lively discussion and debate. Attendance is mandatory and will be factored into the class participation grade. There will be cold calling to encourage a variety of perspectives and please be prepared for role playing, at any point in the class, as Professors Agnew and O’Connor strongly believe in trying to make some of the concepts as applicable as possible. Grading here will be based primarily on the quality of the ideas with which you bring to class. Most class meetings will have guest speakers as “real life” entrepreneurs and investors are critical to the understanding of class material and frameworks. Active involvement and engagement with the guest speakers will be factored into the class participation grade.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

**PREREQUISITES**

None.

Restrictions
No non-Booth Students

MATERIALS
1. Required reading via course materials (in Canvas)
2. Lectures notes, templates, additional reading and other reference materials distributed via class website
3. Notes and assignments handed out in class

Resources

Canvas Site

GRADES
Grading will be based on effort and comprehension of the principles of the class, as shown in your class participation, project work, and the final. Professors Agnew and O’Connor will select which homework assignment will be graded (starting with Class 2 assignment) at the end of the quarter. All homework assignments must be submitted prior to the start of class. Grades will be distributed as follows:

- Class Participation - 30%
- Homework Assignment - 20% (1 assignment will be selected for grading at the end of the course, although work product will be handed in for classes 2-9. For any two assignments turned in, you may write “DO NOT GRADE” on top of the assignment. If the assignment(s) that you picked have this designation, the Professors will pick another week’s assignment to grade. If coursework isn’t handed in for any class, 7.5 out of the possible 20 points will be taken away from your final grade for each assignment missed up to 20 total points).
- Final Project Hand In - 20%
- Final Project Presentation - 30%

Cannot be taken pass/fail. No Non-Booth students. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (in class)
- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule
ENTREPRENEURSHIP FOR SCIENCE AND MEDICINE (34501, 50 UNIT COURSE) - ALTMAN, ROBERT

**CONTENT**

This is an introductory course in entrepreneurship for science and medicine offered to graduate students, post-doctoral scholars, and faculty who are working in scientific research at the University of Chicago. This course will provide an introduction to the field of entrepreneurship, not only familiarizing participants with common topics and frameworks, but also introducing them to real-life entrepreneurs and investors. The course will have a special focus on entrepreneurship in scientific fields and how scientists can play a role in the commercialization of their research and inventions from the lab. The goal of the course is to provide a greater understanding around what it takes to bring a research discovery or idea to market for a larger societal impact. Individuals interested in an introduction to entrepreneurship are encouraged to apply; neither a team nor an idea is necessary for acceptance. This course can serve as a precursor to or a continuation of the Polsky Center I-Corps Program. Entry to the course is by permission of instructor only.

**Who is this for:**

UChicago graduate students, post-doctoral scholars, and faculty

- Must have University of Chicago, Argonne, or Fermi Lab affiliation
- Booth students are not advised to take this class

**Course Instructor:** Robert Altman

**Course Dates:**

Autumn Quarter 2017 – 5-week class (50 units), Wednesday evenings, 6 to 9 pm, Room C-07, Harper Center – 5807 S. Woodlawn Ave.

- October 18
- October 25
- November 1
- November 8
- November 15

**NO SYLLABUS AVAILABLE**

Schedule
NEW VENTURE AND SMALL ENTERPRISE LAB (34701) - MOYER, MIKE

CONTENT

This course is intended for students who are interested in working for a new venture/small business or are interested in consulting to such entities. This course is designed to apply the Chicago Booth's strong base of theoretical knowledge to the problems and opportunities of new ventures and smaller enterprises. Teams of four or five students work on specific strategic and operational projects for early-stage companies in the Chicago area. The students work with the venture's management under the guidance of the instructor. The clients represent diverse industries including technology, biotech, industrial and consumer based firms. Prior to the first class, students will receive an e-mail with a description of each client and proposed projects and will be asked to submit their top three choices of companies to work with and their resumes to the instructor. The professor will compose the teams by balancing student preferences and their knowledge and skills.

Class sessions consist of lectures by the instructor on key topics related to small business and new venture success including market research, go-to-market strategies, management, legal issues and financing new ventures through debt, angel capital and venture capital. The course also focuses on project management techniques for small business consulting. In addition, there are several guest speakers including an entrepreneur panel discussion, a venture capitalist and a lawyer discussing new venture legal issues. At the conclusion of the quarter, each team will submit its final recommendations and make a presentation to the client's management team.

Please note: because of the University's obligation to the clients and the time involved in the client project, students who elect to register for this course should consider this a commitment. Dropping this class after the first week is strongly discouraged. Part-time students are welcome but this class requires substantial schedule flexibility. Students report spending approximately 8 - 10 hours per week on the projects and must be able to schedule frequent meetings with the client, often during business hours.

Class limit will be strictly adhered to.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES
No non-Booth students, including Dougan Scholars.

Restrictions

- No non-Booth Students

**MATERIALS**

Based on classroom and team participation, final presentations, and client evaluations.

Resources

- Canvas Site

**GRADES**

Cannot be taken pass/fail. No auditors.

Grades

- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule

Autumn 2017
Section: 34701-81M 6:00PM-9:00PM
Booth 455 NBC Towers
Booth 455 (NBC Tower) Room 132

Winter 2018
Section: 34701-01M 3:00PM-6:00PM
Harper Center
The Gidwitz Family Faculty Seminar Room-HC3B

PRIVATE EQUITY/VENTURE CAPITAL LAB (34702) - WEISS, IRA; HELTZER, JASON; MCGOWAN, CHRISTOPHER

**CONTENT**

The private equity and venture capital lab is an experiential program intended for students who want to learn more about what it is like to work in private equity or venture capital industries. The program is comprised of (a)
an internship and (b) an academic course. Internships are hosted by private equity firms, angel groups, venture capital firms, mezzanine lenders, buyout firms and many other variations. The academic course is designed to equip students with timely practical tools and impart experience from industry veterans with the goal to accelerate the apprenticeship process of those aspiring to work in the private equity and venture capital industries. The course is split into two sections, one that emphasizes private equity and the other venture capital.

Internship assignments can range widely from evaluating new investment opportunities to working on specific projects for portfolio companies. The students are expected to work 15-20 hours per week for their host firm during their internship. The class also includes assigned work in addition to the time commitment to the internship. Students are discouraged from registering for more than three courses during their internship quarter as a result of this workload. While the course is scheduled for the spring quarter, the internships will sometimes begin in the winter quarter and/or continue beyond the spring quarter.

The course is a mix of case discussions, guest speakers, investment committee meetings, simulated board of director negotiations, workshops and lectures. Course material is designed to be topical and immediately useful to the student’s internship. Preparation for classes will involve group work and case preparation in addition to individual exercises. The class also employs self-directed videos and exercises which permits students of varying experience to adjust their learning in preparation for more in-depth class debate.

Grades are based on host firm evaluations, classroom participation, individual assignments, case write-ups and a final project. The course cannot be taken pass/fail.

Students will be selected for the course through a competitive screening/interviewing process, which begins by submitting a resume and a questionnaire by November. The host firms themselves choose which students to take on as interns. All students who secure an internship through the program are required to take the class due to federal laws relating to unpaid internships.

More information on the selection process can be found on the Private Equity Lab website.

**Format**

- Discussion
- Case Studies
- Group Projects
- Group Presentations

**PREREQUISITES**

Students are encouraged but not required to take corporate finance (35200), commercializing innovation (34106) and/or entrepreneurial finance (34101). In order to register for the course, the students must have an ongoing internship at a private equity or venture capital firm through the Private Equity Venture Capital lab program or through Sterling Partners Investment Thesis Challenge.

**Restrictions**

- No non-Booth Students

**MATERIALS**

This course will have a Canvas site.

**Resources**
• Canvas Site

**GRADES**

Grades are based on host firm evaluations, classroom participation, individual assignments, case write-ups and a final project. The course cannot be taken pass/fail. No auditors and no non-Booth students.

<table>
<thead>
<tr>
<th>Grades</th>
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<tbody>
<tr>
<td>Graded homework assignments</td>
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**Testing**

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<tr>
<th>Final exam (in class)</th>
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**Restrictions**

| No pass/fail grades |
| No auditors |

**SYLLABUS**

**Schedule**

- Spring 2018 Section: 34702-81T 6:00PM-9:00PM Gleacher Center The Goldman Sachs & Co. Lecture Hall GC400
- Spring 2018 Section: 34702-82T 6:00PM-9:00PM Gleacher Center Lecture Hall 404

**REAL ESTATE LAB: REAL ESTATE CHALLENGE (34704) - PAGLIARI, JOSEPH**

**CONTENT**

We will continue with our tradition of experiential learning by engaging with several prominent real estate investment management firms; the student team(s) will review, analyze and recommend strategies/actions on recent transactions entertained by these firms. The nature of these transactions and the structure of the class are fluid. However, the essence of the class is that the student team(s) will tackle a new project every three-four weeks; each project will conclude with a presentation to one or more senior managers from each of the participating firms – at which point, the teams will receive feedback on the merits of their work. At this point, there can be no assurance that these firms will clear all of their internal concerns about their participation; moreover, it is possible that the participating students will be required to sign some form of a non-disclosure agreement.
agreement. Prof. Pagliari will also be in contact with other firms as potential participants and the same concerns may apply to them as well.

Please see syllabus link for additional details regarding this course.

Format

- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

The class prerequisites are having successfully taken Real Estate Investments I (#33450) and Real Estate Investments II (#33451): strict. [In a few instances, the RE I requirement may be waived.] Participation in a previous RE Challenge does not bar students from participating in this year’s RE Lab. If you are interested in participating in this year’s RE Lab, please so indicate to Professor Pagliari, via an email note (to joseph.pagliari@chicagobooth.edu) – sent no later than September 8th – should contain as attachments: 1) a resume and 2) a two-paragraph statement as to why you would like to be involved in this year’s RE Lab and what you might offer to your teammates in terms of expertise, perspective, contacts, etc.

Please see syllabus link for additional details regarding this course.

MATERIALS

None.

Resources

- Sample Exam Questions/Problem Sets

GRADES

Cannot be taken pass/fail. No auditors.

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017Section: 34704-81T 6:00PM-9:00PMMcGleacher CenterThe John P. Gould Classroom-GC303
Entrepreneurial success is driven by passion, execution and leadership but at its core is identifying the right problem to solve and creating a solution that truly addresses customers’ need or empowers an unmet desire. While business ideas are “a dime a dozen”, finding the right idea is invaluable. In both start-up entrepreneurship and corporate intrapreneurship, pursuing wrong ideas wastes precious time, resources, and energy.

Just as Laozi stated, “a journey of a thousand miles begins with a single step,” Entrepreneurial Discovery is a hands-on course led by an industry-proven entrepreneur and investor to demystify *Discovery*, the initial phase of Booth’s entrepreneurial innovation process. Through active but practical instruction, this course provides impassioned innovators with the tools needed to identify the right business idea and then refine and iterate it into a viable business idea that is relevant, differentiated and sustainable.

Using a customer-centric design process, class participants will work in teams to explore real-world opportunities. Each class team will choose their problem space, conduct research, perform user-centered analysis and studies, as well as derive insights from customer interactions. Teams are expected to conceptualize and use stakeholders’ feedback to refine multiple ways to address the needs in their respective problem area. Leveraging these insights, the team will rapidly refine the problem and iterate potential solutions. The course’s final deliverable is for each team to demonstrate a detailed and nuanced understanding of their business idea (with related business model). However, this class does not require that each team develop a viable business plan that should be taken forward. The class goal is to build the foundation upon which a viable business plan can be created. Importantly, understanding why an idea should not be pursued is also a valuable and important learning experience that will be considered a successful outcome of the course.

Let’s be clear: **This is not a passive class!** As entrepreneur turned educator and author Steve Blank states, “To turn hypotheses into facts, founders need to get out of the building and test them in front of customers.” As such, our class participants will attend in-class sessions to explore important elements of this process including: problem framing, “needs-finding” research techniques, opportunity identification, prototyping, and customer development. However, students are expected to spend extensive time outside of class conducting research, meeting with stakeholders and actively exploring alternatives while enhancing their business idea through active refinement. This class is a lab because it will require you to constructively identify problems or opportunities worth solving, frame your assumptions, refine your hypothesis with insights from your potential stakeholders and re-frame the opportunity as if you were in a science class. Just as successful entrepreneurs learn from the industry, customers and stakeholders while defining and running their business, you will do the same in this class!

Admittance to Entrepreneurial Discovery is by application only. Prospective class participants need to apply to participate. Since real-world problems often cut across multiple disciplines and interest groups, this course draws from a pool of students with a wide range of backgrounds, skills and perspectives with experience in business, technology, design, or product management valued.

By the end of the course, you will have acquired reusable business innovation skills and tools to:

0. discover problem areas worth exploring,
1. discriminate between strong and weak business ideas,
2. refine possible business ideas by iteratively exploring solutions,
3. enhance these ideas with customer and market feedback,
4. outline a viable business model on a Business Model Canvas, and
5. rapidly test, iterate and execute on your defined business model.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

Applicants with a strong interest in user-centered design as well as start-up entrepreneurship (and corporate intrapreneurship) are encouraged to apply. Complementary skill sets such as experience in business, technology, design, medicine, or education are preferred.

Class application can be found at https://goo.gl/forms/4Y2pXHmgNfYpaOPX2

Applications may be submitted anytime and will be reviewed on a rolling basis until the class is filled but no later than 11:59pm on September 15th.

MATERIALS

- Required reading from course materials in Canvas.
- Lectures notes, templates, additional reading and other reference materials distributed in Canvas
- Notes and assignments handed out in class

Resources

- Canvas Site

GRADES

While 50% of your grade is individual performance, group work is extensive in this course. 50% of your grade is based on a series of group projects that go from opportunity identification, concept development and an early feasibility summary for a new venture. Grading will be based on several factors:

- 50% on group work (20% homework assignments and 30% final work products)
- 20% on attendance and participation in class
- 30% on peer evaluation

No pass/fail grades.

Grades

- Graded homework assignments
- Graded attendance/participation
Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Autumn 2017 Section: 34705-01W 1:30PM-4:30PM Harper Center The PIMCO Classroom-HCC07

ENERGY AND CLEANTECH LAB (34706) - BLUMBERG, JASON

CONTENT

The ultimate objective of the class is to provide a strong foundation in energy/cleantech and new product commercialization. This is accomplished through hands-on experience, complemented by in-class lectures and discussion. This course offers a unique blend of theoretical and practical experiences, as they relate to emerging energy and cleantech businesses.

The energy and cleantech industry is a massive $6.1 trillion industry that is being disrupted by technology, with new companies appearing every day. However, like most entrepreneurial organizations new energy and cleantech companies are often small, quick growing and working in an evolving landscape. Therefore, the toolset required to be successful in this arena is different than traditional corporate management. Teams composed of 3-5 students will work with a local high-growth energy or cleantech company, helping them to develop a commercialize plan for a new technology or business model. Key milestones will include:

- Analyzing multiple commercialization opportunities to determine the path forward (i.e. which approach has best financial benefits and lowest risk)
- Building a business plan or VC pitch deck for the new business

Actual experience with an emerging energy or cleantech company will be augmented with classroom instruction. Classroom lectures and discussions will focus on:

- Issues faced by entrepreneurial organizations as they work to commercialize a technology.
- Core principals and technologies that are shaping the energy and cleantech industry, including the structure of the energy markets and overviews of many major and minor technologies.
- Building a toolset to be able to effectively and efficiently develop commercialize plan, solve complex problems, and provide high impact advice.
- In-class expertise will be augmented by guest lecturers (for examples Click Here).

To view projects prior projects Click Here.

Prior to the first class: Students will receive an e-mail with a description of each client and proposed projects and be asked to submit their top three choices of companies to work with and their resumes to the instructor. The professor will compose the teams by balancing student preferences and their knowledge and skills.
Please note: students who elect to register for this course should consider this a commitment. Dropping this class after the first week is strongly discouraged. Part-time students are welcome but this class requires substantial schedule flexibility. Students report spending approximately 7 - 10 hours per week on the projects and must be able to schedule frequent meetings with the client, often during business hours.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

**PREREQUISITES**

No non-Booth students, including Dougan Scholars.

Restrictions

- No non-Booth Students

**GRADES**

Based upon class participation (15%), team evaluations (20%), final project (25%), client evaluation (20%) and individual assignments (20%). Cannot be taken pass/fail.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (take home)

Restrictions

- No pass/fail grades

**SYLLABUS**

Schedule

- Winter 2018Section: 34706-01F 1:30PM-4:30PMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B
GLOBAL SOCIAL IMPACT PRACTICUM (34721) - GROSSMAN, CAROLINE

- CONTENT

This practicum course is supported by Tata Trusts, one of India’s oldest and largest philanthropies. It is designed to explore issues of sustainable development, philanthropic efforts and the creation of a social enterprise ecosystem in emerging and developing markets with a focus on India.

This practicum course will primarily be focused on researching and analyzing a sizeable issue framed as a question by the Trusts.

In 2017-2018, the course will focus on the critical issue of water access and quality. Students will be conducting market assessments and developing go-to-market strategies for particular technological innovations that have been developed by engineering students at MIT and IIT-Bombay.

While Tata Trusts has been working towards improving living conditions for marginalized communities across the country, the urgent requirement of making a significant difference calls for a more rigorous intervention with a self-sustaining model that can be incubated by the Trusts and replicated by others. Booth students will engage in a market assessment to identify where the biggest opportunity lies for social entrepreneurs and will work to evaluate the potential for sustainability and for impact of various technologies.

The course begins with a required field visit to India in December 2017 and culminates in the development of a strategic recommendation to be presented to the client team at Tata Trusts via videoconference.

Class time will be discussion/project-based and will also include faculty and practitioner guest speakers. Sundeep Vira, ’10, coaches the course.

This course includes a required trip to India beginning around December 9th, after the conclusion of final exams. The class then meets weekly in Chicago during winter quarter and also includes required videoconferences and calls scheduled outside of class time.

As in other Lab courses, expenses will be fully subsidized, including travel. Information about the course will be addressed at the Social Impact Courses Information Session, which will be held on Monday 10/9/17 at 5 PM at Gleacher and Tuesday 10/10/17 at noon at Harper. The session will be recorded for students who cannot attend and the mediasite link will be posted here. Students are required to either attend the information session or view the recording prior to submitting an application for the course.

Applications to this course are available here.

Applications to this course will be due Monday 10/16/17.

For more details, please view the information session here.

Format

- Lectures
Discussion
Case Studies
Group Projects
Group Presentations
Ethics discussion/component

PREREQUISITES

Completion of a minimum of 3 courses by the start of Winter quarter 2018. Priority will be given to students who have completed 10 courses. Application to class is required.

MATERIALS

A selection of materials will be available on Canvas. This will include academic and business literature, as well as research and data provided by the Tata Trusts.

Resources

Canvas Site

GRADES

Cannot be taken pass/fail. Auditors not allowed. Grade breakdown: 50% team output (including team contract, mid-term and final project/deliverable, client evaluations) and 50% individual contribution including class preparation and participation.

Grades

Graded homework assignments
Graded attendance/participation

Testing

Midterm
Final exam (in class)

Restrictions

No pass/fail grades
No auditors

SYLLABUS

Schedule

Winter 2018Section: 34721-01T 8:30AM-11:30AMHarper CenterSeminar Room 3A
In the last decade, funders and practitioners alike have largely coalesced around the need for innovations to scale. However, actually determining what social innovations are effective, why they are effective, and how they can be scaled effectively to other markets and contexts is an enormous challenge for social sector institutions. In part, the challenges are practical. For example, funding institutions do not always allocate resources to organizations delivering scalable innovative solutions. At the same time, these challenges are also more theoretical, including questions such as how do we judge innovative solutions, and will a solution that works in one community work for new communities and new beneficiaries. Students will confront these issues in this experience-based course.

In this course, each team of six students will:

0. Identify a specific social issue and then seek to understand the academic research on the issue, as well as programs and policies that address the issue. Social issues could broadly include crime reduction, poverty reduction, financial inclusion, education, etc., and the students would choose a narrower topic within that social issue.
1. Identify organizations outside Chicago that have developed innovative and successful programs to address the social issue and identify a fit between these programs and the needs in Chicago.
2. Develop, propose, and present the best strategy for bringing the social innovation to Chicago, which could include expansion of an existing organization to Chicago, the creation of a new organization to implement the innovation, or the adoption of the innovative program by an existing local institution. The teams will be expected to defend their choice among these options.
3. Final presentations will be made to a panel of local experts, government officials, and funders who could help to make the proposal a reality.

In addition to work on the project and, there will be readings, class discussions, and guest speakers to address all aspects of scaling innovations.

For more information, please view the autumn 2016 information session.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES
This class is application only.

- **MATERIALS**

  Resources

  - Canvas Site

- **GRADES**

  Grades

  - Graded attendance/participation

- **Testing**

  - Midterm

- **NO SYLLABUS AVAILABLE**

  Schedule

  - Winter 2018Section: 34722-85S 1:30PM-4:30PMBooth 455 NBC TowersBooth 455 (NBC Tower) Room 130

SCALING SOCIAL INNOVATION
SEARCH LAB (34722) - HACHIKIAN, CHRISTINA

- **CONTENT**

  In the last decade, funders and practitioners alike have largely coalesced around the need for innovations to scale. However, actually determining what social innovations are effective, why they are effective, and how they can be scaled effectively to other markets and contexts is an enormous challenge for social sector institutions. In part, the challenges are practical. For example, funding institutions do not always allocate resources to organizations delivering scalable innovative solutions. At the same time, these challenges are also more theoretical, including questions such as how do we judge innovative solutions, and will a solution that works in one community work for new communities and new beneficiaries. Students will confront these issues in this experience-based course.

  In this course, each team of six students will:

  0. Identify a specific social issue and then seek to understand the academic research on the issue, as well as programs and policies that address the issue. Social issues could broadly include crime reduction,
poverty reduction, financial inclusion, education, etc., and the students would choose a narrower topic within that social issue.

1. Identify organizations outside Chicago that have developed innovative and successful programs to address the social issue and identify a fit between these programs and the needs in Chicago.

2. Develop, propose, and present the best strategy for bringing the social innovation to Chicago, which could include expansion of an existing organization to Chicago, the creation of a new organization to implement the innovation, or the adoption of the innovative program by an existing local institution. The teams will be expected to defend their choice among these options.

3. Final presentations will be made to a panel of local experts, government officials, and funders who could help to make the proposal a reality.

In addition to work on the project and, there will be readings, class discussions, and guest speakers to address all aspects of scaling innovations.

For more information, please view the autumn 2016 information session.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

This class is application only.

MATERIALS

Resources

- Canvas Site

GRADES

Grades

- Graded attendance/participation

Testing

Midterm

NO SYLLABUS AVAILABLE

Schedule
INVESTMENTS (35000) - CARLIN, BRUCE

CONTENT

This course presents the financial theory and analytical tools necessary for understanding how investments are valued and traded in markets. Emphasis is placed on applications and cases are used frequently in the course to give students the opportunity to develop a tool kit that can be used in the real world. Topics covered include capital investments, the term structure of interest rates, fixed income securities, models of risk and return, equity valuation, portfolio theory, basic derivative pricing (including options, futures, and swaps), and the pricing and regulation of consumer financial products.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

Business 30000, 33001, and 41000 or 41100. Students should be comfortable with statistics and microeconomics at the level of the above courses. Familiarity with Excel is important.

MATERIALS

Book: Berk and DeMarzo, Corporate Finance, 3rd Edition is required for the course. My Finance Lab is not necessary for the course.

Course materials/Canvas site: The lecture notes for each session, problem sets, and cases will be posted on Canvas.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES
Based on group case write-ups, a midterm exam, and a final exam. No pass/fail grades. No auditors. Provisional grades for graduating students can be given.

Testing

- Midterm
- Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

**NO SYLLABUS AVAILABLE**

Schedule

- Spring 2018 Section: 35000-01W 8:30AM-11:30AM Harper Center Lehman Brothers Classroom-HCC02
- Spring 2018 Section: 35000-02R 8:30AM-11:30AM Harper Center Lehman Brothers Classroom-HCC02
- Spring 2018 Section: 35000-81W 6:00PM-9:00PM Gleacher Center The Barry F. Sullivan Lecture Hall-GC200

INVESTMENTS (35000) - CONSTANTINIDIES, GEORGE

**CONTENT**

This course presents the financial theory and analytical tools necessary for understanding how stock, bond, and option prices are determined and hedged and provides the skills required to make sound investment decisions. Topics covered include the following: the term structure of interest rates; portfolio selection based on mean-variance analysis; models of risk and return (including the CAPM and multifactor models); performance evaluation; market efficiency (including asset pricing anomalies and behavioral finance); and derivatives pricing and hedging (including options, futures, forwards, and swaps).

Format

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

Business 30000, 33001, and 41000 (or 41100) are required: strict. Students must be comfortable with statistics, calculus, and microeconomics at the level of the above courses. Familiarity with a spreadsheet package such as
Excel is important. If you have not taken the stats prerequisite, come by my office to take a 10-minute written quiz.

**MATERIALS**

The main text used for the course is Bodie, Kane, and Marcus, *Investments*. Lecture notes, supplemental readings, cases, and articles will be posted on Chalk.

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Grades are based on a mid-term exam, a final exam, homework assignments, 1-2 case write-ups, and class participation. No pass/fail grades. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
- No auditors

**SAMPLE EXAM QUESTIONS/PROBLEM SETS**

Available on Canvas.

**SYLLABUS**

**Schedule**

- Winter 2018Section: 35000-01F 8:30AM-11:30AMHarper CenterThe Eugene F. Fama Classroom-HCC03
- Winter 2018Section: 35000-81F 6:00PM-9:00PMGleacher CenterLecture Hall 306
- Winter 2018Section: 35000-85S 9:00AM-12:00PMGleacher CenterLecture Hall 306
INVESTMENTS (35000) - HADLOCK, CHARLES

- **CONTENT**

This course offers the financial theory and quantitative analytical tools necessary for understanding how stock, bond, and option prices are determined, and provides the skills required to make sound investment decisions. Topics covered include the following: the term structure of interest rates; portfolio selection based on mean-variance analysis; models of risk and return (including the CAPM and multifactor models); performance evaluation; market efficiency (including asset pricing anomalies and behavioral finance); derivative security pricing (including options, futures, forwards, and swaps).

- **Format**

  - Lectures
  - Discussion
  - Group Projects

- **PREREQUISITES**

Business 30000, 33001, and 41000 (or 41100): strict. This is a highly quantitative course. Students must be comfortable with statistics, linear algebra, calculus, and microeconomics at the level of the above courses. Familiarity with a spreadsheet package such as Excel is also necessary.

- **MATERIALS**

The main text used for the course is Bodie, Kane, and Marcus, *Investments*. A Canvas site will also be designed containing lecture notes, supplemental readings, cases, and articles.

- **Resources**

  - Canvas Site

- **GRADES**

Based on 5-6 homework assignments, 1-2 case write-ups and discussion, a mid-term, and a final exam.

- **Grades**

  - Graded homework assignments
  - Graded attendance/participation

- **Testing**

  - Optional midterm
Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Summer 2018 Section: 35000-81F 6:00PM-9:00PM Gleacher Center Lecture Hall 306
- Summer 2018 Section: 35000-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 306

INVESTMENTS (35000) - NEUHIERL, ANDREAS

CONTENT

This course offers the financial theory and quantitative analytical tools necessary for understanding how stock, bond, and option prices are determined, and provides the skills required to make sound investment decisions. The course combines a theoretical framework with applied analysis. Topics covered include: portfolio selection based on mean-variance analysis, models of risk and return (including the CAPM and multifactor models), performance evaluation of mutual funds and hedge funds, market efficiency and the random walk hypothesis, asset pricing anomalies and behavioral finance, derivative security pricing (including options, futures, forwards, and swaps), and the term structure of interest rates.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects

PREREQUISITES

Business 30000, 33001, and 41000 or 41100. Students must be comfortable with statistics, linear and matrix algebra, calculus, and microeconomics at the level of the above courses. Familiarity with a spreadsheet package such as Excel is vital.

MATERIALS
The main text used for the course is Bodie, Kane, and Marcus, Investments. The course Canvas site will contain supplemental readings, cases, and articles.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on 5-6 homework assignments, a case write-up and discussion, a mid-term, and a final. Class participation will also play a role. No pass/fail grades. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
- No auditors

**SAMPLE EXAM QUESTIONS/PROBLEM SETS**

Available in Canvas.

**SYLLABUS**

Schedule

- Autumn 2017Section: 35000-01R 1:30PM-4:30PMHarper CenterThe Eugene F. Fama Classroom-HCC03
- Autumn 2017Section: 35000-02F 8:30AM-11:30AMHarper CenterThe Eugene F. Fama Classroom-HCC03
- Autumn 2017Section: 35000-81R 6:00PM-9:00PMGleacher CenterLecture Hall 406

**INVESTMENTS (35000) - WEBER, MICHAEL**
**CONTENT**

This course offers the financial theory and quantitative analytical tools necessary for understanding how stock, bond, and option prices are determined, and provides the skills required to make sound investment decisions. The course combines a theoretical framework with applied analysis. Topics covered include: portfolio selection based on mean-variance analysis, models of risk and return (including the CAPM and multifactor models), performance evaluation of mutual funds and hedge funds, market efficiency and the random walk hypothesis, asset pricing anomalies and behavioral finance, derivative security pricing (including options, futures, forwards, and swaps), and the term structure of interest rates.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects

**PREREQUISITES**

Business 30000, 33001, and 41000 or 41100. Students must be comfortable with statistics, linear and matrix algebra, calculus, and microeconomics at the level of the above courses. Familiarity with a spreadsheet package such as Excel is vital.

**MATERIALS**

The main text used for the course is Bodie, Kane, and Marcus, *Investments*. The course Canvas site will contain supplemental readings, cases, and articles.

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on 5-6 homework assignments, a case write-up and discussion, a mid-term, and a final. Class participation will also play a role. No pass/fail grades. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (in class)
Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Winter 2018 Section: 35000-02M 8:30AM-11:30AM Harper Center The Sidney Davidson Classroom-HCC04
- Winter 2018 Section: 35000-03M 1:30PM-4:30PM Harper Center The Sidney Davidson Classroom-HCC04
- Winter 2018 Section: 35000-82M 6:00PM-9:00PM Gleacher Center The Barry F. Sullivan Lecture Hall-GC200

INTRODUCTORY FINANCE (35001) - LEFTWICH, RICHARD

CONTENT

This course provides an introduction to the field of finance and is intended for students who do not plan to work in the finance area but wish to be conversant with the important ideas and tools of finance which they might encounter in the normal course of their careers as consultants or managers.

Most of what one needs to know to understand finance issues in a managerial position is corporate finance, so the course puts somewhat more weight on corporate finance topics than on asset pricing topics. For example, the course covers the basic “Capital Asset Pricing Model” but does not cover several other asset-pricing models that are generally discussed in 35000. Neither does the course delve into the institutional details of various assets or asset markets (such as the markets for derivatives), except as far as these are needed to understand corporate finance issues (for example, some understanding of bond contracts is essential to understand financing issues).

More specifically, aside from the necessary asset-pricing background, the course considers criteria for corporate investment decisions (“capital budgeting”) and provides an introduction to corporate valuation. The course also considers the firm’s financing decisions, namely, what securities to issue and how much to pay out in dividends. The format is primarily lecture, but class discussion is strongly encouraged. A detailed syllabus will be posted on the University's Canvas web site for this course as soon as it is available.

For more details, go to the teaching link on my faculty web page.

Format

- Lectures
- Discussion
- Group Projects

PREREQUISITES
It is strongly recommended that students take Business 30000 prior to taking Business 35001, although this is not a strict requirement.

### MATERIALS

The required textbook is Berk and DeMarzo, *Corporate Finance*. Notes will be posted weekly on Canvas.

### RESOURCES

- Canvas Site
- Sample Exam Questions/Problem Sets

### GRADES

Grades are based on a mid-term exam, a final exam, and group homework assignments. Can be taken pass/fail. Auditors welcome.

### SAMPLE EXAM QUESTIONS/PROBLEM SETS

Available in Canvas.

### SYLLABUS

Schedule

- Autumn 2017: Section: 35001-01F 1:30PM-4:30PM Harper Center The Gidwitz Family Faculty Seminar Room-HC3B
- Autumn 2017: Section: 35001-81R 6:00PM-9:00PM Gleacher Center The FMC Corporation Lecture Hall-GC304
- Autumn 2017: Section: 35001-85S 9:00AM-12:00PM Gleacher Center The FMC Corporation Lecture Hall-GC304

### FINANCIAL INSTRUMENTS (35100) - VERONESI, PIETRO

### CONTENT
This course employs both lectures and case studies to cover the foundations of financial derivatives and their applications. We cover both linear instruments, such as forward, futures, and swaps, as well as non-linear instruments such as options and credit derivatives. The use of case studies will help cement the concepts learnt in lectures and practically illustrate the use – and misuse – of financial derivatives in the real world. The course material spans different markets, such as stocks, foreign currencies, interest rates, commodities, and defaultable securities. Applications and case studies include topics related to financial risk management, the dislocation of capital and arbitrage opportunities during the 2007 - 2008 financial crisis, the valuation of customized financial products, the valuation and hedging of corporate securities (such as warrants, corporate bonds and equity), and the study of credit risk and credit derivatives.

The course is analytical in nature and requires the knowledge of calculus, probability, statistics, and regression analysis. The use of spreadsheet packages such as Excel is important for solving homework assignments and performing the required case analysis.

For more details, visit the course website.

Format

- Lectures
- Case Studies

PREREQUISITES

Business 35000.

MATERIALS


Resources

- Canvas Site

GRADES

Based on weekly homework, midterm, and final.

Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (take home)

SYLLABUS

Schedule
FUTURES, FORWARDS, OPTIONS & SWAPS: THEORY AND PRACTICE (35101) - BELTON, TERRENCE

**CONTENT**

This course introduces the practical uses of interest rate swaps, credit derivatives, and financial futures and options on government bonds, Eurodollars, stock indexes, and foreign currencies. The focus of the course is on the relationships between derivatives and their underlying cash markets, and on the correct use of swaps, futures, credit derivatives, and options for hedging and trading.

Students best served by this course are those who either hold or expect to hold positions that require the use of interest rate or credit derivatives. These include portfolio managers, bank treasury functions, asset-liability and other risk managers, and traders. Because actual industry practice is combined with financial theory, the course may also appeal to those with academic research interests in swaps, futures, and options.

**Format**

- Lectures

**PREREQUISITES**

Business 35100.

**MATERIALS**

Resources

- Canvas Site

**SYLLABUS**

Schedule

- Winter 2018Section: 35101-81M 6:00PM-9:00PMGleacher CenterLecture Hall 404
PORTFOLIO MANAGEMENT (35120) - PASTOR, LUBOS

- CONTENT

This course presents advanced material related to financial markets, focusing on topics most relevant to portfolio managers. Building on the material covered in Business 35000 (Investments), the course is particularly well suited for students considering careers in the asset management industry. Topics include active versus passive management, mutual funds, pension funds, hedge funds, index funds, ETFs, modern techniques for optimal portfolio selection, liquidity and transaction costs, predictability of asset returns, and investment strategies designed to exploit apparent violations of market efficiency. A substantial part of the course is spent discussing case studies, academic research, and current events.

- PREREQUISITES

The only strict prerequisite is Business 35000. In addition, it is strongly recommended that students have taken either 41000 or 41100, with a preference for 41100 (but either is fine). Students are expected to be comfortable with basic applications of statistics and multiple regression analysis. In every aspect of the course, students must adhere to the Booth Honor Code and the Booth Standards of Scholarship. For example, any plagiarism or using any class material from previous years would violate the Honor Code.

- MATERIALS

Resources

- Canvas Site

- GRADES

Based on weekly group assignments, an exam, and class participation. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing
Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Spring 2018 Section: 35120-01F 1:30PM-4:30PM Harper Center The Eugene F. Fama Classroom-HCC03
- Spring 2018 Section: 35120-81F 6:00PM-9:00PM Gleacher Center The FMC Corporation Lecture Hall-GC304
- Spring 2018 Section: 35120-85S 9:00AM-12:00PM Gleacher Center The FMC Corporation Lecture Hall-GC304

BEHAVIORAL FINANCE (35121) - HARTZMARK, SAMUEL

CONTENT

This course explores how the market is influenced by the behavior of investors, attributable to psychology or institutional constraints. We will survey recent research on possible mispricing in these markets, investor behavior, the predictability of security returns, and the practical limits to arbitrage. Possible topics include earnings and price momentum, market anomalies, tactical asset allocation, under-reaction to news, the money management industry, security complexity and obfuscation, and short sales constraints. Practical implications for portfolio management are developed and emphasis will be placed on data-driven analysis of financial markets.

Format

- Lectures
- Case Studies
- Group Projects

PREREQUISITES

Business 35000 and Business 41100. This is a quantitative course and students are expected to be comfortable applying statistics and multivariate regression to data and interpreting the results. Knowledge of a regression package (such as Excel) is essential.

Prerequisite requirements (35000 and 41100) are not strict, so you do not need to request a waiver. If you feel confident taking the course without the prerequisites you are welcome to, but you are responsible for learning any material you might need to make up on your own.

This course can be taken before or after 35215 (Behavioral and Institutional Finance).
As long as you have completed all the coursework, provisional grades are given.

- **MATERIALS**

  Lecture notes. This course will have a Canvas site.

- **RESOURCES**

  - Canvas Site

- **GRADES**

  Weekly group assignments, two exams and class participation. No auditors.

  - Graded homework assignments
  - Graded attendance/participation

- **TESTING**

  - Midterm
  - Final exam (in class)

- **RESTRICTIONS**

  - No auditors

- **SYLLABUS**

  **Schedule**

  - Spring 2018 Section: 35121-01M 1:30PM-4:30PM Harper Center The PIMCO Classroom HCC07
  - Spring 2018 Section: 35121-81M 6:00PM-9:00PM Gleacher Center Lecture Hall 404

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**HEDGE FUND INVESTING (35122) - SMALL, DAVID**

- **CONTENT**

  **Comprehensive Overview of Hedge Fund Investing**
Introduction and Overview (½ class): structural industry overview; analysis of historical industry performance and benchmarks, fund structure; investor eligibility criteria, terms and conditions of investing including fees and liquidity

Detailed Discussion of Hedge Fund Strategies (6 classes): long/short equities and credit, activist investing, distressed corporate debt, equity derivative and fixed income arbitrage, event driven investing, asset based lending, and macro

Investment and Non-Investment Due Diligence (2 classes): decision and control, investment decision making, background of key staff, product offerings, investment goals and processes, hedge fund operations and internal controls – valuation methodology, compliance, background investigations, government regulation

Portfolio Construction and Risk Management (½ class): source and structure of leverage/margin, counterparty risk management, first and second order risks, risk limits, attribution analysis, role of hedge funds in traditional portfolios

Strategic Industry Developments (½ class): challenges faced by the hedge fund CEO; monetization of alternative investment firms; vision for the future

Bernard L. Madoff Securities LLC case study (½ class): bringing it all together - what happened, how did it happen, why was it not detected, what steps can be taken to avoid fraud

The course is designed for highly motivated MBAs (expected work load 5 - 10 hours per week) with primary interest in pursuing an investment related career. The format of the class will typically include: ½ hour interactive discussion of readings and group presentations; 1 hour lecture; plus 1 ½ hour presentation by invited guest speaker, an industry expert on the topic of the week.

Class Format

The class is a virtual Investment Committee. Each student will be expected to perform as they were in the real world in terms of research and preparation and quality/sophistication of questions and insights, as well as challenges to the conclusions or approaches suggested by other members of the Committee. There will be extensive readings for the course, in much the same way as there is information overload in the investment world. The challenge for the student will be to digest/skim all of the materials, develop an understanding of the larger context of the relevant issues, and then identify the critical information. This is a concept based course; there will be no tests based on memorization or derivation of formulae.

The format of the typical class will include a discussion of the weekly paper assignment, a lecture by Professor Small, and a lecture by a guest lecturer who is a prominent industry professional.

Guest lecturers in the past have included: Brian Feltzin and Craig Albert (Sheffield – long/short equity), Peter May (Trian – activist investing), Charles Sweat (Magnetar – event driven and structured credit), Bennett Goodman (GSO – credit long/short), Jon Pollock (Elliott – activist investing, distressed, multi-strategy), Brian Taylor (Pine River – relative value, structured credit, fixed income arbitrage), James Ganley (Carval – distressed credit) and Ken Griffin (Citadel – long/short, macro, multi-strategy). It is expected that many of these prominent investors will speak to the class during the Fall 2017 quarter.

ACCESS Program

The ACCESS Program will offer approximately 20 students in the class an opportunity to speak with a senior investment professional from a leading hedge fund for 45 – 60 minutes. The focus of these calls may include a discussion of their: career path, perception of the attributes critical to success, assessment of the current market environment, attributes of a successful investor, and recommended reading. Student selected for participation in the ACCESS program will be based on the quality of class participation and weekly Individual Mini-Papers.

Firms that participated in the ACCESS program in the past have included: Anchorage (credit – New York), Blue Mountain (credit – New York), Canyon (credit, event driven – Los Angeles), Citadel (multi-strategy, Chicago), Grosvenor (hedge fund of funds – Chicago), Magnetar (multi-strategy – Evanston), Och-Ziff (multi-strategy –

In order to participate in the ACCESS program, students must also commit to and write a memorandum to the Investment Committee (e.g., all students in the class) describing the call. The format for these memorandae will be described to students invited to participate in this program. These papers will be compiled and shared with all of the students in the class.

While there is no grade or extra credit for participating in the ACCESS program, participating students may substitute the ACCESS program memorandum for one weekly assignment.

### Format

- Lectures
- Discussion
- Case Studies
- Group Projects

### PREREQUISITES

Recommended: Bus 35000, 35100, 35120, 35130, 35150, 35152, 35200 and 41000 (or 41100).

Note: Class will meet in Gleacher.

### MATERIALS

A specific required set of articles/readings which will be posted in Chalk and a set of required books which must be purchased, plus a broader bibliography of suggested readings that are interesting and provide perspective. Overall, there is an eclectic set of readings including academic empirical articles related to hedge fund performance, measurement bias, and return attribution; memorandae by industry experts, Wall Street firms, regulators, and corporations relating to: effectiveness of government regulation, case for hedge funds, standards for investment and non-investment due diligence; specific hedge fund Offering Memorandum; books on hedge fund strategies/investing, profiles and philosophies of famous and successful alternative investors, risk management and Black Swan events.

**Required Text Books:**


**Video Library of Selected Prior Speakers:**

Enrolled students will have access to a library of videos of prior speakers via CHALK:

2015:
2014:
Brian Feltzin and Craig Albert, Sheffield Capital, long/short equity investing; Peter May, Trian Capital, activist equity investing; Bennett Goodman, GSO Capital, long/short credit investing and leveraged lending; Peter Karmin, Fort Sheridan Advisors, fixed income arbitrage and tail risk hedging; Brian Taylor, Pine River, arbitrage and structured credit investing

2013:
Scott Esser and Martin Klein, Hedge Fund Research, database and index construction; Brian Feltzin and Craig Albert, Sheffield Capital, long/short equity investing; Brian Taylor, Pine River, arbitrage and structured credit investing; Peter May, Trian Capital, activist equity investing; Peter Weiland, former CRO of CIO, JP Morgan, managing risk at JP Morgan; Ivaldo Basso, Grosvenor Capital Management, non-investment due diligence; Bennett Kaplan, Axium Consulting LLC, background investigations

2012:
Scott Esser and Martin Klein, Hedge Fund Research, database and index construction; Brian Taylor, Pine River, arbitrage and structured credit investing; Michael McCormick, Bank of America Prime Brokerage, role of prime brokers; Ivaldo Basso, Grosvenor Capital Management, non-investment due diligence; Bennett Kaplan, Axium Consulting LLC, background investigations; Scott Lederman, Grosvenor Capital Management, hedge fund regulation; Matt Stone, Kate Carder, Prakhar Bansal, University of Chicago Endowment, role of alternatives and hedge funds in an endowment portfolio

2011:
Ted Koenig, Monroe Capital, asset based lending; Ken Griffin, Citadel, Citadel and the 2008 financial crisis

Resources

- Canvas Site
- GRADES

Class participation (including attendance); since the class will be treated as an Investment Committee, it is expected that all questions, discussions, and presentations will reflect preparation, professionalism, and precision: 10%;

Weekly individual mini-paper (1 – 2 pages) discussing assigned single topic from readings: 30%;

Two mid-term exams, each ½ hour, focused on readings and class discussion: 20%;

One group project: Build an optimal portfolio of hedge funds, including an articulation of the goals and investment guidelines of the portfolio, risk management structure, criteria for manager evaluation, selection, and inclusion, a comprehensive analysis of historical performance and risk build an optimal portfolio of hedge funds, maximum of 10 pages: 20%;

Final individual paper focused on analyzing/recommending a specific investment opportunity, that includes both a long and a short position, maximum of 10 pages: 20%.

Course cannot be taken pass/fail. No auditors allowed.

Grades
Graded homework assignments
Graded attendance/participation

Testing

- Midterm
- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017Section: 35122-81T 6:00PM-9:00PMGleacher CenterThe Sidney Davidson Lecture Hall-GC204

THE FINTECH REVOLUTION (35123) - ZINGALES, LUIGI

CONTENT

Between the 11th and the 14th century three legal innovations changed the economic and financial history of the world: fiat money (11th century in China), double entry accounting (14th century in Italy), and limited liability corporations (11th century Italy). Accounting, banking, financing, and monetary policy as we know them today were all the result of these innovations. Blockchain, virtual currencies, and smart contracts promise to trigger an equally important revolution in the 21st century. This course will walk the students through the challenges and the opportunities this technology offers, as well as the regulatory problem it raises. After a brief introduction on the technology itself, the course will focus on

1) the changes digital currencies will bring to monetary policy and financing;
2) the changes the blockchain technology will bring to accounting, trading, and investment banking;
3) the opportunities provided by peer-to-peer lending.

GRADES

- Individual Write-Up: 30% -- You are required to submit an individual write-up for one of the three cases.
• Participation: 35% -- All students are expected to attend class and participate in class discussions on a regular basis. All students should be prepared to informally present answers to write-up questions in class.

• Final Exam: 35% -- There will be an individual final that will cover the core topics from the course. I will provide more details on the exam during the first day of class.

QUANTIMENTAL INVESTMENT 
(35125) - CONG, LIN WILLIAM

Schedule

- Winter 2018Section: 35123-01T 8:30AM-11:30AMHarper CenterThe Eugene F. Fama Classroom-HCC03
- Winter 2018Section: 35123-81T 6:00PM-9:00PMGleacher CenterThe Barry F. Sullivan Lecture Hall-GC200

CONTENT

Through a combination of lectures, investment and valuation exercises, guest talks, and student presentations, this advanced elective introduces students to trading simulations and guides them in applying the knowledge of asset pricing and corporate finance to active asset management. This is a hands-on course with an emphasis on collective experiential learning and a focus on public equities. Students will use various tools to analyze individual companies, design quantitative strategies, conduct back-tests, execute “virtual” trades, and assess portfolio risks. We will also rigorously discuss academic research on asset pricing and its relevance in practice, as well as quantimental investing as a general framework. Time permitting, elective topics such as algorithmic trading and fintech will also be explored.

This course is designed for students with a strong interest in quantimental investing, either personal or professional, and those contemplating analytical concentration in Finance. It should be particularly helpful to those with career aspirations in asset management, equity research, or financial consulting, as it provides an opportunity to learn in a low cost setting before they embark on journeys beyond the business school in very competitive industries.

Format

- Lectures
- Discussion
- Group Projects
- Group Presentations

PREREQUISITES

Students taking this class should be well-versed in basic probability, statistics, economics, accounting, and finance taught in core classes, and should have taken 35000 and 30000. Familiarity with a statistical tool or
spreadsheet package such as Excel, and experience in basic fundamental or technical analysis are recommended but not required. 30130 and 35200 are also strongly recommended but can be taken concurrently. The course also requires the use of laptops and students without laptops compatible with the course analytical software should inform the instructor at the beginning of the course.

- **MATERIALS**
  - Resources
    - Canvas Site

- **GRADES**
  - Based on homework assignments, class participation, group presentation, and final projects. No auditors. Provisional grades will be issued.

- **Grades**
  - Graded homework assignments
  - Graded attendance/participation

- **Testing**
  - Quizzes

- **Restrictions**
  - No auditors

- **SYLLABUS**

- **Schedule**
  - Spring 2018 Section: 35125-01M 1:30PM-4:30PM Harper Center The Credit Suisse First Boston Classroom-HCC08
  - Spring 2018 Section: 35125-81M 6:00PM-9:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 132
  - Spring 2018 Section: 35125-85S 1:30PM-4:30PM Gleacher Center The FMC Corporation Lecture Hall-GC304

**FIXED INCOME ASSET PRICING (35130) - VERONESI, PIETRO**

- **CONTENT**
The universe of fixed income instruments is large and ever more complex. Besides standard fixed-coupon bonds, several other types of securities are available for investment and trade, from inflation indexed securities (TIPS) to floating-rate notes, from mortgage backed securities to debt instruments issued by government agencies, such as Fannie Mae, Freddie Mac, and Ginnie Mae. In addition, a large market of exchange traded and over-the-counter derivative securities is available in order to undertake sophisticated hedging strategies or to adjust the risk/return characteristics of an investment portfolio.

This course covers models and techniques that are used to analyze fixed income securities, and their (often embedded) derivatives. By the end of the course, students will learn (i) the basic concepts of fixed income instruments, such as yield curve, forward curve, yield-to-maturity, duration, convexity; (ii) the modern empirical methodologies to describe Treasury bond data, such as "curve fitting," and factor analysis; (iii) effective hedging strategies for fixed income portfolios, such as duration matching, asset-liability management, and factor neutrality; (iv) the advanced properties of bonds, such as their risk/return characteristics and the best predictors to forecast their future returns; (v) modeling techniques used by market participants, such as the models of Vasicek, Cox Ingersoll and Ross, Ho and Lee, Hull and White, Black-Derman-Toy, and Heath-Jarrow-Morton; and, importantly, (vi) how to use these models in practice to value and hedge fixed income products and derivatives, from the traditional securities, such as Bonds, Swaps, Options, Caps and Floors, to the more recent products, such as Inverse Floaters, Range Notes, Mortgage Backed Securities.

The key feature of the course is that it strongly emphasizes the applications of these models to value real world fixed income products, and their derivatives, by focusing both on the practical difficulties of applying models to the data, as well as on the necessity to use computers to compute prices. The course, which is analytical in nature, includes many real world Case Studies and Data Analysis to allow students to apply these models to a wide range of fixed income securities as well as to understand their risk and return characteristics. More information is available on the course homepage http://faculty.chicagobooth.edu/pietro.veronesi/teaching/BUS35130.htm.

Format

- Lectures
- Case Studies
- Group Projects

PREREQUISITES

Business 35000: strict.

MATERIALS

Lecture notes and case studies.


Resources

- Canvas Site

GRADES

Based on homework, midterm, and a final exam.

Grades
Syllabus

Schedule

- Autumn 2017 Section: 35130-01F 8:30AM-11:30AM Harper Center The Jon S. Corzine Foundation Classroom HCC01
- Autumn 2017 Section: 35130-85S 1:30PM-4:30PM Gleacher Center Lecture Hall 306

Advanced Models of Option Pricing and Credit Risk (35132) - Veronesi, Pietro

Content

This course covers the analytical and numerical methodologies applied by hedge funds and derivatives trading desks to price complex derivative securities and design arbitrage strategies. We will apply these methodologies to several case studies, whose topics range from relative value trades in equity options and fixed income instruments, to the pricing of convertible securities. The course covers advanced models of option pricing and credit risk, including models with stochastic volatility, jumps, stochastic intensity of default, and credit risk. We also cover the numerical methods routinely used in the industry to price derivative securities. Finally, we spend a few classes on the topic of credit risk, focusing on the formal modeling of default probabilities and the valuation of defaultable securities.

In a world of increasingly higher sophistication, the valuation of complex derivative securities and the design of arbitrage strategies require the understanding and application of advanced models of option pricing, and their application to real data. This course emphasizes both, and provides students with real world problems to solve.

More information is available on the course homepage http://faculty.chicagobooth.edu/pietro.veronesi/teaching/BUS35132.htm.

Format

- Lectures
- Case Studies
- Group Projects
PREREQUISITES

Business 35000: strict.

GRADERS

Grade based on homework, midterm, and final exam.

Grades

Graded homework assignments

Testing

Midterm
Final exam (take home)

SYLLABUS

Schedule

Winter 2018Section: 35132-85S 9:00AM-12:00PMGleacher CenterLecture Hall 408

FIXED INCOME INVESTMENTS: CORPORATE AND SOVEREIGN BONDS (35134) - VERONESI, PIETRO; SYDYAK, OLEG

CONTENT

In this course we cover several topics and case studies crucial for the proper understanding of corporate and sovereign credit risk. We begin with an overview of credit markets, the main institutions, and the major players, including credit rating agencies, hedge funds, and broker-dealers. We then discuss the forces that affect corporate and sovereign bond yields, credit spreads, and their decomposition in default probability, recovery, and risk premium. In this part of the course, we also discuss several models that are used by practitioners to evaluate the credit risk of corporations and sovereigns, as well as to determine the credit risk of portfolios of defaultable securities. We cement the theoretical models with a discussion of the empirical evidence related to the risk and return of corporate and sovereign bonds, with some emphasis on both liquidity and risk premia. Finally, we examine the world of credit derivatives markets, their role in the 2008 – 2009 financial crisis, and their uses to mitigate the credit risk of portfolios of credits.
Several case studies will help cement the concepts discussed in lectures and provide further intuition on the methodologies used by practitioners to study credit risk. At the end of the course, students will have a deep understanding of the sources of corporate and sovereign credit risk and the risk-return characteristics of corporate and sovereign bonds. The use of spreadsheet packages such as Excel is important for solving homework assignments.

The course will benefit students who are interested in asset management, banking, investment banking, financial consulting, as well as corporate Treasurers and risk managers.

Format

- Lectures
- Case Studies

PREREQUISITES

Investments (Bus 35000): strict.

MATERIALS

Lecture notes.

Resources

- Canvas Site

GRADES

Grades are assigned based on homework/case studies assignments, midterm, and a final.

Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (take home)

NO SYLLABUS AVAILABLE

Schedule

- Spring 2018 Section: 35134-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 306
CORPORATION FINANCE (35200) - BORN, LAURA

- CONTENT

35200-Coronation Finance (Undergraduates Only)

This course will provide a comprehensive and practical background on corporate finance, with an emphasis placed on practical applications. The course will combine the transaction experience of the instructor with a textbook, academic research, and case studies. This course is ideal for any student who is contemplating or pursuing a career in finance and/or business.

Corporate finance is about making the right investment (internal and acquisitions), valuation, financing, capital structure, shareholder payout, restructuring (divestiture, go private, spin off, etc.) and corporate governance decisions to maximize shareholder value. We will study most of these methods of creating shareholder value. Time permitting, we will also touch on private equity, hedge funds and leveraged buy outs.

The first part of the course will focus on discounting cash flows, discount rates, and the different types of valuation techniques for internal capital projects and acquisitions of companies. These will include the discounted cash flow method, the adjusted present value method, comparable trading multiples analysis and comparable transactions analysis. Then, we'll evaluate how companies elect to return cash to shareholders via share repurchases and dividends. The course will then evaluate a company's choice of capital structure, or the mix of debt and equity on the balance sheet, and we will study aspects of both debt and equity securities. Finally, we will study acquisitions and divestitures and as time permits, private equity, hedge funds and leveraged buy outs.

Course Format: The course will be a mix of lectures, classroom discussion, cases, and articles. We will reference current events in the financial news as much as possible. A mixture of a textbook, academic research, cases and financial press will be used for the reading.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects

- PREREQUISITES

Undergraduate only. Coursework in economics and/or math is helpful; Bus 30000 (accounting) is required (strict). Regular classes scheduled for January 23 and 25, 2018 will be cancelled and rescheduled. The rescheduled make up sessions are mandatory. Dates for make up sessions will be posted soon.

- MATERIALS

Berk and Demarzo's *Corporation Finance*, 4th edition (2016) and readings/cases which will be posted in Canvas. The course syllabus will be also be posted in Canvas and emailed to registered students prior to the first class.
Please read the syllabus and do the assigned readings before the first class. A calculator with basic financial functions is recommended.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

The course grade will be based on: seven case write ups (completed in groups), a midterm and a final exam, each of which are required.

Group work is required. No auditors permitted. Cannot be taken pass/fail.

Grades

- Graded homework assignments

**Testing**

- Midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule

- Winter 2018
  - Section: 35200-03TR 12:00PM-1:20PM
  - Harper Center
  - Lehman Brothers Classroom-HCC02
  - Undergraduate Only

**CORPORATION FINANCE (35200) - HADLOCK, CHARLES**

**CONTENT**

The purpose of this course is to provide you with an understanding of major decisions made by corporate financial managers and to familiarize you with the tools used to make these decisions. The first part of the course
covers methods used to value investment projects. Particular attention will be given to the weighted-average cost of capital (WACC) and adjusted present value (APV) methods. The next part of the course focuses on issues of corporate financial structure. The focus will be on the choice of financing through equity, debt and other types of securities and on payout policies through dividends. Specialized topics, such as mergers and acquisitions, corporate hedging, bankruptcy and real options will be covered as time permits. The format is primarily lecture, but some cases will be discussed. A detailed syllabus will be posted on my web site and on the University's Blackboard (Chalk) web site as soon as it is available.

### Format

- Lectures
- Discussion
- Case Studies

### PREREQUISITES

Business 30000, 33001, 35000 (strict), and 41000 or 41100. Business 35000 is a strict prerequisite and cannot be taken concurrently.

### MATERIALS

Berk and DeMarzo, *Corporate Finance*; selected cases and readings. The syllabus along with the cases and readings will be posted on Canvas. Please read the syllabus and do the assigned readings before the first class.

### Resources

- Canvas Site

### GRADES

Based on cases, problem sets, midterm exam, final exam and class participation. Cannot be taken pass/fail. No auditors.

### Grades

- Graded homework assignments
- Graded attendance/participation

### Testing

- Midterm
- Final exam (in class)

### Restrictions

- No pass/fail grades
- No auditors
SYLLABUS

Schedule

- Summer 2018 Section: 35200-81R 6:00PM-9:00PM Gleacher Center Lecture Hall 306
- Summer 2018 Section: 35200-85S 1:30PM-4:30PM Gleacher Center Lecture Hall 306

CORPORATION FINANCE (35200) - JEFFERS, JESSICA

CONTENT

The purpose of this course is to provide you with an understanding of major decisions made by corporate financial managers and familiarize you with the tools used to make these decisions. The first part of the course covers methods used to value investment projects. Particular attention will be given to the methods of weighted-average cost of capital (WACC), and adjusted present value (APC). The second part of the course focuses on issues of corporate financial structure. The focus will be on the choice of financing through equity, debt, and other types of securities and on payout policies through dividends. Specialized topics, such as mergers and acquisitions and corporate hedging, will be covered as time permits.

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

Business 30000, 33001, 35000 (strict), and 41000 or 41100. Waivers for 35000 will potentially be granted to students with substantial previous course work in investments or CFA level 2 or above. Previous work experience related to investments and previous coursework in corporate finance do not satisfy the prerequisite for 35000. The course is NOT self-contained; I rely heavily on the knowledge from the other classes.

Restrictions

- No non-Booth Students

MATERIALS

Berk and DeMarzo, Corporate Finance (textbook only); electronic course materials will be posted on Canvas.

Resources

- Canvas Site
- **GRADES**

  Based on cases, a midterm exam (optional), a final exam, and class participation.

  Grades

  - Graded homework assignments
  - Graded attendance/participation

- **Testing**

  - Optional midterm
  - Final exam (in class)

- **Restrictions**

  - No pass/fail grades
  - No auditors

- **SYLLABUS**

  Schedule

  - Winter 2018 Section: 35200-02T 8:30AM-11:30AM Harper Center The PIMCO Classroom-HCC07
  - Winter 2018 Section: 35200-04W 8:30AM-11:30AM Harper Center The PIMCO Classroom-HCC07

- **CORPORATION FINANCE (35200) - KEMPF, ELISABETH**

- **CONTENT**

  The purpose of this course is to provide you with an understanding of major decisions made by corporate financial managers and to familiarize you with the tools used to make these decisions. The first part of the course covers methods used to value investment opportunities. Particular attention is given to discounted cash flow valuation, including the methods of weighted average cost of capital (WACC) and adjusted present value (APV), as well as real options valuation. The second part of the course focuses on issues of corporate financial structure. The focus will be on the choice of financing through equity, debt and other types of securities and on payout policies through dividends. Specialized topics, such as mergers and acquisitions and corporate hedging will be covered as time permits.

- **Format**
Lectures
Discussion
Case Studies

**PREREQUISITES**

Business 30000, 33001, 35000 (strict, cannot be concurrent), and 41000 or 41100. Waivers for 35000 potentially granted only to students with substantial previous course work in investments or CFA level 2 or above. Previous work experience related to investments and previous coursework in corporate finance do not satisfy the prerequisite for 35000. Please email my assistant Jessica Henderson with waiver requests.

Restrictions

- No non-Booth Students

**MATERIALS**

Berk and DeMarzo, *Corporate Finance* (only textbook, do not need the kit); electronic course materials will be posted in Canvas. The course description and class schedule will also be posted in Canvas.

Resources

- Canvas Site

**GRADES**

Based on cases, a midterm examination (optional), a final examination, and class participation. Cannot be taken pass/fail. This course is not open to Non-Booth students. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Optional midterm
- Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule
CORPORATION FINANCE (35200) - MATVOS, GREGOR

CONTENT

The purpose of this course is to provide you with an understanding of major decisions made by corporate financial managers and familiarize you with the tools used to make these decisions. The first part of the course covers methods used to value investment projects. Particular attention will be given to the methods of weighted-average cost of capital (WACC), and adjusted present value (APV). The next part of the course focuses on issues of corporate financial structure. The focus will be on the choice of financing through equity, debt and other types of securities and on payout policies through dividends. Specialized topics, such as mergers and acquisitions, corporate hedging, bankruptcy and real options will be covered as time permits.

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

Bus 30000, 33001, 35000, & 41000 (or 41100): strict, cannot be taken concurrently. The course is NOT self-contained; I rely heavily on the knowledge from the other classes. Waivers potentially granted only to students with substantial previous course work in investments (not corporate finance), substantial work experience in investments (asset allocation, not investment banking) or CFA level 2. Please email my assistant Jessica Henderson with waiver requests. No International Business Exchange students.

Restrictions

- No non-Booth Students

MATERIALS

Berk and DeMarzo, Corporate Finance (only textbook, do not need the kit); electronic course materials will be posted in Canvas. The course description and class schedule also will be posted in Canvas.

GRADES

Based on cases, an optional midterm exam, final exam and class participation. No auditors. Cannot be taken pass/fail.
Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Optional midterm
- Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017 Section: 35200-01M 8:30AM-11:30AM Harper Center Lecture Hall C09
- Autumn 2017 Section: 35200-02M 1:30PM-4:30PM Harper Center Lecture Hall C09
- Autumn 2017 Section: 35200-81M 6:00PM-9:00PM Gleacher Center The Amoco Lecture Hall-GC300

CORPORATION FINANCE (35200) - MITCHELL, MARK

CONTENT

The purpose of this course is to provide you with an understanding of major decisions by corporate financial managers and to familiarize you with the tools to make these decisions. The first part of the course covers methods used to value investment projects, with focus on discounted cash flow analysis. The next part of the course focuses on financing the corporation, and will analyze the role of debt securities, equity securities, hybrid securities, as well as payout policy. Lastly, the course will cover specialized topics such as real options, corporate hedging, bankruptcy, and mergers & acquisitions.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
**PREREQUISITES**

Business 30000, 33001, 35000, and 41000 or 41100. The course is not self-contained and relies heavily on the material in the prerequisite classes.

**MATERIALS**

Berk and DeMarzo, *Corporate Finance* (only textbook, do not need the kit); electronic course materials will be posted on Canvas. The course description and syllabus will also be posted on Canvas. Please do the assigned work before the first class.

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on cases, problem sets, midterm exam, final exam, and class participation. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Optional midterm
- Final exam (in class)

**Restrictions**

- No auditors

**NO SYLLABUS AVAILABLE**

**Schedule**

- Spring 2018Section: 35200-81W 6:00PM-9:00PMGleacher CenterLecture Hall 306
The purpose of this course is to provide you with an understanding of major decisions made by corporate financial managers and to familiarize you with the tools used to make these decisions. The first part of the course covers methods used to value investment opportunities. Particular attention is given to discounted cash flow valuation, including the methods of weighted average cost of capital (WACC) and adjusted present value (APV). The second part of the course focuses on issues of corporate financial structure. The focus will be on the choice of financing through equity, debt and other types of securities and on payout policies through dividends. Specialized topics, such as mergers and acquisitions, corporate hedging, bankruptcy, and real options will be covered as time permits.

Format

Lectures
Discussion
Case Studies

PREREQUISITES

Business 30000, 33001, 35000 (strict), and 41000 (or 41100). Waivers for 35000 potentially granted only to students with substantial previous course work in investments or CFA level 2 or above. Previous work experience related to investments and previous coursework in corporate finance do not satisfy the prerequisite for 35000.

Restrictions

No non-Booth Students

MATERIALS

Berk and DeMarzo, Corporate Finance (only textbook, do not need the kit); electronic course materials will be posted in Canvas. The course description and class schedule will also be posted in Canvas.

Resources

Canvas Site

GRADERS

Based on cases, a midterm examination (optional), a final examination, and class participation. Cannot be taken pass/fail. This course is not open to Non-Booth students. No auditors.

Grades
Graded homework assignments
Graded attendance/participation

Testing

Optional midterm
Final exam (in class)

Restrictions

No pass/fail grades
No auditors

NO SYLLABUS AVAILABLE

Schedule

Spring 2018 Section: 35200-01F 8:30AM-11:30AM Harper Center The Eugene F. Fama Classroom-HCC03
Spring 2018 Section: 35200-85S 1:30PM-4:30PM Gleacher Center Lecture Hall 404

CASES IN FINANCIAL MANAGEMENT (35201) - BORN, LAURA

CONTENT

This case course is designed to utilize, reinforce and enhance the concepts in corporate finance you accumulated in 35200 using the case method and some lecture material. In this course, students will practice various valuation techniques, evaluate three acquisition cases, complete an LBO model and evaluate the governance aspects of an LBO, discuss optimal capital structure, evaluate a distressed debt/company situation, review capital markets including public equity, convertibles, bank and debt markets, learn about shareholder activism and evaluate a company break-up case.

There are 10 cases, one due each week, completed in groups. Because this is a case course, the student’s active engagement, participation and attendance is critical to his/her own success in the course and is graded. Class participation and Case Write Ups will together comprise a significant portion of the grade. There will be an in-class final exam during the regularly schedule exam period.

Format

Lectures
Discussion
Case Studies
**PREREQUISITES**

Business 35000 (or 35201) and 35200 (or 35902) are required: strict. It is mandatory for all students to submit the case write up due in week 1. Undergrads and Dougan Scholars must seek instructor consent: strict.

**MATERIALS**

Reading materials will be posted in Canvas, and either Berk and DeMarzo, Corporate Finance (Prentice Hall) or Brealy Myers and Allen, *Principles of Corporate Finance* (McGraw Hill) can be helpful background reading.

**GRADES**

The grade will be based upon graded Case Write Ups, Class Participation, Class Attendance and an in-class Final Exam. No pass/fail grades. No auditors.

Case write ups are due each week; this includes the write up for Week 1's class even if course is added later.

**Syllabus**

Schedule

- Autumn 2017 Section: 35201-01W 8:30AM-11:30AM Harper Center Lecture Hall C06
- Autumn 2017 Section: 35201-81W 6:00PM-9:00PM Gleacher Center Lecture Hall 208
# CASES IN FINANCIAL MANAGEMENT (35201) - ROCK, KEVIN

## CONTENT

The Course is intermediate between 35200 and 35206. The principal topics are financial forecasting; optimal capital structure; capital budgeting; and an introduction to leveraged transactions. The Course has an Investment Banking orientation. Please see the posted Syllabus for details.

### Format

- Lectures
- Discussion
- Case Studies

## PREREQUISITES

Business 35000 and 35200 (or 35901 and 35902) are strict prerequisites, though well-qualified students may apply for a waiver. No auditors.

## MATERIALS

Electronic course materials posted in Canvas, handouts, and a recommended (but optional) reference text.

### Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

## GRADES

There are three case write-up assignments, which may be done in Groups. There is also a Midterm and a Final. See the Syllabus for details, which can change from quarter to quarter.

### Grades

- Graded homework assignments

### Testing

- Midterm
- Final exam (in class)
SYLLABUS

Schedule

- Winter 2018 Section: 35201-01T 1:30PM-4:30PM Harper Center The Sidney Davidson Classroom HCC04
- Winter 2018 Section: 35201-81T 6:00PM-9:00P MGleacher Center Lecture Hall 404
- Spring 2018 Section: 35201-01T 1:30PM-4:30PM Harper Center Lecture Hall C09
- Spring 2018 Section: 35201-81T 6:00PM-9:00PM MGleacher Center Lecture Hall 406

CASES IN FINANCIAL MANAGEMENT (35201) - STAFF

No Course Description Available

Schedule

- Summer 2018 Section: 35201-81 TBA
- Summer 2018 Section: 35201-85 TBA

FINANCIAL MARKETS AND INSTITUTIONS (35202) - DIAMOND, DOUGLAS

CONTENT

This is an advanced course in corporate finance. The course studies financial institutions, financial crises, and the design of financial contracts. The economic role of various types of debt contracts is one theme. The strategic effect of the bankruptcy and reorganization process is another. The perspective is that of the chief financial officer (CFO), who must choose a source of funds, choosing between issuing securities directly to the public versus borrowing from an intermediary such as a bank or insurance company.

The course begins with models of the role of debt contracts and bankruptcy. It then considers in detail the issue of reorganizing firms in financial distress. One focus is on the effects various financial contracts have on the bargaining power of borrowers and of lenders.

The role of financial intermediaries in facilitating this reorganization is developed: this is a study of the corporate finance role of banks. The course also studies risk management and hedging policies in firms and banks. It
considers the risk management goals that ought to be selected by firms. Several cases examine the restructuring of distressed firms and financial institutions.

The course examines consequences of a bank's corporate finance role for its other operations. A related topic is the method by which liquidity is provided by financial markets and by financial institutions. Providing liquidity by offering short-term debt may leave banks exposed to the risk of a financial crisis. We examine recent financial crises, including the Asian debt crisis, the problems of hedge funds in the United States, and the sub-prime mortgage credit crisis of 2007-2010 in this light.

More than half of the course is related to bankruptcy and reorganization, but it is not in any sense a bankruptcy law course. The course is a mix of concepts (economic models) and applications.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects

PREREQUISITES

Business 35000 and 35200. A brave and motivated student may take Business 35200 concurrently.

MATERIALS

This course will have a Canvas site.

Resources

- Canvas Site

GRADERS

Based on required write-ups of several cases and applied problems (done in groups). In addition, there are several required quantitative homework problems that extend and review the models developed in class. There is a midterm and a final exam.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (in class)

SYLLABUS
INTERNATIONAL CORPORATE 
FINANCE (35210) - RAJAN, 
RAGHURAM

- CONTENT

This course will explore the challenges of corporate finance and investment in a more integrated global economy. How should one optimally organize the location of production, control, and financing? What kinds of new concerns emerge when the whole world, rather than just one's domestic economy, become the arena of decision making? How does decision making depend on the environment one is doing business in? Most students will see this as an alternative to the case course in corporate finance (35201), but some could see it as a complement.

- PREREQUISITES

Business 35200: strict (can be substituted by 35201, 30130, 34101, or (35901 and 35902).

- MATERIALS

The course will be based on a set of readings and cases.

- RESOURCES

Canvas Site

- GRADES

Grades will be based on class participation, case-write-ups, and an exam. No auditors.

- Grades

Graded homework assignments
THE ANALYTICS OF FINANCIAL CRISES (35211) - KASHYAP, ANIL

CONTENT

This is an advanced course that uses the tools of corporate finance to analyze financial crises. Much of the material will pertain to the most recent global crisis, but we will also study past crises. We will begin by studying the Great Depression and the Japanese and Swedish economic crises in the 1990s. Next we will study the proximate causes of the recent crisis, housing and structured finance. The third part of the course will cover the periods of stress related the demise of Bear Stearns, the failure of Lehman Brothers and the sovereign debt problems that surfaced for Greece. The last section of the course will pertain to regulatory reform proposals aimed at averting future crises. The class will consist of a blend of lectures, cases, and general discussion. There will likely be a mandatory extra class meeting with a guest speaker.

To accommodate the guest speaker I will reschedule a class. A detailed week-by-week syllabus and answers to a set of frequently asked questions (including who the guest speaker will be and the time of the rescheduled class) will be posted on my personal website on the teaching page by November 18.

Preassignment: For the first class, complete the case assignment that is posted on Canvas. Also bring your name card, along with a completed copy of the student information sheet that is posted in Canvas. The first class assignment will also be posted on my personal web site under the teaching page if you cannot access Canvas. If you intend to register in Phase VI of the bidding you should still complete this assignment.

A set of frequently asked questions and answers, a provisional syllabus, and the week 1 readings are posted on my web site.
• Lectures
• Discussion
• Case Studies

• PREREQUISITES

Business 35200: highly recommended, and if you have not completed that course (or a more advanced substitute), you will be limited in your study groups. I insist that people who are not fully prepared will not be able to free-ride off people who have taken the prerequisite. Your class participation grade is also at risk if your comments in class reveal that you have not mastered the material in Business 35200. Business 33040 or 33401 or 33402 is also highly, highly recommended. There is little overlap with either Money and Banking (33401) or Understanding Central Banks (33402), so it is no problem to take this class in addition to those. See the Frequently Asked Questions on my personal web site teaching page for more details.

Restrictions

• No non-Booth Students

• MATERIALS

Readings will come from a selection of articles. The book by David Wessel, “In Fed We Trust” is also required. Students are expected to read The Wall Street Journal every day. The course draws heavily from current events.

Resources

• Canvas Site
• Sample Exam Questions/Problem Sets

• GRADES

Based on class participation, case write-ups, and a final exam. No auditors and no pass/fail grades. No Non-Booth Students, unless Dougan Scholar. If you are going to miss class or cannot devote significant time to preparing the cases, you should not take this course.

Grades

• Graded homework assignments
• Graded attendance/participation

Testing

• Final exam (in class)

Restrictions

• No pass/fail grades
• No auditors
SYLLABUS

Schedule

- Spring 2018 Section: 35211-01M 8:30AM-11:30AM Harper Center The Eugene F. Fama Classroom HCC03
- Spring 2018 Section: 35211-81M 6:00PM-9:00PM Gleacher Center The Amoco Lecture Hall GC300

DEBT, DISTRESS, AND RESTRUCTURING (35214) - SUFI, AMIR

CONTENT

This class is designed for students in all finance and consulting fields, but with a particular focus on those who want to work in financial management of firms, corporate restructuring, turnaround advising, or fixed income investing. The class is comprised of three main sections. First, we will discuss in detail the role of debt in corporate finance from the perspective of a Chief Financial Officer. Second, we will focus on restructuring of financially distressed companies with a particular focus on Chapter 11 reorganization. This section of the course will view restructuring from both the perspective of both firm management and from investors seeking to buy debt securities and assert control in the bankruptcy process. The third section of the course will focus on fixed income investment using a corporate finance approach. More specifically, we will focus on how macroeconomic conditions and debt structure influence debt prices.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects

PREREQUISITES

Business 30000, 33001, 41000 (or 41100), 35000, 35200 strongly recommended for success in this class. Non-Booth students, including Dougan Scholars, need faculty permission. Cannot take 35214 if Professor Sufi's 35201 taken previously: strict.

MATERIALS

This class will be both lecture and case-based. The main text for the class will be Creating Value through Corporate Restructuring by Stuart Gilson. We will also focus on current events and cases to make the lessons learned in class relevant for those looking to work in restructuring.
Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

Grades

Grades will be determined by cases, class participation, and a group final project. No pass/fail grades. No provisional grades. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Winter 2018Section: 35214-01R 1:30PM-4:30PMHarper CenterThe Jon S. Corzine Foundation Classroom-HCC01
- Winter 2018Section: 35214-85S 1:30PM-4:30PMGleacher CenterThe FMC Corporation Lecture Hall-GC304

BEHAVIORAL AND INSTITUTIONAL
FINANCE (35215) - VISHNY, ROBERT

CONTENT

This is an advanced course covering a variety of special topics. These topics should include: Understanding financial crises and the role of banks; Investor sentiment, anomalies, and market efficiency; The money management business and the inherent limitations of professional arbitrage; The role of cross-country institutional differences in explaining differences in financial markets and access to finance; Finance and rent-seeking: Are financial people overpaid?; Implications of asset price volatility for corporate finance, including merger waves and financial innovation.
Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

Bus 35000 and 35200 or equivalent.

MATERIALS

Selected readings.

Resources

- Canvas Site

GRADES

Based on class participation, a short paper, and a longer final paper.

Grades

- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Winter 2018Section: 35215-01R 1:30PM-4:30PMHarper CenterLecture Hall C05
- Winter 2018Section: 35215-81R 6:00PM-9:00PMGleacher CenterThe Sidney Davidson Lecture Hall-GC204

CHINESE ECONOMY AND FINANCIAL MARKETS (35219) - HE, ZHIGUO

CONTENT
Since the early 1990s, China’s financial markets have been growing at an astonishing speed, along with its unprecedented economic growth in the past three decades. For instance, the daily trading volume of the Chinese stock markets exceeded the counterpart in United States in May of 2015, and the top four largest banks (by assets) in the world in 2016 are from China.

Enjoying the status of the second largest economy in the world, China’s leadership has been pushing forward its liberalization process and integration with the rest of the world, especially on the frontier of financial markets. No doubt, there is a growing interest from the outside world to learn and understand the workings of China’s financial and monetary system.

This course aims to provide an in-depth coverage of China’s financial markets and their reform processes, including but not restricted to, stock market, bond market, banking system, housing market, and the exchange rate policy. The growth mechanism of China’s economy, its investment opportunities, and several fast-rising industries and business groups will also be covered in great detail, as well as the business and financial risk presented to the rest of the world.

Format

- Lectures
- Case Studies

MATERIALS

Reading/Writing Assignments: Case write-up, readings from books and journals, term paper.


NO SYLLABUS AVAILABLE

Schedule

- Winter 2018Section: 35219-01T 8:30AM-11:30AMHarper CenterThe Sidney Davidson Classroom-HCC04
- Winter 2018Section: 35219-81M 6:00PM-9:00PMGleacher CenterLecture Hall 306

SEMINAR: FINANCE (35600) - CONG, LIN WILLIAM

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES
PhD students only. Instructor permission required for MBA students. BUSN 35600=ECON 55600

Restrictions

- PhD - students only
- NO SYLLABUS AVAILABLE

Schedule

- Autumn 2017Section: 35600-60T 1:20PM-2:50PMHarper CenterThe Eugene F. Fama Classroom-HCC03

SEMINAR: FINANCE (35600) - KASHYAP, ANIL; PASTOR, LUBOS

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES

PhD students only. Instructor permission required for MBA students. BUSN 35600=ECON 55600

Restrictions

- PhD - students only
- NO SYLLABUS AVAILABLE

Schedule

- Winter 2018Section: 35600-60T 1:20PM-2:50PMHarper CenterThe Eugene F. Fama Classroom-HCC03

SEMINAR: FINANCE (35600) - KEMPF, ELISABETH

CONTENT
Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

**PREREQUISITES**

PhD students only. Instructor permission required for MBA students. BUSN 35600=ECON 55600

Restrictions

- PhD - students only
- NO SYLLABUS AVAILABLE

**Schedule**

- Spring 2018 Section: 35600-60T 1:20PM-2:50PM Harper Center The Eugene F. Fama Classroom-HCC03

**APPLIED THEORY WORKSHOP (35601) - FRANKEL, ALEXANDER**

**CONTENT**

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

**PREREQUISITES**

PhD students only. One year in PhD program, and consent of instructor.

Restrictions

- PhD - students only
- NO SYLLABUS AVAILABLE

**Schedule**

- Autumn 2017 Section: 35601-60T 3:30PM-5:00PM Saieh Hall for Economics 112
- Spring 2018 Section: 35601-60T 3:30PM-5:00PM Saieh Hall for Economics 112
THEORY OF FINANCIAL DECISIONS I (35901) - FAMA, EUGENE

- CONTENT

This Ph.D.-level course is concerned with models for portfolio decisions by investors and the pricing of securities in capital markets. The material is covered in a rigorous analytical manner, although formal technical requirements are minimal. This course is meant to be difficult, but accessible to the motivated M.B.A. student. The reading list is extensive. The expectation is that the average student spends 15+ hours per week on the course, outside of class.

Format

- Lectures
- Discussion

- PREREQUISITES

This course cannot be taken pass-fail, or for an R. The prerequisites for the course are a good fundamental background in economics (e.g., Business 33001, and some macro would help) and statistics (e.g., Business 41100), taken here or elsewhere. I reserve the right to exclude students who do not seem to be adequately prepared. If you have not taken the prerequisites here, you need my approval (via E-mail) to take the course.

- GRADES

Based on weekly take home exam questions, about five problem sets, and a term paper (optional for M.B.A. students). Class participation (I cold call) is also used to determine grades. Cannot be taken pass/fail. No auditors. No provisional grades.

Grades

- Graded homework assignments

Testing

- Quizzes

Restrictions

- No pass/fail grades
- No auditors

- SYLLABUS

Schedule
THEORY OF FINANCIAL DECISIONS II
(35902) - DIAMOND, DOUGLAS; HE, ZHIGUO

CONTENT

Theory of Financial Decisions II provides an introduction to the theory of corporate finance and financial intermediation. Some topics in corporate finance include capital structure, security design, security issuance, incomplete financial contracts and corporate control. Topics related to financial intermediation (banking) include financial crises, the role of liquidity creation and the choice of debt maturity for firms and financial intermediaries.

Note: Weeks 1-5 -- Class will meet Mondays 8:30-11:30 am in C01. Weeks 6-10 -- Class will meet Mondays 3:00-6:00 pm in C01.

PREREQUISITES

Business 35901.

GRADES

Grades will be based on problem sets, referee reports and a final examination.

SYLLABUS

Schedule
This course provides an empirical treatment of major topics in corporate finance and financial intermediation, including: capital structure, investment, bankruptcy, internal capital markets, the real effects of bank lending, financial frictions, and corporate finance implications for macroeconomics.

- **PREREQUISITES**

  Business 35902: strict. A solid background in advanced microeconomics is highly recommended. BUSN 35903=ECON 39400

- **GRADES**

  Grades will be based on problem sets, referee reports and a final examination. No provisional grades.

  Grades

  - Graded homework assignments

  Testing

  - Final exam (in class)

- **NO SYLLABUS AVAILABLE**

  Schedule

  - Spring 2018Section: 35903-50T 8:30AM-11:30AMHarper CenterSeminar Room 3SW

ASSET PRICING (35904) - HEATON, JOHN

- **CONTENT**

  This is the first course in the Ph.D. asset pricing sequence. We will march through the book *Asset Pricing* as far as possible. Main topics will be: 1) Discount factors and the consumption-based asset pricing model; 2) Mean-variance analysis; 3) Linear factor pricing models CAPM, ICAPM, APT; 4) GMM and regression based tests of asset pricing models; 5) Term structure of interest rates; 6) Black-Scholes and its extensions; 7) Empirical survey: Equity premium, volatility, predictability, and multiple factors; 8) New utility functions; 9) Portfolio theory.

- **PREREQUISITES**

  Most students take this course in their second year. You need at least one Ph.D. microeconomics course, one Ph.D. level macroeconomics course, and one Ph.D. level time series course before taking this course. BUSN 35904=ECON 39100
**Restrictions**

- PhD - students only
- **NO SYLLABUS AVAILABLE**

**Schedule**

- Autumn 2017Section: 35904-50R 8:00AM-11:00AMHarper CenterThe Eugene F. Fama Classroom-HCC03

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**BEHAVIORAL FINANCE (35906) - HARTZMARK, SAMUEL**

**CONTENT**

This PhD-level course will examine how psychological biases and non-standard preferences interact with traditional topics in corporate finance and asset pricing. We will survey recent research on biases in individual decision-making, the predictability of security returns, and the practical limits to arbitrage. This class has an empirical orientation and will focus on analyzing existing evidence as well as working directly with financial data. The objective of the course is (1) to familiarize students with the foundations and recent developments of research in behavioral finance, and (2) to help students develop research ideas and quantitative skills, which can be used to write a successful PhD dissertation.

**Format**

- Lectures
- Discussion

**PREREQUISITES**

Business 35901 (Theory of Financial Decisions I). Students should also have some Ph.D. level background in econometrics and be familiar with applied data analysis. Ph.D. students only. BUSN 35906=ECON 41150

**Restrictions**

- PhD - students only

**MATERIALS**

Lecture notes and assigned readings of research papers.

**GRADES**

No pass/fail grades. No auditors. Will provide provisional grades for non-Booth and joint students.
Grades
- Graded homework assignments

Restrictions
- No pass/fail grades
- No auditors
- No syllabus available

Schedule
- Spring 2018 Section: 35906-50T 8:30AM-11:30AM Harper Center The PIMCO Classroom HCC07

TOPICS IN ASSET PRICING (35907) - VERONESI, PIETRO

CONTENT
This Ph.D-level course covers topics in the area of dynamic asset pricing, including standard complete market models, incomplete markets, portfolio constraints and transaction costs, learning and uncertainty, asymmetric information and other recent developments such as non-time additive preferences. Depending on time, the course will also cover selected topics in the area of term structure models.

Format
- Lectures

PREREQUISITES
- BUSN 35907=ECON 39600

MATERIALS
- Lecture notes and original journal articles.

GRADES
- No provisional grades.
Graded homework assignments

Testing

Midterm
Final exam (take home)

NO SYLLABUS AVAILABLE

Schedule

Winter 2018 Section: 35907-50W 8:30AM-11:30AM Harper Center Lehman Brothers Classroom HCC02

RESEARCH PROJECTS: FINANCE (35908) - FAMA, EUGENE

CONTENT

This is a research course for M.B.A. and Ph.D. students. The course requirement is a research paper, due at the end of the quarter. The prerequisites are (i) my approval of the research topic, (ii) my judgment that the student has sufficient background to complete the project, and (iii) the topic is in my area of interest and expertise, so I can be helpful in seeing the paper to completion. Paper topics in finance and economics are most likely to meet these criteria. Detailed original cases studies, or other types of applications, may be acceptable for M.B.A. students. Projects can be carried out independently or in groups of up to three students. There is one class session per week, where verbal progress reports will be given, and discussed by the rest of the class.

Format

Discussion
Group Projects
Group Presentations

PREREQUISITES

Consent of instructor.

GRADES

The course grade is based primarily on the final paper, but class participation is also considered. Cannot be taken pass/fail. No auditors. No provisional grades.

Restrictions
NEW DEVELOPMENTS IN PUBLIC FINANCE (35916) - MAHONEY, NEALE; ZWICK, ERIC; ZIMMERMAN, SETH

CONTENT

This course provides graduate-level discussion of topics and methods in public finance. This course has two objectives. The first is to teach current topics and methods in public finance. The second is to advance students’ development as economists by providing training in the production of high-quality research. This training may help students read, contribute to, and draw from recent progress in this literature.

The course covers a wide variety of applied econometric and theoretical approaches. It also discusses applications of a wide variety of datasets and methods that are useful in many settings for public finance and applied economics research.

The course will cover the following topics: (1) health insurance: background and adverse selection, moral hazard, geographic variation and the value of care, and public health insurance programs, (2) education: the education production function and school finance, school choice and the higher education market, (3) state and local public finance and place-based policies, and (4) investment and housing tax policy.

PREREQUISITES

BUSN 35916=ECON 36330

Restrictions

PhD - students only

MATERIALS

Required readings.

GRADES
Students will complete 6-slide summaries and write a 3-to-5-page referee report on a recent public finance paper. Grades will be determined as follows: 65% for the slide summaries and class participation, and 35% for the referee report. No provisional grades.

- SYLLABUS

  Schedule

  - Spring 2018Section: 35916-50 TBA

**RESEARCH SEMINAR (35930) - HE, ZHIGUO; ZWICK, ERIC**

- CONTENT

  PhD research seminar for third year students in both Finance and the joint Financial Economics PhD program.

  The course will meet for 80 minutes each week, and at the end of the academic year students are expected to finish at least one research paper.

  In autumn 2017, class will meet as follows:

  - Thursday, 9/21 from 10:00-11:30 am in 3SW
  - Monday, 10/2 from 2:50-4:20 pm in 3SW
  - Monday, 10/9 from 2:50-4:20 pm in 3SW
  - Monday, 10/16 from 2:50-4:20 pm in 3SW
  - Monday, 10/23 from 2:50-4:20 pm in 5SE
  - Thursday, 11/2 from 10:00-11:30 am in 3SW
  - Monday, 11/6 from 2:50-4:20 pm in 3SW
  - Monday, 11/13 from 2:50-4:20 pm in 3SW
  - Monday, 12/4 from 2:50-4:20 pm in 3SW

- PREREQUISITES

  3rd year PhD students only. BUSN 35930=ECON 49700

- RESTRICTIONS

  - PhD - students only

- GRADES
RESEARCH SEMINAR (35931) - HE, ZHIGUO; ZWICK, ERIC

CONTENT

PhD research seminar for third year students in both Finance and the joint Financial Economics PhD program.

The course will meet for 80 minutes each week, and at the end of the academic year students are expected to finish at least one research paper.

PREREQUISITES

3rd year PhD students only. BUSN 35931=ECON 49800

Restrictions

PhD - students only

GRADERS

No provisional grades.

RESEARCH SEMINAR (35932) - HE, ZHIGUO; ZWICK, ERIC

Schedule

Winter 2018Section: 35931-50 TBA
**CONTENT**

PhD research seminar for third year students in both Finance and the joint Financial Economics PhD program.

The course will meet for 80 minutes each week, and at the end of the academic year students are expected to finish at least one research paper.

**PREREQUISITES**

3rd year PhD students only. BUSN 35932=ECON 49900

Restrictions

- PhD - students only

**GRADES**

No provisional grades.

**NO SYLLABUS AVAILABLE**

Schedule

- Spring 2018 Section: 35932-50 TBA

**MANAGERIAL DECISION MODELING (36106) - ATA, BARIS**

**CONTENT**

BUS 36106 is designed to sharpen students’ analytical skills and elucidate quantitative modeling as an aid in managerial decision-making. This new version of the course teaches various ways to frame, set up and solve managerial questions about resource allocation, revenue management, finance, marketing, operations, risk analysis, data analysis, and forecasting using Microsoft Excel, as well as various tools and add-ins. The course will introduce various modeling frameworks and analytical tools in optimization, simulation, and data analysis. Students in this course will become proficient in formulating relevant managerial questions in the language of optimization and simulation modeling, as well as in solving the resulting problems using the frameworks covered in the course and interpreting the results. The course involves hands-on active learning through in-class cases and examples, homework and term project which applies the tools and modeling frameworks learned in the course to a business problem.
## Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

## PREREQUISITES

None.

## MATERIALS

Resources

- Canvas Site

## GRADES

Based on individual and group homework, a take-home midterm, and a group project.

Grades

- Graded homework assignments
- Graded attendance/participation

## Testing

- Midterm

## Restrictions

- No auditors

## SYLLABUS

### Schedule

- Winter 2018 Section: 36106-01F 1:30PM-4:30PM Harper Center The Jon S. Corzine Foundation Classroom-HCC01
- Winter 2018 Section: 36106-81F 6:00PM-9:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 132
- Winter 2018 Section: 36106-85S 1:30PM-4:30PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 132
Perhaps more aptly titled "Optimization for the Management Student," this course is designed to teach students the basic optimization tools and analytic problem solving skills required for decision making in business. We will learn how to:

- **Structure a decision problem:** identifying the objective, decision alternatives (i.e., outputs), input parameters, and sources of uncertainty.
- **Build a mathematical model to formalize the decision problem:** We will learn about:
  - Optimization models (linear, nonlinear) - for resource allocation (how to utilize available resources optimally)
  - Decision tree models - for multiperiod sequential decision making
  - Simulation models - for risk analysis and incorporating uncertainty in problem parameters.
- **Analyze model solution:** Is the decision fairly robust, or very sensitive to the input parameters of the model? What is the managerial interpretation of the model solution?
- **Use Microsoft Excel as a platform for model building, solution, and analysis:** In addition to standard Excel tools such as Goal Seek and Data Table, we will learn to use important Excel add ons such as Sensitivity Toolkit, Solver, SolverTable, Precision Tree, @RISK, and RiskOptimizer. These tools can also be used in other Booth classes.

The lectures will be structured as a brief introduction to an optimization model (its strengths, weaknesses) followed by an interactive discussion of a few (3-5) chosen toy problems from business areas including operations, marketing, finance, and strategy. We will develop the optimization models for these problems and implement them in Excel.

**Format**

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

0. **Basic Statistics:** Any previous or concurrent exposure to statistics at the level of 41000 will be helpful. Basic statistical concepts such as random variables, probability distributions, variance, covariance will be used. We will briefly review the important concepts when necessary, but will not spend a lot of time trying to teach such concepts.

1. **Basic Finance/Accounting:** Although the example models discussed in this class cross many functions of business, very little prior background in those areas is sufficient. Basic financial concepts such as net present value, discounted cash flow analysis, stocks and options, and so on will often be used. We will briefly review the important concepts when necessary, but will not spend a lot of time trying to teach such concepts. Our emphasis would be on applying analytical modeling techniques to analyze the business problem on hand and demonstrate how such concepts can be used in our models.

2. **Basic Excel:** I will assume that students have some familiarity with Excel, but are not an Excel expert. For example, the following are expected:
knowing how to enter and copy simple formulas involving relative and absolute cell addresses (A1 and \$A1)
- how to use general-purpose Excel functions (for example, the IF() function)
- how to draw different types of graphs (bar/line) in Excel

3. Props: This course involves in-class software demonstrations and “hands-on” practices. To get the most out of the lectures, and to minimize the number of hours spent outside lectures, students are expected to bring their laptop to class each week.

- MATERIALS

Resources
- Canvas Site

- GRADES

Based on exams, homework assignments, which include spreadsheet model building and case analyses, and class participation. Both the Midterm and Final exams are take home, open book/open notes, and mandatory. Computer will be needed. Cannot be taken pass/fail. No auditors.

Grades
- Graded homework assignments
- Graded attendance/participation

Testing
- Midterm
- Final exam (take home)

Restrictions
- No pass/fail grades
- No auditors

- SYLLABUS

Schedule
- Spring 2018Section: 36106-01M 1:30PM-4:30PMHarper CenterLecture Hall C06
- Spring 2018Section: 36106-82M 6:00PM-9:00PMGleacher CenterLecture Hall 406
MANAGERIAL DECISION MODELING (36106) - MARTIN, R.

**CONTENT**

The modern business world regularly forces managers to make decisions of great importance in complex situations and in the face of much uncertainty that involve many possible options for action. Successful decision-making, therefore, requires the ability to structure complex problems, to analyze available options in an uncertain world, and to finally make the best decision given the information available. This course teaches you frameworks for how to formulate managerial decision models that represent real-world problems in a wide range of business areas including operations, marketing, finance, and strategy. You learn how to analyze and ultimately solve such decision models and to understand the managerial interpretations of your model solution. The skills you learn in this course will greatly enhance your analytical problem solving capabilities.

This course develops and uses Excel spreadsheets as a modeling platform, because spreadsheets have become an essential medium of business analysis. You learn how to apply analytical tools including optimization, simulation, and decision trees to examine managerial decision models using Excel commands, functions, and add-ins. You practice good spreadsheet design and presentation principles, and perform comprehensive sensitivity analyses using your spreadsheet models to check the robustness of the proposed decisions. Business applications include those of resource allocation (how to utilize available resources optimally), risk analysis (how to incorporate uncertainty in problem parameters), and sequential decision-making through time. In case discussions you explore the effectiveness of various spreadsheet model designs in informing managerial decision-making.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects

**PREREQUISITES**

Previous or concurrent exposure to statistics at the level of 41000, to financial accounting at the level of 30000, and microeconomics at the level of 33001 is helpful, but not required. Although the example models discussed in this class cross many functions of business, little background in those areas is required. Some basic financial and statistical concepts such as NPV (Net Present Value), mean/variance of random variables, cash flow and income statement, etc. are used in examples and assignment problems in the class. I will briefly review these concepts when necessary, and more importantly, I will demonstrate how these concepts are used in Excel. If you are not familiar with these concepts, you must be willing to put in extra effort.

I assume that you have some familiarity with Excel 2010. However, one does not have to be an Excel expert to benefit from the course. Knowing how to enter and copy simple formulas involving relative and absolute cell addresses, how to use general-purpose Excel functions (for example, the If() function) and how to draw different types of graphs in Excel is sufficient. To insure that your Excel skills are sufficient for the class, please review Appendix 1 and Chapter 3 in the Powell and Baker textbook before the first day of class.
**MATERIALS**

http://faculty.chicagobooth.edu/kipp.martin/root/htmls/coursework/36106/36106.html

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on exams, homework assignments, which include spreadsheet model building and case analyses, and class participation. Cannot be taken pass/fail. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Optional midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

**Schedule**

- Autumn 2017 Section: 36106-01F 1:30PM-4:30PM Harper Center Lecture Hall C05
- Autumn 2017 Section: 36106-81F 6:00PM-9:00PM Gleacher Center The Sidney Davidson Lecture Hall-GC204

**MANAGERIAL DECISION MODELING (36106) - SANDIKÇI, BURHANEDDIN**

**CONTENT**
The modern business world regularly forces managers to make decisions of great importance in complex situations and in the face of much uncertainty that involve many possible options for action. Successful decision-making, therefore, requires the ability to structure complex problems, to analyze available options in an uncertain world, and to finally make the best decision given the information available. This course teaches you frameworks for how to formulate managerial decision models that represent real-world problems in a wide range of business areas including operations, marketing, finance, and strategy. You learn how to analyze and ultimately solve such decision models and to understand the managerial interpretations of your model solution. The skills you learn in this course will greatly enhance your analytical problem solving capabilities.

This course develops and uses Excel spreadsheets as a modeling platform, because spreadsheets have become an essential medium of business analysis. You learn how to apply analytical tools including optimization, simulation, and decision trees to examine managerial decision models using Excel commands, functions, and add-ins. You practice good spreadsheet design and presentation principles, and perform comprehensive sensitivity analyses using your spreadsheet models to check the robustness of the proposed decisions. Business applications include those of resource allocation (how to utilize available resources optimally), risk analysis (how to incorporate uncertainty in problem parameters), and sequential decision-making through time. In case discussions you explore the effectiveness of various spreadsheet model designs in informing managerial decision-making.

Format

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

Any previous or concurrent exposure to statistics at the level of 41000, financial accounting at the level of 30000, and microeconomics at the level of 33001 will be helpful, but not strictly required. Although the example models discussed in this class cross many functions of business, little or no prior background in those areas is required.

It is assumed that students have some familiarity with Excel. However, one does not have to be an Excel expert to benefit from the course. Knowing how to enter and copy simple formulas involving relative and absolute cell addresses, how to use general-purpose Excel functions (for example, the If() function) and how to draw different types of graphs in Excel should be sufficient. There will be an Excel review session during the first week to help set the expectations.

This course involves in-class software demonstrations and "hands-on" practices. Students will be expected to bring their laptop to class each week.

**MATERIALS**

This course will have a Canvas site.

Resources

- Canvas Site

**GRADES**
Individual and group homework assignments, final exam, class contribution, and peer evaluation. The assignments and exam include spreadsheet model building and case analyses. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017Section: 36106-02R 8:30AM-11:30AMHarper CenterThe Jon S. Corzine Foundation Classroom-HCC01
- Autumn 2017Section: 36106-82R 6:00PM-9:00PMGleacher CenterLecture Hall 308
- Spring 2018Section: 36106-02R 8:30AM-11:30AMHarper CenterThe Credit Suisse First Boston Classroom-HCC08
- Spring 2018Section: 36106-81R 6:00PM-9:00PMGleacher CenterLecture Hall 308

DATA ANALYSIS WITH PYTHON
(36108, 50 UNIT COURSE) - CHENG, LINGWEI

CONTENT

Python is a popular and general programming language used for a multitude of tasks such as data analysis, machine learning, and building websites. This course introduces you to Python for data analysis by helping you obtain a basic level of proficiency in Python programming and exposing you to an array of tools available in Python’s data science eco-system. At the end of the course, you will have the techniques to interact with messy datasets, and an understanding of the fundamental features of Python programming language to continue exploring Python on your own or participate in discussions in a software production/development team environment.
In this course, we will start with the basics of programming including variables, data types and structure, conditionals, loops, and functions using Jupyter notebook as an Integrated Development Environment. In the following weeks, you will see and learn how to pull data from the web, clean and manipulate data, conduct data analysis, and create visualizations with popular Python packages such as Numpy, Scikit-Learn, Pandas, and Matplotlib. We will touch upon important programming concepts such as object-oriented programming and test-driven development where fit throughout the course, so you will be well-versed in the terms and be able to not only read code but discern good programming practices and solutions from sub-optimal ones.

Format

- Lectures
- Discussion
- Group Projects

PREREQUISITES

This course assumes no knowledge of programming or code. Students are required to bring a laptop to class, if not possible students should contact the instructor prior to the beginning of the course. Both Mac and PC are fine, as long as your operating system is relatively up to date (at least Windows 7 and Mac OS 10.8). Students expected to have basic understanding of Marketing & Economics. Students also benefit from having completed other marketing courses (Pricing, Data Driven Marketing), but these are not required. No Non-Booth and no Dougan Scholars students.

MATERIALS

Python for everyone: https://www.py4e.com/book

Python3 official tutorial: https://docs.python.org/3/tutorial/index.html

Several supplementary texts will be recommended in class.

Resources

- Canvas Site

GRADES

ATTENDANCE: Class will be largely exercises/labs: ATTENDANCE IS MANDATORY.

HOMWORKS: There will be five homework assignments in total. Homework should be done individually and will be graded for completion.

FINAL PROJECT: There will be one final project and you can partner with up to a team of three. The idea is that you will leave the class with a polished project that showcases your programming and data analysis skills.

CLASS GRADE CALCULATION: Grades will be based on the following breakdown: 50% homeworks, 30% final project, 20% participation.

Grades

- Graded homework assignments
SYLLABUS

Schedule

- Autumn 2017 Section: 36108-01F 1:30PM-4:30PM Harper Center The Credit Suisse First Boston Classroom-HCC082nd Half: Week 6 - Week 10 50 Unit Course
- Autumn 2017 Section: 36108-81F 6:00PM-9:00PM Gleacher Center Lecture Hall 4062nd Half: Week 6 - Week 10 50 Unit Course

APPLICATION DEVELOPMENT (36110) - BETINA, RAGHU

CONTENT

The new reality is that every company is a software company. Even in traditionally brick-and-mortar industries, software is performing more and more of the work. And, of course, many companies (especially "lean startups") are purely software-based.

Lacking an understanding of how software works and how software is built while working in a software-based world puts you at a disadvantage.

In this course, our goal will be to develop an understanding of both of these things. We believe the best way to do that is to just build something yourself, using modern languages and workflows.

You will ultimately build a functional prototype of your own app idea. To do this, you will learn the Ruby on Rails web application framework, but our higher-level goals are to:

1. Understand the general, platform-independent patterns of how applications work.
2. Communicate more effectively and credibly with developers on our teams.
3. Develop a builder's eye for problems that can be solved with technology.
4. Prioritize features more intelligently by developing a better feel for their costs.
5. Implement a modern software development workflow, from task management to version control to quality assurance to deployment.
6. Be able to make and test small changes to an application yourself.
7. Be empowered with a new, powerful, and just plain fun creative outlet

Course Format

This course is entirely project-driven. We will build a series of applications together in class. We will start with a simple idea and learn just what we need about various technologies (HTML, CSS, Ruby, Rails) to make that idea real.
We will then build a slightly more complicated idea, and deepen our knowledge of each topic. And then an even more complicated idea. In this way, we will spiral across topics picking up essential, applicable knowledge; what we're not going to do are deep theoretical dives into each topic, one after the other, without ever getting to build real stuff.

In addition, you will build your own app idea. During the first few weeks, you will think of a few of your ideas and we'll then, together, select one that matches the scope of the course. This app will be your final project.

The process will generally consist of the instructor demonstrating a concept in a tutorial app and then giving the class a challenge to practice it and think up questions. You are strongly encouraged to team up and work together on the challenges.

**Expectations**

This course is designed for a beginner who has never programmed before. It is our goal to make programming accessible to as many people as possible, and dispel the mystique that surrounds it. It's really possible, with passion and persistence, for a beginner to become productive very quickly with today's tools.

Note: it's possible, but not always easy. If you have never seen a line of code before, you are going to be learning a lot of new things all at once, and so should plan to spend a significant amount of time. If you already have some programming experience, you may have to spend less time initially while we learn basics; but once we get into Rails, it will likely be all new to you too.

What you can expect from us in return is a lot of support. We know it's a lot, and we're here for you -- one-on-one appointments, review sessions, etc. We all will help each other on the class discussion board. There is no such thing as a dumb question; we're all beginners here, learning together.

Note: Due to the intensive support requirements and volume of requests, we can't allow auditors for this course. We have many more sections available starting this year, so please plan ahead and enroll as usual through your program (or Take 3 for alums).

**Format**

- Lectures

**PREREQUISITES**

None.

**MATERIALS**

You will receive a detailed guide to setting up a development environment on your Mac or Windows laptop. All required software is free.

**Resources**

- Canvas Site

**GRADES**

Cannot be taken pass/fail. No auditors.
APPLICATION DEVELOPMENT (36110) - EISENSTEIN, DONALD

CONTENT

This course provides students with an introduction to web development and software project management. Students will build a simple, functional prototype of one of their ideas using the Ruby on Rails web application framework, so that they witness the development process firsthand. The objective of the course is for students to be able to answer questions like:

- How does the technology we use every day fundamentally operate?
- How complicated is X feature? How much time will it take to develop?
- What does a developer's workflow look like? How can a manager hook in to it efficiently?
- What is the difference between front- and back-end development?
- What is the difference between native apps and web apps?
- What development work is better kept in-house and what can be contracted?
- What are some ways of evaluating developers?

Ultimately, students should be better able to:

- Understand the general, platform-independent patterns of how applications work.
Communicate more effectively and credibly with developers on their teams.
Develop a builder’s eye for problems that can be solved with technology.
Prioritize features more intelligently by developing a better feel for their costs.
Be able to make and test small changes to an application.
Be empowered with a new, powerful, and just plain fun creative outlet.

**Schedule:**

The course assumes no prior programming experience. However, if you have never seen a line of code before, you should expect to invest significant time in practice.

In return, you will receive a lot of support: in addition to Tuesday lecture, there will be an instructor-led discussion section on Thursday evenings with more hands-on labs, weekly one-on-one appointments with assistants to clarify homeworks and check-in on project progress, as well as in-person and remote office hours.

First class attendance is mandatory.

**Format**

- Lectures

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**PREREQUISITES**

None. Must attend first class session.

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**MATERIALS**

Students will be expected to have Mac or Windows computers that they can complete homework and projects on (detailed setup instructions will be provided). All required software is free; in addition, some optional tools that will make life easier have a free trial.


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**Resources**

- Canvas Site

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**GRADES**

Cannot be taken pass/fail. No auditors. First class attendance is mandatory.

**Grades**

- Graded homework assignments
- Graded attendance/participation

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**Testing**

- Midterm

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**Restrictions**
No pass/fail grades
No auditors

SYLLABUS

Schedule

- Winter 2018Section: 36110-01R 1:30PM-4:30PMHarper CenterLehman Brothers Classroom-HCC02
- Winter 2018Section: 36110-81F 6:00PM-9:00PMGleacher CenterThe Sidney Davidson Lecture Hall-GC204

WORKSHOP IN OPERATIONS/MANAGEMENT SCIENCE (36600) - STAFF

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES

PhD students only. Instructor permission required for MBA students.

Restrictions

PhD - students only

NO SYLLABUS AVAILABLE

Schedule

- Winter 2018Section: 36600-60T 12:10PM-1:20PMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B

WORKSHOP IN OPERATIONS/MANAGEMENT
SCIENCE (36600) - ZHONG, YUAN; XIN, LINWEI

- CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

- PREREQUISITES

PhD students only. Instructor permission required for MBA students.

Restrictions

- PhD - students only

- NO SYLLABUS AVAILABLE

Schedule

- Autumn 2017Section: 36600-60T 12:10PM-1:20PMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B
- Spring 2018Section: 36600-60T 12:10PM-1:20PMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B

LINEAR PROGRAMMING (36900) - MARTIN, R.

- CONTENT

This course provides a rigorous treatment of linear and integer optimization. It is designed for students that want to build large-scale optimization models and need an understanding of the underlying theory. The course will cover polyhedral theory, projection and inverse projection techniques for systems of linear inequalities, simplex and interior point algorithms, duality, decomposition techniques, and cutting planes. While this course is theoretical in nature, we will continually illustrate application of the theory to solving real, large-scale problems.

Format

- Lectures
- Discussion

- PREREQUISITES
Linear algebra and Calculus.

- **MATERIALS**
  
  Professor will distribute lecture notes.

- **GRADES**
  
  Grades will be based on problems sets, discussion, and a final exam. No provisional grades.

  Grades
  
  - Graded homework assignments
  - Graded attendance/participation

- **Testing**
  
  - Final exam (take home)

- **Restrictions**
  
  - No pass/fail grades

- **SYLLABUS**
  
  Schedule

  - Autumn 2017Section: 36900-50R 2:00PM-5:00PMHarper CenterLecture Hall C05

**DYNAMIC PROGRAMMING/MARKOV DECISION PROCESSES (36902) - CALDENTEY, RENE**

- **CONTENT**
  
  Decisions are often made sequentially and in environments where their outcomes are subject to stochastic variability. Dynamic Programming (DP) provides a powerful tool for obtaining structural insight about, as well computing prescriptions for, such decisions. The method finds wide application in operations management, marketing, economics, and finance among other fields. This course is intended to provide a rigorous introduction to the method with an emphasis on applications from these fields. When appropriate, finite or countable state Markovian settings will be used to obtain theoretical results with a minimum of technical fuss. Implementation and computational issues will be discussed.
PREREQUISITES

Linear and/or nonlinear optimization, Markov chain theory. PhD students only.

Restrictions

- PhD - students only

MATERIALS

The following textbook will be used extensively as the primary reading for the course: Dynamic Programming and Optimal Control, Vols. 1 (3rd Edition) and 2 (4th Edition) by Dimitri P. Bertsekas. In addition a few research papers will be distributed in class.

GRADES

No provisional grades.

SYLLABUS

Schedule

- Spring 2018
  - Section: 36902-50F 8:30AM-11:30AM
  - Harper Center
  - The Gidwitz Family Faculty Seminar Room - HC3B

CONVEX OPTIMIZATION (36903) - SREBRO, NATHAN

CONTENT

The course will cover techniques in unconstrained and constrained convex optimization and a practical introduction to convex duality. The course will focus on (1) formulating and understanding convex optimization problems and studying their properties; (2) understanding and using the dual; and (3) presenting and understanding optimization approaches, including interior point methods and first order methods for non-smooth problems. Examples will be mostly from data fitting, statistics and machine learning.

This is a cross-listed course taught by Nati Srebro in Toyota Technological Institute at Chicago. The course will not be held at Booth. It will be held in TTIC (6045 S. Kenwood Ave.) Room 526B.

PREREQUISITES

Linear Algebra, Multidimensional Calculus, Undergraduate Algorithms. BUSN 36903 = TTIC 31070/CMSC 35470/STAT 31015

NO SYLLABUS AVAILABLE
**APPROXIMATE DYNAMIC PROGRAMMING (36905) - ADELMAN, DAN**

**CONTENT**

While many real-world problems can be formulated as Markov Decision Processes, they have historically suffered in practice due to Bellman’s curse of dimensionality making computation intractable. However, over the last decade or so, researchers have been making significant strides in the area of approximate dynamic programming. A wide range of practical applications have now been successfully explored, in areas ranging from supply chain and distribution management, dynamic pricing and revenue management, marketing/advertising, industrial organization, finance, and others.

In this course, students will learn the state-of-the-art theory and methods for approximate dynamic programming. We will cover the full range of approaches available, including simulation-based methods and exact methods in the following broad categories: neurodynamic programming/reinforcement learning, gradient estimation, discretization/interpolation, fixed point projection, and math programming. As such, the course is ideal preparation for students in any field of study who are interested in solving dynamic programs that capture real-world features, but are intractable using standard methods. Students will implement the various numerical methods learned on a problem of their choosing, ideally coming from their own research.

**Format**

- Lectures

**PREREQUISITES**

PhD students only.

**Restrictions**

- PhD - students only

**GRADES**

Grades

- Graded homework assignments

**NO SYLLABUS AVAILABLE**
STOCHASTIC PROCESSES (36906) - ATA, BARIS

- **CONTENT**
  
  PhD level course.

- **PREREQUISITES**
  
  Restrictions
  
  - PhD - students only

- **MATERIALS**
  
  Resources
  
  - Canvas Site

- **GRADES**
  
  No provisional grades.

**NO SYLLABUS AVAILABLE**

Schedule

- Winter 2018Section: 36906-50 TBA

NETWORKS: INTRODUCTION TO MODELING AND ANALYSIS (36911) - CANDOGAN, OZAN
Networks are prevalent in our modern society. Social networks capture interactions among friends and colleagues; and shape opinions, tastes, and decisions. Firms interact with the same suppliers and customers and use web-like supply chains. The structure of the supply networks determines the competitive landscape among firms, and how supply risks impact the production process. Economic and financial markets look much more like networks than anonymous marketplaces. Financial linkages among banks, consumers, and companies also form networks through which funds flow and risks are shared.

This course will introduce models and tools for the study of networks. We will first discuss fundamental network models, and an overview of concepts used to describe and measure networks. Then we will focus on network formation models, and analyze both probabilistic models and models of strategic network formation. We will also study network games, and discuss how strategic decision makers interact in networks. We will explore how to identify key agents in networks, and explain the interplay between an agent's network position and her decisions in the context of network games. We will analyze how ideas, opinions, and diseases propagate in networked systems, and introduce mathematical tools useful for characterizing the outcome of such processes. We will cover topics such as opinion dynamics, learning, and contagion in networks. We will see how certain common principles permeate the functioning of diverse networks, and how the same issues related to robustness, fragility, and interlinkages arise in several different types of networks. Throughout the course, we will also discuss various applications and results from the recent networks literature.

Format

- Lectures
- Discussion
- Group Projects
- Group Presentations

PREREQUISITES

PhD students only.

Restrictions

- PhD - students only

MATERIALS

Lecture notes will be posted in Canvas.

Resources

- Canvas Site

GRADES

Based on homework, group project, and class participation. Can be taken pass/fail. No auditors.

Grades
Graded homework assignments
Graded attendance/participation

Restrictions

- No auditors

**NO SYLLABUS AVAILABLE**

Schedule

- Winter 2018
  - Section: 36911-50T
  - 1:30PM-4:30PM
  - Harper Center Seminar Room 3SW

MARKETING STRATEGY (37000) - DHAR, SANJAY

**CONTENT**

I use a framework based approach to teach this course. The first half of the class is spent on building a structured approach using customer analysis (assessing how the firm could provide unique benefits to an attractive target market segment); company analysis (assessing strategic fit based on long-term strategy and core capabilities) and competitor analysis (ascertaining how to build sustainable competitive advantage against both "current" and "future" competitors). The second half of the class uses the strategic marketing analysis described above to identify issues and challenges the firm faces, and articulate marketing objectives that are used to develop the marketing plan (product development, positioning and product strategy; setting prices to capture value, determining potential channel or places of distribution and promotion & communication strategies to communicate benefits to the target market).

I also try to use multiple pedagogical tools to help students comprehend and assimilate the material. This includes lectures that introduce tools, concepts and frameworks on each topic in the framework followed by a rigorous case analysis to illustrate application. In addition, I will discuss current events, recent industry examples, and ask you to play a real-world data based pricing simulation. I have also been working with firms applying these frameworks for the last 25 years and hope that students will also share their experiences in class discussions. Finally, in order to expose you to different types of marketing careers where concepts taught in this class can be leveraged, I typically invite 1-2 guest speakers from a variety of industries.

I strive to enhance student problem-solving and decision-making abilities and use marketing case studies to provide an opportunity (both written and oral) to help a student develop, present, and defend their own recommendations, and to examine and discuss the recommendations of others critically. Given the rigorous and highly interactive nature of class discussion, as well as framework based approach used, this class is helpful to students for case analysis preparation. Therefore, in addition to students pursuing marketing careers, this class is also helpful to students pursuing consulting careers, developing entrepreneurial businesses, or interested in understanding and analyzing growth and demand strategies of a corporation.

Format
Lectures
Discussion
Case Studies
Group Projects

PREREQUISITES

None. It is mandatory to attend the first class session. No non-Booth students.

Restrictions

No non-Booth Students

MATERIALS

Course readings and cases will be posted on the class Canvas site.

Resources

Canvas Site

GRADERS

Grading is based on an individual final case exam, three group case write-ups and class participation. In class discussions, students are expected to be able to support their point of view and therefore it is recommended to prepare the case thoroughly with your group before class. It is best to form groups with 4-5 students (from the same section) with diverse backgrounds but compatible work schedules and similar learning objectives from the course. Your learning from this class will be commensurate with the amount you put into the class. In order to realize the benefits of the discussion format for the cases, class attendance is mandatory. Cannot be taken pass/fail. No auditors. Students planning to add the course need to attend the first class session.

Grades

Graded homework assignments
Graded attendance/participation

Testing

Final exam (take home)

Restrictions

No pass/fail grades
No auditors

SYLLABUS

Schedule
MARKETING STRATEGY (37000) - DIETVORST, BERKELEY

CONTENT

IMPORTANT: Relative to other marketing strategy sections, this class will place particular emphasis on the consumer and understanding the role of consumer psychology in strategic decisions. Please consider whether or not this focus fits with your preferences before enrolling.

This course introduces the substantive and functional aspects of marketing management. Specific course goals are as follows: (1) to introduce students to marketing strategy and the elements of marketing analysis: customer analysis, competitor analysis, and company analysis; (2) to familiarize students with the elements of the marketing mix (product strategy, pricing, advertising and promotion, and distribution), and to enhance their problem-solving and decision-making abilities in these operational areas of marketing; and (3) to use marketing case studies to provide an opportunity to develop, present, and defend a student's own recommendations, and to examine and discuss the recommendations of others critically.

The course employs a balanced mix of case discussions and lectures/class discussions. Class lectures and discussions provide an exposition of key concepts, and wherever possible are supported by research on current marketing practices. The case studies provide an opportunity to apply the theories, concepts, and analytical devices developed in the lectures.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

None.

MATERIALS

Resources

- Canvas Site
GRADES

Based on a final exam, individual and group case write-ups, group project, and class participation. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Spring 2018 Section: 37000-01W 1:30PM-4:30PM Harper Center Lecture Hall C10
- Spring 2018 Section: 37000-02R 8:30AM-11:30AM Harper Center Lecture Hall C10
- Spring 2018 Section: 37000-81W 6:00PM-9:00PM Gleacher Center Lecture Hall 404

MARKETING STRATEGY (37000) - MCKINNEY, JOHN

CONTENT

COURSE DESCRIPTION The objective of the course is to provide an introduction to marketing strategy. The course develops a common framework (3Cs/4Ps) to analyze real world problems presented in business cases and synthesize recommendations addressing strategic marketing issues. Numerous tools that are used to support the framework are also introduced. Goals of the course include:

1. To introduce marketing strategy and the elements of marketing analysis or business situation analysis: Customer analysis, Company analysis, and Competitor analysis (3Cs).

2. To develop familiarity with the tactical use of elements of the marketing mix - product policy, pricing, promotion, and placement/distribution (4 Ps) – in a manner consistent with marketing analysis and strategy.

3. To integrate elements of the framework prescriptively into real world business situations.
4. To provide an exposure to business case analysis and the critical thinking common in case based business classes.

**COURSE FORMAT** Approximately half of each class will be devoted to discussion of business cases. The remainder of the classes will be dedicated to the presentation and discussion of theories, concepts, analytical techniques and empirical findings useful in marketing management. Students will work in study groups of 4 to 5 individuals to work on exercises and brief in-class presentations using tools from the lectures. Students will also write-up several cases individually using a format provided in class (write-ups are typically 1 to 2 pages long). Course content includes some light quantitative work.

**Format**
- Lectures
- Discussion
- Case Studies
- Group Projects

**PREREQUISITES**
None. Undergraduate only section.

**MATERIALS**
Business cases and articles are required reading for the class, and will be posted in Canvas. The presentation slides that will be used in class will also be available in Canvas. A textbook will provide supplemental reading.

**Resources**
- Canvas Site

**GRADES**
Each student’s grade will be based on a combination of case write-ups, class participation, group presentations, and an in-class case-based mid-term and final. Due to the amount of group work and discussions, the class can’t be taken pass/fail or audited.

**Grades**
- Graded homework assignments
- Graded attendance/participation

**Testing**
- Midterm
- Final exam (in class)

**Restrictions**
MARKETING STRATEGY (37000) - RAO, ANITA

**CONTENT**

This course introduces the substantive and functional aspects of marketing management. Specific course goals are as follows: (1) to introduce students to marketing strategy and the elements of marketing analysis: customer analysis, competitor analysis, and company analysis; (2) to familiarize students with the elements of the marketing mix (product strategy, pricing, advertising and promotion, and distribution), and to enhance their problem-solving and decision-making abilities in these operational areas of marketing; and (3) to use marketing case studies to provide an opportunity to develop and defend a student's own recommendations, and to examine and discuss the recommendations of others critically.

The course employs a balanced mix of case discussions and lectures/class discussions. Class lectures and discussions provide an exposition of key concepts, and wherever possible are supported by research on current marketing practices. The case studies provide an opportunity to apply the theories, concepts, and analytical devices developed in the lectures.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

**MATERIALS**

This course will have a Canvas site.

**Resources**

- Canvas Site
GRADES

Based on a midterm, final exam, individual and group case write-ups, and class participation. Course cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017 Section: 37000-03F 8:30AM-11:30AM Harper Center The PIMCO Classroom-HCC07
- Autumn 2017 Section: 37000-04F 1:30PM-4:30PM Harper Center The PIMCO Classroom-HCC07
- Autumn 2017 Section: 37000-85S 1:30PM-4:30PM Gleacher Center Lecture Hall 404

MARKETING STRATEGY (37000) - SHAPIRO, BRADLEY

CONTENT

This course introduces modern marketing management techniques. Specific course goals include: 1) To introduce you to the fundamentals of modern marketing practice. Specifically, we will look at the four tactical P’s — price, promotion, product, and place (distribution) — through the structural lens of the three C’s — customer, competition, and company. 2) To provide a theoretical basis and data-driven techniques for analyzing the success or failure of marketing actions. 3) To familiarize you with practices that marketing consulting firms typically employee. This class aims to help you sort through jargon, allowing you to make well-informed decisions based on knowing which techniques are applicable given the situation.

This course differentiates itself from other marketing strategy sections by viewing marketing from the perspective of economics. While students are not required to have taken a course in microeconomics (33001 or a
course from undergrad), it is highly recommended. We will use demand curves and profit maximization as a jumping off point to understand where and how marketing decisions influence economic calculation.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

Background in microeconomics (Bus 33001 or a course at the level of 33001 from undergrad) is helpful but not required. No undergrads, including Dougan Scholars.

MATERIALS

Resources

- Canvas Site

GRADES

Based on a final exam, individual and group case write-ups, and class participation. Course cannot be taken pass/fail.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017Section: 37000-01W 8:30AM-11:30AMHarper CenterLecture Hall C10
MARKETING STRATEGY (37000) - SUSSMAN, ABIGAIL

CONTENT

Relative to other marketing strategy sections, this class will place particular emphasis on the consumer and understanding the role of consumer psychology in strategic decisions.

This course introduces the substantive and functional aspects of marketing management. Specific course goals are as follows: (1) to introduce students to marketing strategy and the elements of marketing analysis: customer analysis, competitor analysis, and company analysis; (2) to familiarize students with the elements of the marketing mix (product strategy, pricing, advertising and promotion, and distribution), and to enhance their problem-solving and decision-making abilities in these operational areas of marketing; and (3) to use marketing case studies to provide an opportunity (both written and oral) to develop, present, and defend a student's own recommendations, and to examine and discuss the recommendations of others critically.

The course employs a balanced mix of case discussions and lectures/class discussions. Class lectures and discussions provide an exposition of key concepts, and wherever possible are supported by research on current marketing practices. The case studies provide an opportunity to apply the theories, concepts, and analytical devices developed in the lectures.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

None.

GRADES

Based on a final exam, individual and group case write-ups, and class participation. Cannot be taken pass/fail.

Grades

- Graded homework assignments
MARKETING STRATEGY WITH SIMULATION (37100) - CHINTAGUNTA, PRADEEP

CONTENT

This course covers the same topics as the regular Marketing Strategy class (37000) with two main differences. First, there will be some Excel-based quantitative assignments using the software XLSTAT that will give you hand-on experience with concepts covered in class (segmentation and perceptual maps). The second difference is that we will be using a computer simulation called SABRE in the last 5 weeks of the quarter. In weeks 6 through 10, you will manage a firm with your group and make marketing decisions for your firm. These decisions include product decisions (creating and launching new products, managing existing products), pricing decisions, channel decisions and promotion decisions. Additionally you will have to decide whether or not to enter a new market. There are two features of this simulation – first, your decisions will be data based, i.e., you will purchase marketing research data and use these data to make your decisions. Second, you will be competing with firms (i.e., groups) in the class. So your performance, as in real markets, will depend not just on your decisions but on those of your competitors. The idea is to simulate an experiential component to the class.
Case Studies
Group Projects
Group Presentations

PREREQUISITES
Ideally the first course in statistics (Bus 41000 or 41100).

MATERIALS
Cases, lecture notes, XLSTAT and SABRE, book (optional).

SYLLABUS
Schedule

Winter 2018
Section: 37100-81R 6:00PM-9:00PM
Gleacher Center Lecture Hall 406
Winter 2018
Section: 37100-85S 9:00AM-12:00PM
Gleacher Center Lecture Hall 406

CONSUMER BEHAVIOR (37101) - BARTELS, DANIEL

CONTENT
The purpose of this course is to inform future managers, analysts, consultants, and advisors of the psychological processes and biases underlying consumer behavior, with emphasis on how to incorporate such insights into marketing and business strategies. Contemporary approaches to business emphasize the importance of adopting a customer focus. Marketing, in particular, begins and ends with the consumer—from determining consumer needs to providing post-purchase satisfaction.

Of course, successful marketing and business strategies depend on a thorough understanding of how people think, and thus the overarching goal of this course is to help you think differently (and better) about how consumers arrive at judgments and choices and how their choices ultimately affect their well-being. You might think that, because you’re a consumer (we all are), your intuitions about the drivers of consumer behavior (including your own) are well-informed, but in fact, your intuitions about this stuff are often inaccurate. To remedy this problem, this course gives students a broad overview of important results from various behavioral sciences (e.g., psychology, marketing, economics) that clarifies how and why people perceive and process information, make decisions, and evaluate stuff the way they do.

The greater understanding of consumer psychology provided in this course will help students to develop strategic consumer insights aimed at better meeting people’s needs. Moreover, because this course takes a broad psychological perspective, it highlights novel ideas for grabbing attention, shaping behavior, and changing people’s minds within and outside of traditional marketing contexts. Also, notably, people everywhere (i.e., not only marketers, but almost everybody you know) are trying to influence you all the time. This means that the issues covered in this class are not only of concern to marketing managers, but to you personally, as gaining an
understanding of these issues helps you better understand yourself as a target of influence. The premise of the course is that understanding consumer psychology has powerful business and personal implications.

**Format**

- Lectures
- Discussion

**PREREQUISITES**

BUS 37000 useful (before or concurrent), but not absolutely necessary.

**MATERIALS**

A selection of readings on Canvas. There will be no textbook.

**Resources**

- Canvas Site

**GRADES**

No pass/fail grades. No auditors.

**Grades**

- Graded homework assignments

**Testing**

- Final exam (in class)

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

**Schedule**

- Autumn 2017 Section: 37101-81W 6:00PM-9:00PM Gleacher Center Lecture Hall 308
- Winter 2018 Section: 37101-01W 1:30PM-4:30PM Harper Center The Sidney Davidson Classroom-HCC04
- Winter 2018 Section: 37101-02W 8:30AM-11:30AM Harper Center The Sidney Davidson Classroom-HCC04
- Winter 2018 Section: 37101-81W 6:00PM-9:00PM Gleacher Center The Amoco Lecture Hall-GC300
DATA-DRIVEN MARKETING (37103) - HITSCH, GÜNTER

**CONTENT**

Rapid advances in information technology during the last decades have enabled firms to create and analyze large databases of customer interactions and transactions. Data-driven marketing is an approach to implement marketing decisions based on a statistical analysis of big data to improve the profitability of marketing using ROI metrics.

The class is designed to provide a broad overview of data-driven marketing techniques. In the first part of the class we study methods to measure store and market level demand using demand models. Applications include base-price optimization, data-driven price discrimination, and promotions management. We also study the measurement of short-run and long-run effects of advertising. In the second part of the class we cover customer relationship management (CRM) and database marketing. We introduce a general framework to implement customer-level targeting using predictive modeling based on customer lifetime value and return on investment (ROI) predictions. We apply this framework to customer development, retention, and acquisition decisions. The final part of the class focuses on digital marketing and how to predict the effectiveness and profitability of display and search advertising.

Throughout the class we make use of statistical tools, including regression analysis and logistic regression. In particular, all assignments and the take-home final involve practical applications of the concepts covered in class using data and methods implemented in the R statistical computing language.

**Format**

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

Business 37000 or 37100: strict, and 41000 or 41100. Cannot enroll in 37103 if 37105 taken previously: strict.

**MATERIALS**

This course will have a Canvas site.

**Resources**

- Canvas Site

**GRADES**

Based on a final take-home exam/project, homework assignments, and class participation. Cannot be taken pass/fail.
Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Spring 2018 Section: 37103-01R 1:30PM-4:30PM Harper Center The Sidney Davidson Classroom HCC04
- Spring 2018 Section: 37103-85S 9:00AM-12:00PM Gleacher Center The Sidney Davidson Lecture Hall GC204

DATA SCIENCE FOR MARKETING DECISION MAKING (37105) - HITSCH, GÜNTER

CONTENT

Marketing decisions in the era of big data are increasingly based on a statistical analysis of large amounts of transaction and customer data that provides the basis for profitability and ROI predictions. The goal of this class is to introduce modern data-driven marketing techniques and train the students as data scientists who can analyze data and make marketing decisions using some of the state-of-the-art tools that are employed in the industry.

We will cover a wide range of topics, including demand modeling, the analysis of household-level data, customer relationship management (CRM) and database marketing, and elements of digital marketing. The focus throughout is on predicting the impact of marketing decisions, including pricing, advertising, and customer targeting, on customer profitability and the return on investment (ROI) from a customer interaction.

The students will get immersed in a workflow that begins with the initial processing of the raw data and ends with the implementation of the marketing decision. First, we will learn how to manage and process large databases. The tools that we will use include SQL and some key packages in R that are designed for big data processing. Second, we will discuss and apply some modern statistical tools building on regression analysis, including Bayesian hierarchical models and some key tools from the machine learning literature. Finally, we will learn how to implement key marketing decisions based on the statistical analysis of the data.
Note: The broad set of topics in this class overlaps with the topics covered in 37103 (Data-Driven Marketing). However, we will cover these topics at a faster pace and emphasize state-of-the-art techniques that are only briefly surveyed or not covered in 37103. Also, the main goal of the data assignments in 37103 is to make the students familiar with some key concepts in data-driven marketing. This class goes above and beyond this goal and introduces the students to a professional data scientist’s workflow used for marketing decision-making.

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

Business 37000 and 41000 (or 41100). Cannot enroll in 37105 if 37103 taken previously: strict.

Throughout the class the students will write scripts in R, and correspondingly some programming experience (in R or some other language) is necessary.

MATERIALS

Resources

- Canvas Site

GRADES

Based on a final take-home exam/project, homework assignments, and class participation. Cannot be taken pass/fail.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule
MARKETING RESEARCH LAB (37106) - TERRILL, CRAIG

CONTENT

This is an experiential learning course designed in conjunction with client company marketing projects. The primary purpose is to provide marketers with a hands-on experience in developing and interpreting marketing research information to enable more rigor in marketing decision-making and strategy development. The course is structured from the point of view of the marketing executive, product manager, management consultant or entrepreneur who will use research initiatives to understand the beliefs, motivations and reactions of key market constituents and to inform strategy decisions. The new type of strategic marketing required can be referred to as marketing engineering.

Students will work in teams to conduct original marketing research and solve real-world marketing challenges for their client companies. In the past, a wide range of companies have participated in marketing labs including large companies such as P&G, Google, Starbucks, Symantec, PepsiCo, Intel, and Walmart as well as successful niche companies such as ErgoBaby, Shutterfly, Chamberlain, Accuweather.com, GardenLites and Cacique. Considerable effort is made in the months prior to the start of this lab class to recruit companies and scope projects that are important to the client company while providing a robust and relevant learning experience for students. The course will cover and client projects will require teams to generate both qualitative and quantitative research. The underlying approach is designed to have students pursue marketing initiatives to help a company address business issues such as growing revenues, increasing gross margins, engaging and keeping customers, etc. These marketing initiatives might include identifying the key factors driving changes in the market, segmenting the market to identify target customers, identifying competitive gaps, positioning the company or products, leveraging brand equity, optimizing a product’s features and configuration, testing new product concepts, gaining insights on pricing, informing advertising and messaging, estimating market potential, and the like. The course will help students to develop a critical eye for marketing research and an understanding of how to leverage the right research approach to address a marketing issue to be solved. The emphasis is on applying research tools and templates rather than on learning the statistical underpinnings and formulas that drive data analyses.

Group projects will be company-sponsored, real-world marketing projects. Student teams will work closely with their clients, with the guidance of an experienced faculty coach, to uncover market, customer and product insights through qualitative research, obtain strategic & relevant proprietary data through structured quantitative research, develop conclusions from data analysis, and provide actionable recommendations to the marketing challenge(s) faced by the company. We have a partnership with a professional market research firm whereby their services and tools are used for implementing an online quantitative survey, including the recruiting of targeted consumers to take the survey. Expect to spend approximately 6-7 hours per week outside of class.

Spring 2018 Timeline

1. Informational Webinar on Friday, February 16th from noon – 12:30 pm. This webinar gives details about the class, the application process, the potential client projects, and timing.

2. Applications are due by Monday, February 19th. Students admitted shortly thereafter.
3. Students provide their top preferences regarding the client projects.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

**PREREQUISITES**

Business 37000: Can be taken concurrently. No non-Booth students. Application and acceptance into course is required. Course cannot be dropped once enrolled.

Restrictions

- No non-Booth Students

**MATERIALS**

This course includes a textbook (*Marketing Engineering*), case studies, and readings from practitioners and academics. Every effort is made to invite one or more practicing product developers as guest lecturers. This course is an experiential learning course and emphasizes the practical application of marketing research/strategy theory.

Resources

- Canvas Site

**GRADES**

90% of a student’s grade is based on three group deliverables due at the end of each phase of the client group project. Group work is extensive in this course, and peer evaluations impact final grades. Students should expect to meet with their group, outside of class, one time each week and to conduct a conference call with their client most every week. Students must apply for the course. Once accepted into the course, it cannot be dropped. Any drops result in major complications with clients.

There are no exams. This course cannot be taken pass/fail. Provisional grades are given subject to timely completion of assignments.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions
Traditional marketing tools, such as surveys and transactional data, are widely used to monitor ongoing marketing activities and to course-correct within a given marketing strategy. However, making decisions about changes in marketing strategy requires predicting how consumers will behave in a different market context than the one that currently exists. This course covers the use of experimental methods to quantify the causal effect of marketing decisions.

Experimental methods have been used since the early days of marketing in settings such as retail test-markets and direct mail. In recent years, technological change, particularly the proliferation of online A/B testing, has fundamentally altered the methods and benefits of marketing experimentation. This course will cover the fundamentals of conducting marketing experiments and students will learn how to incorporate experimental results into managerial decision making. In particular, we will discuss:

1. The kinds of decisions for which experimental tests are most beneficial compared to alternative approaches.
2. How to design experiments, taking into account factors including cost, sample size and effective treatment rates, analytic complexity, modeling and decision needs, potential information leakage and other sources of bias, and customer reaction.
3. How to statistically analyze experimental results to draw valid conclusions that will generalize reliably to the decisions being made.
4. How to incorporate experimental results into decision making, including differences between tactical and strategic findings, identifying and managing threats to internal and external validity, and incorporating experimentation into long-term knowledge-building.

The course will use a combination of lectures, case studies, hands-on exercises and an exam. Students will learn the tools needed to implement experimental methods in practice, from lab and survey-based experiments and concept tests to in-store, online and direct-communication field testing. We will discuss cases in which experimentation changed the way organizations made decisions, drawing on examples from advertising, online sales, consumer packaged-goods, consumer finance, fundraising and government.
PREREQUISITES

Business 37000 (Marketing Strategy) and 41000/41100 (Statistics) are required (strict), but can be taken concurrently. We will use statistical significance testing and regression analysis throughout the course. While we will review the basics of using these methods in our context, prior experience with statistical data analysis is important. Students who have not taken 41000 or 41100 must obtain the instructor's approval to enroll. Students who are not enrolled in one of the Booth programs must obtain permission from the instructor to enroll in this class.

MATERIALS

There is no textbook for this course. This course covers rapidly evolving methods and practices, and synthesizes from a wide range of sources, including academic research, policy experiments and business practices.

Resources

- Canvas Site

GRADES

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (take home)

SYLLABUS

Schedule

- Spring 2018 Section: 37107-01W 1:30PM-4:30PM Harper Center Lecture Hall C09
- Spring 2018 Section: 37107-81W 6:00PM-9:00PM Gleacher Center Lecture Hall 206

STARTUP MARKETING (37108, 50 UNIT COURSE) - MISRA, SANJOG
“Because the purpose of business is to create a customer, the business enterprise has two – and only two – basic functions: marketing and innovation.” – Peter Drucker

Nowhere is this quote ring true more than in the context of startups. For startups, Marketing is the fundamental component of strategy and the key ingredient in tactical decisions. This course is a 5-week foray into discussing elements of marketing in the context of startups, examining when and why traditional ideas might not work and novel ideas that might.

The course will involve lectures and discussions. Each session (more or less) will feature an external speaker followed by a classroom discussion on a particular topic. The course will strive to balance the practical aspects of marketing with a theoretical understanding of the concepts and frameworks involved.

The class will consist of five sessions/modules that include:

Format

- Lectures
- Discussion
- Case Studies
- Group Projects

PREREQUISITES

This course has no official prerequisites however students will be expected to have a basic understanding of Marketing and Economics. Students will also benefit from having completed other marketing courses (Pricing, Data Driven Marketing) but these are not required. No Non-Booth and no Dougan Scholars students.

MATERIALS

Resources

- Canvas Site

GRADICES

No pass/fail grades. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing
Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017
  - Section: 37108-01F
  - 1:30PM-4:30PM
  - Harper Center Lecture Hall C102
  - 2nd Half: Week 6 - Week 10
  - 50 Unit Course

NEW PRODUCTS AND SERVICES (37200) - MIDDLEBROOKS, ARTHUR

CONTENT

The primary purpose of this course is to provide marketers with an in-depth understanding of current practices in new product development, with an emphasis on the early up-front stages of the product development process. Topics covered include: stage-gate and agile innovation processes, innovation strategy, platform strategy, opportunity identification, perceptual mapping, qualitative and quantitative market research techniques for uncovering customer needs, idea generation and screening, writing new product concept statements, concept optimization and testing, new product forecasting methods (including innovation diffusion models and simulated test markets), brand extendibility, and new product launch plans.

This course will cover consumer and business-to-business products and services (with an emphasis on consumer products), including examples from food and beverage, household consumer products, telecommunication services, building products, software, medical products, and insurance. Students will learn about and apply current tools for effective new product development including perceptual mapping, stage-gate and agile development processes, ethnographic market research techniques, ideation/brainstorming techniques, idea screening models, concept statements and quantitative concept tests, conjoint analysis, forecasting models, new product launch strategies, and new product business cases. This course will also highlight the different roles and functions required for effective new product development. A series of group projects enables students to apply these tools to a category chosen by the students.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
Group Presentations

PREREQUISITES

Business 37000: strict (can be taken concurrently). Cannot be taken if 37201 “Lab in Developing New Products and Services” has already been completed: strict.

MATERIALS

This course includes a text, several case studies, and readings from practitioners and academics. I make every effort to invite one or more practicing product developers as guest lecturers. This course emphasizes the practical application of product development theory.

Resources

Canvas Site

GRADES

70% of grades are based on three group projects (working with the same team of students on all three projects) that take a new product from opportunity identification through concept development and testing and final recommendations. 30% of grades are based on individual assignments. There is significant group work in this class, and peer evaluations impact grades for each group assignment.

Cannot be taken pass/fail. Provisional grades are given subject to timely completion of assignments.

Grades

Graded homework assignments

Restrictions

No pass/fail grades

SYLLABUS

Schedule

Winter 2018Section: 37200-81R 6:00PM-9:00PMGleacher CenterThe FMC Corporation Lecture Hall-GC304

NEW PRODUCTS AND SERVICES (37200) - TERRILL, CRAIG

CONTENT
The primary purpose of this course is to provide marketers with an in-depth understanding of current practices in new product development, with an emphasis on the early up-front stages of the innovation and product development process. Topics covered include: design thinking, stage-gate and agile innovation processes, innovation strategy, lean startup principles, platform strategy, inventive opportunity identification, perceptual mapping, qualitative and quantitative market research techniques for uncovering customer needs, generating ideas and screening, new product concept statements, concept optimization and testing, new product forecasting methods (including innovation diffusion models), brand extendibility, and new product launch plans.

This course will highlight new products and services from consumer, technology, and business-to-business industries, including examples from household consumer products, web services, consumer electronics, consumer services, building products, medical devices, and consumer durables. Students will learn about and apply current tools for effective new product development including perceptual mapping, design thinking and stage-gate development processes, ethnographic market research techniques, ideation/brainstorming techniques, idea screening models, concept statements and quantitative concept tests, conjoint analysis, forecasting models, new product launch strategies, and new product business cases. This course will also highlight the different roles and functions required for effective new product development.

The group project, which consists of three phases with three assignments, enables students to apply the tools learned to a desired category.. Students determine the focus of their group project. Each team will select a product or service category or market space that they want to pursue for their group project. While an actual client is not involved (note: client-based projects are pursued in the New Products LAB course – 37201), the projects are nonetheless realistic and relevant in the market space selected. Students will complete three sequential and related group assignments to uncover opportunities for innovation, generate ideas, develop new product/service concepts, test those concepts with a representative group of target consumers, generate a forecast for their top concept, and develop & present a business case in-class.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

**PREREQUISITES**

Business 37000: Can be taken concurrently.

**Restrictions**

- No non-Booth Students

**MATERIALS**

This course includes a text, case studies, and readings from practitioners and academics. I make every effort to invite one or more practicing product developers as guest lecturers. This course emphasizes the practical application of product development theory.

Resources
70% of a student’s grade is based on three group deliverables due at the end of each phase of the group project. The quarter-long group project takes a new product from opportunity identification through concept development and testing, and concludes with final recommendations. 20% of a student’s grade is based on individual assignments. 10% of a student’s grade is based on individual class participation. Group work is extensive in this course, and peer evaluations impact final grades.

This course cannot be taken pass/fail. No auditors. Provisional grades are given subject to timely completion of assignments.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017Section: 37200-85S 1:30PM-4:30PMGleacher CenterLecture Hall 408

LAB IN DEVELOPING NEW PRODUCTS AND SERVICES (37201) - MIDDLEBROOKS, ARTHUR

CONTENT

The primary purpose of this course is to provide marketers with an in-depth understanding of current practices in new product development, with an emphasis on the early up-front stages of the product development process. Topics covered include: stage-gate and agile innovation processes, innovation strategy, platform strategy, opportunity identification, perceptual mapping, qualitative and quantitative market research techniques for uncovering customer needs, idea generation and screening, writing new product concept statements, concept optimization and testing, new product forecasting methods (including innovation diffusion models and simulated test markets), brand extendibility, and new product launch plans.
This course will cover consumer and business-to-business products and services (with an emphasis on consumer products), including examples and cases from food and beverage, household consumer products, telecommunication services, building products, software, medical products, and insurance. Students will learn about and apply current tools for effective new product development including perceptual mapping, stage-gate and agile development processes, ethnographic market research techniques, ideation/brainstorming techniques, idea screening models, concept statements and quantitative concept tests, forecasting models, new product launch strategies, and new product business cases. This course will also highlight the different roles and functions required for effective new product development. A series of group projects enables students to apply these tools on an actual client “lab” project.

- Group projects will be company-sponsored, real-world innovation projects. Student teams will work closely with their clients, under the guidance of a faculty coach, to uncover unmet customer needs, generate ideas, develop new product/service concepts, test those concepts quantitatively with a representative group of target consumers using a professional market research firm, and make recommendations to their clients. Expect to spend ~10 hours/week outside of class.

### Winter 2018 Timeline

- Webinar on Friday Nov. 10th from noon-12:30pm. This webinar gives details about the class, the application process, and timing.
- Applications due by Monday Nov. 13th. Acceptances will be announced by Nov. 16th.

### Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

### PREREQUISITES

Business 37000: strict (can be taken concurrently). No non-Booth students, including Dougan Scholars. Application and acceptance into course required. Course cannot be dropped once enrolled. Cannot be taken if 37200 “New Products and Services” has already been completed.

### Restrictions

- No non-Booth Students

### MATERIALS

This course includes a text, several case studies, and readings from practitioners and academics. I make every effort to invite one or more practicing product developers as guest lecturers. This course emphasizes the practical application of product development theory.

### Resources

- Canvas Site
GRADES

100% of grades are based on three group projects that take a new product from opportunity identification through concept development and testing and final recommendations. Group work is extensive in this course, and peer evaluations impact grades for each group assignment. Students should expect to meet with their groups multiple times each week and speak with their client every week. It is mandatory to attend the first and last class sessions, and also the final client presentation during final's week. Students must apply for the course. Once accepted into the course, it cannot be dropped. Any drops result in major complications with clients.

Cannot be taken pass/fail. No auditors. Provisional grades are given subject to timely completion of assignments.

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Winter 2018Section: 37201-01R 8:30AM-11:30AMHarper CenterThe Jon S. Corzine Foundation Classroom-HCC01
- Winter 2018Section: 37201-81W 6:00PM-9:00PMGleacher CenterThe FMC Corporation Lecture Hall-GC304

LAB IN DEVELOPING NEW PRODUCTS AND SERVICES (37201) - TERRILL, CRAIG

CONTENT

The primary purpose of this course is to provide marketers with an in-depth understanding of current practices in new product development, with an emphasis on the early up-front stages of the innovation and product development process. Topics covered include: design thinking, stage-gate and agile innovation processes, innovation strategy, lean startup principles, platform strategy, inventive opportunity identification, perceptual mapping, qualitative and quantitative market research techniques for uncovering customer needs, generating ideas and screening, new product concept statements, concept optimization and testing, new product forecasting methods (including innovation diffusion models), brand extendibility, and new product launch plans.

This course will cover consumer and business-to-business products and services (with an emphasis on consumer products), including examples and cases from high tech, fin tech, food and beverage, household consumer products, telecommunication services, building products, software, medical products, and financial services. Students will learn about and apply current tools for effective new product development including perceptual mapping, design thinking and stage-gate development processes, ethnographic market research techniques, ideation/brainstorming techniques, idea screening models, concept statements and quantitative concept tests,
conjoint analysis, forecasting models, new product launch strategies, and new product business cases. This course will also highlight the different roles and functions required for effective new product development. The group project, which consists of three phases with three assignments, enables students to apply these tools on an actual client “lab” project.

Group projects will be company-sponsored, real-world innovation projects. Student teams will work closely with their clients, with the guidance of a faculty coach, to uncover unmet customer needs, generate ideas, develop new product/service concepts test those concepts quantitatively with a representative group of target consumers provided by a professional market research firm, and make recommendations to their clients. Expect to spend approximately 6 – 7 hours per week outside of class.

**Spring 2018 Timeline**

1. Informational Webinar on Friday, February 16th from noon – 12:30 pm. This webinar gives details about the class, the application process, the potential client projects, and timing.

2. Applications are due by Monday, February 19th. Students admitted shortly thereafter.

3. Students provide their top preferences regarding the client projects.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

**PREREQUISITES**

Business 37000: Can be taken concurrently. No non-Booth students. Application and acceptance into course **required.** Course cannot be dropped once enrolled.

**Restrictions**

- No non-Booth Students

**MATERIALS**

This course includes a textbook, case studies, and readings from practitioners and academics. Every effort is made to invite one or more practicing product developers as guest lecturers. This course is an experiential learning course and emphasizes the practical application of product development theory.

**Resources**

- Canvas Site

**GRADES**

90% of a student’s grade is based on three group deliverables due at the end of each phase of the client group project. The quarter-long group project takes a new product from opportunity identification through concept development and testing, and concludes with final recommendations. Group work is **extensive** in this course, and
Peer evaluations impact final grades. Students should expect to meet with their group, outside of class, at least one time each week and to conduct a phone or video-based call with their client every week. It is mandatory to attend the first and last class sessions, and also the final client presentation during final’s week. Students must apply for the course. Once accepted into the course, it cannot be dropped. Any drops result in major complications with clients.

There are no exams. This course cannot be taken pass/fail. Provisional grades are given subject to timely completion of assignments.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Spring 2018Section: 37201-01 TBA

PRICING STRATEGIES (37202) - DUBÉ, JEAN-PIERRE

CONTENT

The advent of rich marketing data and analytic tools has brought pricing into the forefront of strategic thinking. For most companies, the improvement of pricing strategy is one of the main strategic goals and also one of the main strategic challenges. Most companies struggle with the same basic questions. How do we formulate a pricing strategy? Which data and methods should we be using to make pricing decisions? Who should be in charge of pricing decision-making? In practice, most firms use ad hoc rules of thumb that often fail to generate pricing recommendations that are even close to optimal. The simplicity of these rules of thumb comes at a substantial cost to profitability. Most rules fail to align pricing with the perceived value of consumers and their underlying willingness-to-pay. Many firms also struggle with the delegation of pricing responsibility within the organization, exacerbating the use of simple rules of thumb that fail to deliver effective pricing decisions.

This course blends marketing analytic frameworks, marketing strategy & microeconomic theory, and data to formulate actionable pricing strategies. Students will learn how to coordinate pricing decisions with the rest of the marketing value proposition. Numerous pricing structures are developed in the course, along with their
microeconomic foundations. Students will learn the underlying theory for each pricing structure, along with the practical considerations for implementation.

The course combines cases and homework to teach students how to design and execute pricing strategies. Students will be expected to work with different forms of data and corresponding analytic methods. The course will cover pricing strategies across many contexts including services, B2B and international.

During the quarter, there are 4 group homework assignments, 3 group case write-ups and 1 individual case assignment. The individual assignment is due during week 3. If you register late for the course, you must still submit this first assignment in class during week 3. Failure to submit this assignment will result in a grade of zero and no exceptions will be made. Provisional grades can be assigned so long as students complete all the assignments during the quarter.

For some of the group homework assignments, you will need to run a regression and/or use optimization software. Two review sessions have been scheduled with one of the course TAs to assist those students who are unfamiliar with these techniques.

For the group assignments and group case write-ups, students need to form a group of 4-5 people. All group members must be registered for the same section. No exceptions will be made.

Format

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

Business 33001 or 37000 (either may be concurrent). Students with an understanding of marketing and microeconomic principles will benefit more from the course.

**MATERIALS**

This course will have a Canvas site.

Resources

- Canvas Site

**GRADES**

Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)
GOING TO MARKET: MANAGING CHANNEL STRATEGY (37205) - DALJORD, OEYSTEIN

CONTENT

You have a product. You need to get it on the market. Which channels will you use and how will you organize the distribution? This course investigates the tradeoffs firms face in channel management as they bring a product to market. The goal of this course is to develop a general framework for channel management that can be applied to both the initial channel design and its active management. The framework rests on three important economic concepts: information, incentives and coordination.

We will mainly use cases to illustrate how strategies for taking products to market make use of these concepts. Each week, one or two cases are discussed, covering a variety of markets and products. Strategic issues relating to choice of channels, organization, contracting and information flows are emphasized. Many of the cases will address channel conflict, multi-channel coordination, and multi-channel incentives. The cases are complemented with readings that build and expand on key concepts. The case discussions may conclude with a short lecture. You will apply the framework in this course through case discussion, assignments, and a course project. The exam is a take-home case done individually. The course has no pre-requisites.

Format

- Lectures
- Discussion
- Case Studies

GRADES

Assignments, course project, and take-home case exam. No pass/fail grades.
Grades

- Graded homework assignments

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Winter 2018Section: 37205-01R 8:30AM-11:30AMHarper CenterLecture Hall C09
- Winter 2018Section: 37205-81W 6:00PM-9:00PMGleacher CenterLecture Hall 406

DIGITAL MARKETING (37301) - MOHAN, LIL

CONTENT

Customers are spending more of their time on the digital medium. Therefore companies - both B2C and B2B - are shifting an increasing portion of their marketing budgets to digital marketing to engage them. Also, digital marketing itself is evolving and changing at a fast clip. All of this has created significant challenges for the digital marketer: S/he is left wondering (a) what marketing strategies and techniques to use where & when, and (b) how to keep pace with or stay ahead of the changing digital eco-system.

In DM, students will cultivate a way of thinking that will help them navigate this ever-shifting digital landscape. Also, they will learn how to use various current digital marketing techniques, including: content marketing, advertising, search, apps, games, social media, digital wallets & payments, loyalty programs, location-based, and omni-channel marketing. I have tailored the course such that students will leave equipped with frameworks and strategies that they can apply directly at work today.

By course end, students will have understood: (i) how do digital consumers behave and what are the most effective ways to digitally engage with them, (ii) how one creates digital marketing strategies and programs, (iii) what frameworks and metrics to apply and when, and (iv) how one seamlessly combines digital with traditional off-line marketing programs.

In DM we will cover a broad spectrum of very current topics. To fit this course into a 1-quarter syllabus, I have prioritized topics based on currency, relevance and practical utility. Note that we will not have the bandwidth to deep-dive into specific tactical marketing campaign implementations. Students who already have extensive prior experience with DM should consult with me before signing up for this class.
Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

MATERIALS

There is an extensive amount of reading required for this course. In addition to my lecture notes, we will use a wide array of topical content including blogs, posts, articles, cases, and some book chapters. In class, we will follow a discussion-oriented format, typically also including case-studies, to analyze and understand concepts, frameworks and strategies. Class participation by students is crucial for every student to get the most out of this class.

Resources

- Canvas Site

GRADES

Evaluation is based on: 2 group assignments (total 30%), 4 individual assignments (total 40%), and individual brief case write-ups (15%) and class contributions (15%). There is no final exam. Each group presents its final group assignment in class during the exam week session. Cannot be taken pass/fail. Provisional grades will be given subject to timely completion of assignments.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule
DIGITAL AND ALGORITHMIC MARKETING (37304) - MISRA, SANJOG

CONTENT

Marketing in the digital economy requires strategic and tactical decisions to be made with a high level of precision, at a more granular level and quicker than ever before. It should come as no surprise then that decisions in various marketing functions (including advertising, promotions, pricing and even product design) are now made based on or with the help of data and analytic algorithms. One could say that these algorithms are the marketer’s new competitive toolkit.

In this class we will explore the use of such algorithmic tools in furthering a firm’s digital (and non-digital) marketing goals. In particular, we will focus on methods to capture a consumer’s digital footprint and the algorithms used to use this data to tailor, improve and optimize the firm’s marketing investments. This course will require students to be conversant with digital technologies and somewhat comfortable with data and analytics although expertise is not required.

In addition to classroom discussions the course will feature speakers from firms engaged in algorithmic and digital marketing as well as project(s) that apply tools learnt in class to real problems.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects

PREREQUISITES

This course has two strict prerequisites - 37000 (Marketing Strategy) and either 41000 or 41100 (Statistics). The course can be taken concurrently with the pre-requisite courses. In some rare circumstances, the prerequisites can be waived entirely, but only when I am convinced the student has extensive knowledge of the material covered in one of the courses.

In addition, to the above students will also benefit from having completed other marketing courses (Pricing, Data Driven Marketing) and other courses at Booth that deal with data and computing (e.g. Big Data). These are, however, not required.

The course is somewhat computationally intensive and makes extensive use of R. Some familiarity with R (or programming in general) is essential to extracting full value from the course. Students should take a self-
assessment (which will be made available at least a month before bidding commences) to ascertain their familiarity with the basic elements of R before enrolling.

- **MATERIALS**

  Resources

  - Canvas Site

- **GRADES**

  No pass/fail grades. No auditors.

  Grades

  - Graded homework assignments
  - Graded attendance/participation

- **TESTING**

  Final exam (in class)

  Restrictions

  - No pass/fail grades
  - No auditors

- **SYLLABUS**

  Schedule

  - Autumn 2017Section: 37304-01R 1:30PM-4:30PMHarper CenterLecture Hall C10
  - Autumn 2017Section: 37304-85S 9:00AM-12:00PMMacleer CenterThe Sidney Davidson Lecture Hall-GC204

**MARKETING WORKSHOP (37601) - HITSCH, GÜNTER**

- **CONTENT**

  Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

- **PREREQUISITES**
PhD students only. Instructor permission required for MBA students.

Restrictions

- PhD - students only
- NO SYLLABUS AVAILABLE

Schedule

- Autumn 2017Section: 37601-60T 10:40AM-12:00PMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B

MARKETING WORKSHOP (37601) - HITSCH, GÜNTER; BARTELS, DANIEL

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES

PhD students only. Instructor permission required for MBA students.

Restrictions

- PhD - students only
- NO SYLLABUS AVAILABLE

Schedule

- Spring 2018Section: 37601-60T 10:40AM-12:00PMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B

MARKETING WORKSHOP (37601) - SHAPIRO, BRADLEY; DALJORD, OEYSTEIN
CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES

PhD students only. Instructor permission required for MBA students.

Restrictions

- PhD - students only

NO SYLLABUS AVAILABLE

Schedule

- Winter 2018Section: 37601-60T 10:40AM-12:00PMMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B

LABORATORY IN NEW PRODUCT AND STRATEGY DEVELOPMENT I (37701) - FRENZEN, JONATHAN

CONTENT

This course complements the Chicago Booth's strong training in business theory by providing a problem-solving experience for a small but diverse group of students. The course is designed to help students improve their skills as leaders, team members, and client managers while developing solutions to real-world business problems. Faculty provide students with tools for solving complex problems and detailed feedback regarding their performance. Students who complete this course report they learn a great deal about their abilities as business professionals and find themselves better prepared to manage complex problems and situations in the workplace.

Guided by faculty coaches who are experienced business professionals, each student group is challenged to solve a client problem as an effective team. In previous years Abbott Labs, Accenture, American Airlines, Ameritrade, Bank of America, BASF, Barclays, Citicorp, Clorox, Dow Chemical, Eli Lilly, Frito-Lay, General Electric, W.W. Grainger, Harman International, Honeywell, Johnson & Johnson, Kraft, Microsoft, Nabisco, Nestle, Snap-on Tools, and Roche Diagnostics have sponsored real-world projects. Client-sponsors report that the business insights generated by our teams are as good as, and at times even better than, those produced by top tier consulting firms.

We work with our client-sponsors to offer two distinct types of projects each year:

NEW PRODUCT PROJECTS: Clients ask our teams to develop new products and services for consumer or business markets. New product projects can teach students how to generate and evaluate new product concepts,
how to develop and test prototypes, how to develop a marketing plan for the new product (including competitive positioning, financial forecasts, distribution plans, packaging, a pricing strategy, and a promotional strategy), and, finally, how to present your results to your client in an effective manner. Note that it is not possible to tackle all of these subjects in a single academic quarter. Project scope will be limited to a subset negotiated by the faculty with the client.

STRATEGY PROJECTS: Clients also ask our teams to improve the business performance of existing products, to identify whole new business ventures, to estimate the commercial potential of new technologies, acquisition targets, or targets for divestment. Our strategy projects teach students through direct experience how to decompose a complex strategic problem, how to develop and implement a research plan to evaluate competing solutions, and how to present your selected solutions to your client.

The tools and techniques you will use in these labs are widely employed by business consultants and managers, although time will focus the team on the tools required to solve your client's problem. If you are interested in obtaining a broad overview of all the tools consultants and marketers could employ in a variety of situations, we recommend that you supplement this course with other Chicago Booth courses. This course, however, provides an ideal opportunity to acquire practical experience in managing a cross disciplinary team engaged in a strategy or marketing consulting project.

Project sponsors and a brief description of the projects are announced via an email sent to all Chicago Booth students prior to the beginning of each quarter. Students do not bid for this course. Rather, as further detailed in the email announcement, interested students apply for the course by submitting their resumes for consideration. Questions regarding the course can be directed to the Management Lab Business Manager at 773/702.0635. Please note that because of confidentiality restrictions, the Business Manager cannot provide a description of the content of the projects beyond that set forth in the emailed course announcement.

In Autumn BUS 37701 will be offered according to the following schedule: Section I: Thurs./Friday, 8:30-11:30 am with a class conference call each Tuesday.

In Spring, BUS 37701 will be offered according to the following schedule: Section I: Thurs./Friday, 8:30-11:30 am with a class conference call each Tuesday.

Format

- Discussion
- Group Projects
- Group Presentations

PREREQUISITES

At least one marketing course is required (such as Business 37000 or 37102: strict), and it can be taken simultaneously with Business 37701. Note that we discourage first year students from taking this course in their first quarter at the Chicago Booth unless they already have a working knowledge of marketing and general management. Team performance vitally depends on students' skills in spoken English. Do not attempt this class without fluency in English. During the first week of class, students must attend a reception with their client and a half day client presentation. Short business trips are sometimes required and meetings during evening and weekend hours can be expected.

GRADES

Cannot be taken pass/fail. No auditors. Withdrawal from the course by any admitted student requires the written consent of Professor Jonathan Frenzen, Director of The Management Labs.
Grades

- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017Section: 37701-01RF 8:30AM-11:30AM TBA

DIGITAL MARKETING AND MARTECH LAB (37703) - MOHAN, LIL

CONTENT

Companies today expect their marketing professionals to understand what it takes to design, execute and manage digital marketing strategies and campaigns. In addition, marketing professionals, in both B2B and B2C environments, are now expected to have an understanding of how to select, deploy and use a variety of marketing software platforms & services, including advertising (AdTech), content marketing, marketing and sales automation, websites, social media, sales intelligence, and analytics dashboards. The best way to gain such expertise is for these professionals to actually build and execute specific digital marketing programs/strategies using various MarTech platforms in a lab environment.

This lab course, DMML, takes students through the process of designing and executing specific digital marketing program components, hands-on. They will work with several marketing platforms and tools including those for creating and managing digital presence, content, mobile-first design, advertising, social media, marketing & sales funnel management, and analytics.

By the end of the course, students will learn how to utilize key MarTech platforms and tools to build out digital marketing programs, and by so doing, they will develop a deep understanding of what it really takes to design and execute digital marketing strategies and campaigns on their own.

There will be a webinar at 12:00 noon on August 9th. Registering for this course is by application only, as this is a lab course with some restrictions on the availability of projects. Applications are due by August 15th at 5 pm, and registrations will be finalized by the end of August. Once accepted into the course, students may not drop it.

Format

- Lectures
PREREQUISITES

There are no prerequisites for this course. However, having a basic background in marketing (BUSN 37000) and preferably some digital marketing (BUSN 37301) is a definite plus. Also, while having some programming experience is good, students registering for this course are not required to have taken any computer programming courses. This course is by application only: strict.

MATERIALS

In the lab, we will work hands-on with a set of key MarTech platforms and tools. We will complement this with background reading materials that include papers on strategy and techniques, blogs, posts, articles, specific platform user-manuals, and other ‘how-to’ documents. In each session, we will start with a brief discussion on concepts, tools and techniques, and focus the larger part of the session on working hands-on designing, building, measuring, optimizing, and trouble-shooting various content and digital campaigns.

Resources

Canvas Site

GRADERS

Evaluation is based on a set of individual and group Lab Projects (80%), as well as on individual in-class contributions (20%). There is no final exam. Each group will present its final Lab Project in class during the exam week session. Cannot be taken pass/fail. Provisional grades will be given subject to timely completion of the Lab Projects.

Grades

Graded homework assignments

Graded attendance/participation

Testing

Final exam (take home)

Restrictions

No pass/fail grades

No auditors

SYLLABUS

Schedule
FOUNDATIONS OF ADVANCED QUANTITATIVE MARKETING (37902) - CHINTAGUNTA, PRADEEP

CONTENT

This course is meant for Ph.D. students with marketing as dissertation or minor area. The focus of the course is on understanding the methods currently available for analyzing panel data (household purchases, physician prescriptions, etc.). The course begins with an introduction to the various aspects of individual behavior and the econometric models currently available to study them. The remainder of the course will focus on specific advances in such analyses. These include, but are not limited to, the study of purchases across product categories, the analysis of dynamic purchase behavior and accounting for endogeneity in such models. Students will write code in R, Matlab or some similar software; no canned routines are allowed for PhD students.

Format

- Lectures
- Discussion

PREREQUISITES

PhD Students. MBA students with permission: strict

GRADES

No provisional grades.

Grades

- Graded homework assignments

Testing

- Final exam (take home)

SYLLABUS

Schedule
This is a Ph.D. seminar. We will discuss various topics covering current and classic research in consumer behavior with underpinnings in social and cognitive psychology. The class is an advanced research seminar in which students are expected to read, assimilate, and discuss multiple papers on specific topic areas each week. Each student is expected to lead the discussion for an entire topic once or twice in the quarter. Responsibilities will include assigning discussion questions for the week, allocating readings to specific classmates for detailed discussion, and synthesizing the discussion across readings to develop an integrative framework for research in the topic area at the end of that session. Students are also expected to generate research ideas and write a paper for the course.

Format

**Discussion**

**PREREQUISITES**

PhD students only.

Restrictions

- PhD - students only

**MATERIALS**

Readings will be from articles to be handed out in class or posted in Canvas.

Resources

- Canvas Site

**GRADES**

Based on class participation and a research paper. Cannot be taken pass/fail. No auditors.

Grades
Graded homework assignments
Graded attendance/participation

Restrictions

No pass/fail grades
No auditors

NO SYLLABUS AVAILABLE

Schedule

Spring 2018 Section: 37903-50 TBA

ADVANCED QUANTITATIVE MARKETING (37904) - DUBÉ, JEAN-PIERRE; HITSCH, GÜNTER

CONTENT

This course covers some key topics at the research frontier in quantitative marketing. We formulate and estimate models of consumer decision-making, and then explore the normative and positive consequences of the inferred consumer behavior for optimal marketing decisions and market structure. Topics include: Foundations of demand modeling, measurement of consumer heterogeneity, the origin and evolution of preferences, state dependence in demand, dynamic discrete choice models, learning and memory models, storable goods demand, diffusion models and durable goods demand, stated choice models, advertising dynamics, and search and shopping behavior.

This course is geared towards 2nd-year Ph.D. students who have already taken at least one course in Ph.D.-level Price Theory and in Ph.D.-level Empirical Economics.

PREREQUISITES

PhD students only. BUSN 37904=ECON 40902

Restrictions

PhD - students only

GRADES

Class presentations and a course paper/project. No provisional grades.
MARKETING LITERATURE SEMINAR (37905) - CHINTAGUNTA, PRADEEP; SHAPIRO, BRADLEY

CONTENT

The goal of this seminar is to familiarize students with the marketing literature and develop the process of generating research ideas. Each class will involve student presentations of preassigned papers followed by a class discussion. The focus of the discussion will be on the topic and research question and not on the methodological approach.

Format

Discussion

PREREQUISITES

PhD Students Only.

Restrictions

PhD - students only

GRADES

Based on class participation and a final research proposal. No provisional grades.

Grades

NO SYLLABUS AVAILABLE

Schedule

Spring 2018Section: 37904-50M 1:30PM-4:30PM Harper Center Lehman Brothers Classroom HCC02

Spring 2018Section: 37905-50 TBA
This course will discuss applications of Bayesian methods to micro-econometric problems. We will particularly focus on issues pertaining to panel data models with unobserved heterogeneity and the use of hierarchical models to dealing with them. While the course is more generally useful, the applications and illustrations will be focused on Marketing and Industrial Organization.

**PREREQUISITES**

PhD students only.

**MATERIALS**

Canvas Site

**GRADES**

No provisional grades.

Graded homework assignments

Midterm

Final exam (take home)
MANAGING IN ORGANIZATIONS (38001) - CARUSO, EUGENE

CONTENT

Business transactions commonly take place among people. Understanding the factors that determine people's actions and interactions is therefore a critical prerequisite for being successful in the work environment. This course is about managing people - oneself and others.

Using a combination of lectures, discussions, and group activities, the course offers an introduction to theory and research in the behavioral sciences. Its primary goal is to develop conceptual frameworks that help students to understand and manage effectively their own work settings.

The course is organized into two main sections: (1) the individual and (2) the organization. The first half of the course is concerned with issues related to individual behavior, such as how people's attitudes influence their behavior, how people form impressions of others, and how the choices people make are affected by characteristics of the decision maker and the decision-making process. The second half of the course focuses on people's behavior within the context of an organization. It addresses how organizations can successfully coordinate the actions of their members. Topics of this section include effective group decision-making, persuading and motivating others, and the use of formal and informal power in interpersonal relations.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Ethics discussion/component

PREREQUISITES

None.

MATERIALS

The syllabus, lecture notes, and other relevant course information will be posted on the course website: https://chalk.uchicago.edu

GRADES
Grading will be based on exams, short written assignments, and class participation. This course cannot be taken pass/fail. No auditors without advance permission from the instructor.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm

Restrictions

- No pass/fail grades

**SYLLABUS**

Schedule

- Winter 2018Section: 38001-01T 8:30AM-11:30AMHarper CenterThe Jon S. Corzine Foundation Classroom-HCC01
- Winter 2018Section: 38001-02T 1:30PM-4:30PMHarper CenterThe Jon S. Corzine Foundation Classroom-HCC01
- Winter 2018Section: 38001-81M 6:00PM-9:00PMGleacher CenterThe Sidney Davidson Lecture Hall-GC204

**MANAGING IN ORGANIZATIONS (38001) - FISHBACH, AYELET**

**CONTENT**

Business transactions commonly take place among people. Understanding the factors that determine people's actions and interactions is therefore a critical prerequisite for being successful in the work environment. This course is about managing people - oneself and others.

Using a combination of lectures, discussions and group activities, the course offers an introduction to theory and research in the behavioral sciences. Its primary goal is to develop conceptual frameworks that help students to understand and manage effectively their own work settings.

The course is organized into two main themes: (1) the individual, and (2) the organization. The individual part of the course is concerned with issues related to individual behavior, such as how people's attitudes influence their behavior, how people form impressions of others, and how the choices people make are affected by characteristics of the decision maker and the decision-making process. The organization part of the course focuses on people's behavior within the context of an organization. It addresses how organizations can successfully coordinate the actions of their members. Topics of this section include effective group decision-making, persuading and motivating others, and the use of formal and informal power in interpersonal relations.
Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Ethics discussion/component

PREREQUISITES

None. Undergrads, including Dougan Scholars, require instructor permission.

MATERIALS

Resources

- Canvas Site

GRADES

Based on several written assignments and class participation. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Spring 2018 Section: 38001-01F 8:30AM-11:30AM Harper Center Lehman Brothers Classroom-HCC02
- Spring 2018 Section: 38001-02F 1:30PM-4:30PM Harper Center Lehman Brothers Classroom-HCC02
- Spring 2018 Section: 38001-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 408

MANAGING IN ORGANIZATIONS (38001) - MCGILL, ANN
Successfully managing other people – be they competitors or co-workers – requires an understanding of their thoughts, feelings, attitudes, motivations, and determinants of behavior. Developing an accurate understanding of these factors, however, can be difficult to achieve because intuitions are often misguided and unstructured experience can be a poor teacher. This course is intended to address this development by providing the scientific knowledge of human thought and behavior that is critical for successfully managing others, and also for successfully managing ourselves.

Using a combination of lectures, discussions, and group activities, the course offers an introduction to theory and research in the behavioral sciences. Its primary goal is to develop conceptual frameworks that help students to understand and manage effectively their own complicated work settings.

The course is organized into two main sections: (1) the individual, and (2) the organization. The first half of the course is concerned with issues related to individual behavior, such as how people’s attitudes influence their actions, how people form impressions of others and attribute causes of behavior, and how the choices people make are influenced by characteristics of the decision-maker and the decision-making process. The second half of the course turns to people’s behavior in the context of a larger enterprise. It addresses how organizations can successfully coordinate the actions of their members. Topics in this section include effective group decision-making, persuading and motivating others, and the use of formal and informal power in interpersonal relations.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Ethics discussion/component

PREREQUISITES

None. However, students must attend week 1 of class and cannot add the class if they have not attended the first class session. No non-Booth students.

Restrictions

- No non-Booth Students

MATERIALS

Information on course materials and other current updates are available on the 38001 Canvas course site.

Resources

- Canvas Site

GRADES

Based on an exam, written assignments, and class participation. Cannot be taken pass/fail. No auditors. No non-Booth students (including Dougan Scholars).
Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017 Section: 38001-01M 1:30PM-4:30PM Harper Center The Sidney Davidson Classroom-HCC04
- Autumn 2017 Section: 38001-02T 1:30PM-4:30PM Harper Center The Sidney Davidson Classroom-HCC04
- Autumn 2017 Section: 38001-81M 6:00PM-9:00PM Gleacher Center Lecture Hall 406

MANAGING IN ORGANIZATIONS (38001) - O'BRIEN, ED

CONTENT

The workplace is designed, inhabited, and controlled by people, but people make mistakes. Executives make decisions today that lead to unforeseen problems tomorrow, competitors mispredict their rival’s moves and motives, and coworkers misperceive each other’s thoughts and feelings. This course highlights how the human mind comes to make such errors, and what to do about them—ultimately, to understand how to manage yourself and others just a bit more wisely, both in the work environment and in daily life.

To accomplish this goal we will draw upon experimental social psychology, the bedrock of the course. Through laboratory findings and basic science, each week you will learn well-tested, well-replicated insights about social life: you will be armed with management wisdom that works as opposed to management wisdom that “sounds right.” The first half of the course—Internal Thought—outlines the psychological underpinnings of how people form preferences, plan for the future, and take others’ perspectives. The latter half—External Change—applies these insights to understanding real organizational issues like power dynamics, culture, working in groups, and attaining work-life balance.

Format
Lectures
Discussion
Case Studies

**PREREQUISITES**

None

**MATERIALS**

Information on course materials and other current updates will be made available on the 38001: Canvas course site.

Resources

- Canvas Site

**GRADES**

Based on an exam, several written assignments, and class participation. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule

- Summer 2018 Section: 38001-81F 6:00PM-9:00PM Gleacher Center Lecture Hall 208
- Summer 2018 Section: 38001-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 208
- Summer 2018 Section: 38001-86S 1:30PM-4:30PM Gleacher Center Lecture Hall 208
MANAGERIAL DECISION MAKING (38002) - HASTIE, REID

**CONTENT**

This course is designed to make you a better decision maker. Good decision makers know how to recognize decision situations, then how to represent the essential structure of the situations, and how to analyze them with the formal tools from decision theory. But, perhaps more important, they need to be able to think effectively about the inputs into a decision analysis, whether to trust the analysis, and how to use the outputs to guide actions by themselves and their firms. And, maybe most important of all, they need to know how to make effective, unaided intuitive decisions, and to recognize the limits on their intuitive skills. This course will move back and forth between formal, optimal models and behavioral, descriptive models to help you understand and improve your native decision making abilities.

**Format**

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

Business 41000.

**MATERIALS**


Additional course materials will be posted in Canvas.

**Resources**

- Canvas Site

**GRADES**

Five essays, final examination, and class participation. Cannot be taken pass/fail.

Grades

- Graded homework assignments
- Graded attendance/participation

**Testing**
- **Midterm**
- **Final exam (take home)**

**Restrictions**

- No pass/fail grades

**SYLLABUS**

**Schedule**

- Autumn 2017 Section: 38002-01 M 8:30AM-11:30AM Harper Center Lecture Hall C10
- Autumn 2017 Section: 38002-02 M 3:15PM-6:15PM Harper Center The Jon S. Corzine Foundation Classroom-HCC01
- Autumn 2017 Section: 38002-81 T 6:00PM-9:00PM Gleacher Center Lecture Hall 206
- Summer 2018 Section: 38002-81 TBA
- Summer 2018 Section: 38002-82 TBA

**MANAGERIAL DECISION MAKING (38002) - HSEE, CHRISTOPHER**

**CONTENT**

In some business situations, we can make decisions analytically. But more often than not, we do not have the time, the information or the mental capacity to engage in analytical decision-making, and have to rely on our intuitions and experiences to resolve important decisions. This course teaches you how to make decisions in both types of situations. With respect to the first type of situation, I will share with you analytical tools and teach you how to use them to reach optimal solutions. With respect to the second type of situation, I will help you discover errors "normal people" often commit when they make decisions intuitively, and teach you how to overcome these errors and thereby become "less normal," namely, smarter than the average person. Many topics we will cover are based on the Nobel Prize-winning research on behavioral decision theory, which is a foundation of behavioral economics, behavioral marketing, and behavioral finance. Throughout the course, you will do numerous in-class excises so that you can experience these effects first-hand.

**Format**

- Lectures
- Discussion
- Case Studies
- Ethics discussion/component

**PREREQUISITES**

None.
• MATERIALS

A selection of readings (including cases and articles) will be posted in Canvas, and a few books will also be required.

Resources

• Canvas Site

• GRADES

Based on two exams and several papers. Cannot be taken pass/fail. Provisional grades are issued for students in their graduating quarter.

Grades

• Graded homework assignments
• Graded attendance/participation

Testing

• Midterm
• Final exam (in class)

Restrictions

• No pass/fail grades
• No auditors

• SYLLABUS

Schedule

• Spring 2018Section: 38002-01T 8:30AM-11:30AMHarper CenterLecture Hall C06
• Spring 2018Section: 38002-02T 1:30PM-4:30PMHarper CenterLecture Hall C06
• Spring 2018Section: 38002-81T 6:00PM-9:00PMGleacher CenterLecture Hall 306

MANAGERIAL DECISION MAKING (38002) - RISEN, JANE

• CONTENT
In business, we can sometimes make decisions analytically and "optimally." In other situations, because of data limitations and/or computational difficulties, we must use an intuitive approach. This course teaches you how to make decisions in both types of situations. With respect to the first type of situation, you will learn analytical tools and how to use them to reach optimal solutions. With respect to the second type of situation, you will learn about the errors "normal people" often commit when they make decisions intuitively. You will also learn how to overcome these errors and thereby become smarter than most “normal people”.

This course has two goals: descriptive and prescriptive. The descriptive goal is to understand how people actually make decisions. The prescriptive goal is to help students become better decision makers. Through readings, demonstrations, and cases, students understand why managers are susceptible to certain decision making biases and therefore, often make less than optimal decisions. The course concludes by exploring the managerial implications of these biases for consumer, organizational, and financial decision making.

Format

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

None.

**MATERIALS**

Readings will be posted in Canvas (including cases and articles), and a couple of books will also be used.

Resources

- Canvas Site

**GRADES**

Short weekly papers and a final exam. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors
POWER AND INFLUENCE IN ORGANIZATIONS (38003) - CARUSO, HEATHER

CONTENT

Every effective manager needs to know how to wisely manage power and influence. Skill in doing so enables managers to win the cooperation of others, to elicit the most value from diverse organizational resources, and to consistently achieve goals.

In this class, you will be introduced to conceptual models, tactical approaches, and self-assessment tools that can help you to manage workplace power dynamics more wisely and skillfully. You will learn about several different methods of influence, and start the process of understanding and shaping your own influence style. You will also explore specific, real-world examples to understand how power and influence might be effectively and ineffectively used at different stages of a person’s career. As the nature of our focal topics will raise difficult ethical questions, the course will also challenge you to examine and define your views on what will constitute the ethical exercise of power and influence in your work life.

Readings in this class are extensive. Preparing thoroughly for class discussions and exercises with these weekly readings is essential for getting the most value from the class.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

MATERIALS

Resources
Canvas Site

GRADES

Based on class participation, assignments, and a group project. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Spring 2018 Section: 38003-81F 8:30AM-11:30AM Harper Center The Sidney Davidson Classroom-HCC04
- Spring 2018 Section: 38003-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 404

POWER AND INFLUENCE IN ORGANIZATIONS (38003) - NUSSBAUM, A.

CONTENT

Every effective manager needs to know how to wisely manage power and influence. Skill in doing so enables managers to win the cooperation of others, to elicit the most value from diverse organizational resources, and to consistently achieve goals.

In this class, you will be introduced to conceptual models, tactical approaches, and self-assessment tools that can help you to manage workplace power dynamics more wisely and skillfully. You will learn about several different methods of influence, and start the process of understanding and shaping your own influence style. You will also explore specific, real-world examples to understand how power and influence might be effectively and ineffectively used at different stages of a person’s career. As the nature of our focal topics will raise difficult ethical questions, the course will also challenge you to examine and define your views on what will constitute the ethical exercise of power and influence in your work life.

Readings in this class are extensive. Preparing thoroughly for class discussions and exercises with these weekly readings is essential for getting the most value from the class.
Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Ethics discussion/component

**PREREQUISITES**

None.

**MATERIALS**

Resources

- Canvas Site

**GRADES**

Based on class participation, assignments, and a group project. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule

- Winter 2018 Section: 38003-01T 8:30AM-11:30AM Harper Center Lecture Hall C10
- Winter 2018 Section: 38003-81T 6:00PM-9:00PM Gleacher Center The Goldman Sachs & Co. Lecture Hall GC400
PERSUASION: EFFECTIVE BUSINESS COMMUNICATION (38101, 50 UNIT COURSE) - WEITZMAN, HAL

**CONTENT**

Persuasion is what moves companies, industries, markets, non-profits and governments. Whether you’re selling a product, pitching a startup, soliciting donations, trying to shape public policy, or revolutionizing an industry, the ability to persuade others is critical. “Command and control” is usually an illusion. If you want to effect change, you need to overcome skepticism and opposition in order to win minds and alter actions. Everyone’s influence—from the CEO to an intern—is determined by how good they are at getting ideas across and persuading others. Conversely, the most logical, sensible, and rational ideas can fail because they’re expressed poorly and unconvincingly.

This course is a highly practical guide to expressing your ideas more persuasively. We’ll take simple techniques for improving and sharpening our arguments, and practice delivering them in a compelling way. In week one, we’ll look at why we need to persuade, the strategy of deciding whom to persuade, and analyze some of the barriers to persuasion. Weeks two and three will focus on how to structure your communication. In week four, we’ll turn to the characteristics of great communication, the process involved in crafting your arguments, and how to build a persuasive presence. In the final session, we’ll talk about how to apply what we’ve learned to the challenges we face as we build our careers.

You will have writing and reading assignments every week, and video assignments most weeks. Some will be based on your personal experience, some on case studies written specifically for the course. The final assignment will be an in-depth video exercise. You will also develop a personal persuasion plan which we will use to help you track your progress after the course.

The course will be made up of lectures, videos, discussion, case studies, and exercises.

You will be judged on how well you have absorbed and applied the course material, rather than on the beauty of your rhetorical flourishes.

View video for more information. Note: may take a few seconds to load.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Presentations

**PREREQUISITES**

A willingness to give and receive honest criticism, and a sense of humor. No Non-Booth and no Dougan Scholars students.

**MATERIALS**
Course materials will be posted in Canvas.

Resources

- Canvas Site

GRADES

The course will be graded on class participation and in-classroom exercises; and on writing and presentation assignments.

Grades

- Graded homework assignments
- Graded attendance/participation

SYLLABUS

Schedule

- Autumn 2017 Section: 38101-81R 6:00PM-9:00PM Gleacher Center Lecture Hall 4042nd Half: Week 6 - Week 10 50 Unit Course
- Winter 2018 Section: 38101-81R 6:00PM-9:00PM Gleacher Center Lecture Hall 3081st Half: Week 1 - Week 5 50 Unit Course

PERSUASION II: INFLUENCE THROUGH NARRATIVE (38102, 50 UNIT COURSE) - WEITZMAN, HAL

CONTENT

Narrative frameworks are the most powerful tools of effective persuasion, and the best way to improve your ability to deploy them in different settings is to practice and learn from constructive criticism. This is a companion course to “Persuasion: Effective Business Communication” (course number 38101), and completing 38101 is a strict pre-requisite. We’ll enrich the basic narrative structure we learned in 38101 by looking at how behavioral biases play into persuasion, by examining how to make technical and complex ideas straightforward without dumbing them down, and by practicing presenting and persuading in many different contexts.

Like 38101, this is a highly practical course that aims to make effective narrative persuasion a habit that you will be able to use in a broad variety of situations. There will be more complex video and live presentation exercises, real-life cases of persuasion in a corporate context, and a chance to work in detail on a personal persuasion scenario from your professional life.
We’ll spend more time critiquing each other’s work, which should improve your ability to persuade, to analyze others’ communication, as well as to handle and learn from criticism. You should emerge a better writer and presenter, comfortable communicating your narrative whatever the medium.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

All students must have completed Bus 38101 - Persuasion: Effective Business Communication: strict. No Non-Booth and no Dougan Scholars students.

MATERIALS

Course materials will be posted in Canvas.

Resources

- Canvas Site

GRADES

The course will be graded on class participation and in-classroom exercises; and on writing and presentation assignments.

Grades

- Graded homework assignments
- Graded attendance/participation

NO SYLLABUS AVAILABLE

Schedule

- Spring 2018 Section: 38102-81 W 6:00PM-9:00PMLletcher Center Lecture Hall 4081 st Half: Week 1 - Week 5 50 Unit Course
STRATEGIES AND PROCESSES OF NEGOTIATION (38103) - BRYAN, CHRISTOPHER

- **CONTENT**

Successful managers often need to draw on their ability to negotiate. This course will guide you through the science and art of negotiation. You will learn theories of negotiation during lectures and through assigned readings, and you will learn the practice of negotiation through exercises and case analyses. Throughout the course, you will develop an understanding of how negotiation situations might be structured and what kinds of biases can interfere with successful negotiation (as well as strategies for avoiding these biases).

- **Format**
  - Lectures
  - Discussion
  - Case Studies
  - Group Projects
  - Group Presentations

- **MATERIALS**

Articles, cases, and handouts will be available through Canvas. Additionally, required copyrighted handouts/cases will be passed out in class which are a portion of the course materials fee.

- **Resources**
  - Canvas Site

- **GRADES**

Based on weekly attendance (at your enrolled section), preparation, and class participation; analytical exercises; short written assignments; and a final group project. Due to the nature of this course, all students considering and/or enrolled must attend the first week of class. Cannot be taken pass/fail. No auditors. Provisional grades provided.

- **Grades**
  - Graded homework assignments
  - Graded attendance/participation

- **Restrictions**
No pass/fail grades

Syllabus

Schedule

- Winter 2018 Section: 38103-01T 8:30AM-11:30AM Harper Center The Credit Suisse First Boston Classroom-HCC08
- Winter 2018 Section: 38103-02T 1:30PM-4:30PM Harper Center The Credit Suisse First Boston Classroom-HCC08
- Winter 2018 Section: 38103-81T 6:00PM-9:00PM Gleacher Center Lecture Hall 406

Strategies and Processes of Negotiation (38103) - Burrows, John

Content

This course will help you become a more effective negotiator by developing your “tool kit” of negotiation tactics and strategies. You will learn from an extensive set of negotiation experiences in class, practice your skills, and benefit from feedback. In the early class sessions, we introduce basic negotiation concepts and tactics. In the classes that follow, we focus on specific aspects of the negotiation process that are important to many negotiation situations, such as obstacles to effective communication at the bargaining table, the maximization of multiple interests, and tactics for coalition building. In the final set of classes, we put it all together by exploring negotiations that contain elements of both cooperation and competition; that is, these sessions involve cases where the parties can “enlarge the pie” by creating joint gains. Because little in business (or life) gets done without negotiation, this course has the potential to deliver significant upside in your professional and personal outcomes.

Prerequisites

Bus 38001, 38002, or 38003.

Materials

Resources

Canvas Site

Grades

No pass/fail grades. No auditors.

Restrictions
Managerial success requires agreement and collaboration with other people. While managers need technical analytic skills to discover optimal solutions to problems, a broad array of interpersonal negotiation skills are necessary to implement these solutions. This course provides you with the opportunity to develop these skills experientially and to understand negotiation concepts in useful analytic frameworks.

This course will help you to become a more effective negotiator by developing your repertoire of negotiation tactics and strategies. You will learn from an extensive set of negotiation experiences in class, practice your skills and benefit from feedback. Because negotiation is ubiquitous, this course has the potential to make a significant difference in your professional and personal outcomes.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

PREREQUISITES

Business 38001, 38002, or 38003. It is mandatory to attend the first class session.
No non-Booth Students

MATERIALS

Resources

Canvas Site

GRADES

Based on weekly preparation and class participation; analytical exercises; short written assignments; and a final paper. Due to the nature of this course, all students considering and/or enrolled must attend the first week of class. Cannot be taken pass/fail. No auditors.

Grades

Graded homework assignments
Graded attendance/participation

Testing

Final exam (take home)

Restrictions

No pass/fail grades
No auditors

SYLLABUS

Schedule

Spring 2018Section: 38103-01T 1:30PM-4:30PMHarper CenterLecture Hall C05
Spring 2018Section: 38103-02W 1:30PM-4:30PMHarper CenterLecture Hall C05
Spring 2018Section: 38103-81W 6:00PM-9:00PMGleacher CenterThe Sidney Davidson Lecture Hall-GC204

STRATEGIES AND PROCESSES OF NEGOTIATION (38103) - IMAS, ALEX

CONTENT

Negotiation is the art and science of securing an agreement between two or more parties. The ability to negotiate effectively is a critical skill. This course will help you understand and develop negotiation skills using various
methods. You will learn the theories of negotiation during lectures and through assigned readings, and you will learn the practice of negotiation through exercises and case analyses. You will interact in a variety of negotiation situations, learn portable negotiation strategies as part of a broader analytical framework, and understand what kinds of biases can interfere with successful negotiation (as well as strategies for avoiding these biases).

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

None.

MATERIALS

Articles, cases, and handouts will be available through Canvas. Additionally, required copyrighted handouts/cases will be passed out in class.

Resources

- Canvas Site

GRADES

Based on weekly attendance and class participation; take-home assignments; final paper. Due to the nature of the course, all students considering and/or enrolled must attend the first week of class. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

NO SYLLABUS AVAILABLE

Schedule

- Winter 2018Section: 38103-04W 1:30PM-4:30PMHarper CenterLecture Hall C09
- Winter 2018Section: 38103-83W 6:00PM-9:00PMGleacher CenterLecture Hall 306
STRATEGIES AND PROCESSES OF NEGOTIATION (38103) - LEVINE, EMMA

- **CONTENT**

The ability to negotiate is critical to success in business and in life. A common method used to resolve conflict and distribute resources, negotiation is ubiquitous. This course will guide you through the science and art of negotiation. You will learn theories of negotiation during lectures and through assigned readings (the science), and you will learn the practice of negotiation through exercises and case analyses (the art). Throughout the course, you will develop an understanding of how negotiation situations might be structured and what kinds of biases can interfere with successful negotiation (as well as strategies for avoiding these biases).

- **Format**

- Lectures
- Discussion
- Case Studies
- Group Projects

- **MATERIALS**

Articles, cases, and handouts will be available through Chalk. Additionally, required copyrighted handouts will be passed out in class which are a portion of the course materials fee.

- **GRADES**

Based on weekly attendance (at your enrolled section), preparation, and class participation, analytical exercises, short written assignments, and a final group project. Due to the nature of this course, all students considering and or enrolled must attend the first week of class. Cannot be taken pass/fail. No auditors. Provisional grades provided.

- **Grades**

- Graded homework assignments
- Graded attendance/participation

- **Restrictions**

- No pass/fail grades
- No auditors

- **NO SYLLABUS AVAILABLE**
STRATEGIES AND PROCESSES OF NEGOTIATION (38103) - SHAH, ANUJ

**CONTENT**

Successful managers often need to draw on their ability to negotiate. This course will guide you through the science and art of negotiation. You will learn theories of negotiation during lectures and through assigned readings, and you will learn the practice of negotiation through exercises and case analyses. Throughout the course, you will develop an understanding of how negotiation situations might be structured and what kinds of biases can interfere with successful negotiation (as well as strategies for avoiding these biases).

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

**PREREQUISITES**

No non-Booth students including Dougan Scholars.

**Restrictions**

- No non-Booth Students

**MATERIALS**

Articles, cases, and handouts will be available through Chalk. Additionally, required copyrighted handouts/cases will be passed out in class.

**GRADES**

Based on weekly attendance (at your enrolled section), preparation, and class participation; analytical exercises; short written assignments; and a final group project. Due to the nature of this course, all students considering
and/or enrolled must attend the first week of class. Cannot be taken pass/fail. No auditors. No non-Booth students. Provisional grades provided.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Autumn 2017 Section: 38103-01T 8:30AM-11:30AM Harper Center Lecture Hall C05
- Autumn 2017 Section: 38103-02W 8:30AM-11:30AM Harper Center Lecture Hall C05
- Autumn 2017 Section: 38103-81W 6:00PM-9:00PM Gleacher Center The Sidney Davidson Lecture Hall GC204

STRATEGIES AND PROCESSES OF NEGOTIATION (38103) - TALHELM, THOMAS

CONTENT

This course will teach you how people negotiate, how to become a better negotiator, and how culture affects how people negotiate. First, you will learn what psychological research has discovered about how people negotiate—strategies that work and common mistakes people make. Second, you will practice these strategies in negotiation exercises. These experiences will help you gain insight into how you negotiate and what you need to improve. Third, Professor Talhelm will use his expertise as a cultural psychologist and experience running businesses in China to teach about cultural differences in negotiation. This section is a good choice for anyone interested in empirical approaches to negotiation and people interested in working in other cultures.

Format

- Lectures
- Discussion
- Case Studies
**PREREQUISITES**

Business 38001, 38002, or 38003.

**MATERIALS**

Classwork will include papers, book chapters, lectures, and in-class negotiations.

**GRADES**

Based on weekly attendance, participation, assignments, and final paper. No pass/fail grades.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades

**SYLLABUS**

Schedule

- Winter 2018 Section: 38103-03M 1:30PM-4:30PM Harper Center Lecture Hall C05
- Winter 2018 Section: 38103-82M 6:00PM-9:00PM Gleacher Center Lecture Hall 406
- Winter 2018 Section: 38103-85S 1:30PM-4:30PM Gleacher Center Lecture Hall 406

**STRATEGIES AND PROCESSES OF NEGOTIATION (38103) - WITTENBRINK, BERND**

**CONTENT**

Effective negotiation skills are essential to successful managers. Whereas technical skills are required to discover optimal solutions to problems, effective interpersonal negotiation skills are necessary to implement these solutions. This course provides you with the opportunity to develop your negotiation skills through an introduction to relevant empirical research in behavioral science and through multiple in-class negotiation exercises.

The specific aims of the course are:
(1) to develop an analytical framework that will help you better understand negotiation situations and the challenges they entail.

(2) to provide you with extensive experience in the negotiation process, with the goal that you develop your repertoire of negotiation tactics and strategies and that you further your ability to correctly evaluate the costs and benefits of these alternative strategies.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects

**PREREQUISITES**

Business 38001, 38002, or 38003. Must attend first class session.

**MATERIALS**

Information on course materials can be found on the course website:
http://faculty.chicagobooth.edu/bernd.wittenbrink/teaching/private/38103.

**Resources**

- Canvas Site

**GRADES**

Based on weekly preparation and class participation; analytical exercises; short written assignments; and a final paper. Due to the nature of this course, all students considering and/or enrolled must attend the first week of class. Cannot be taken pass/fail. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule
ADVANCED NEGOTIATIONS (38105) - WU, GEORGE

CONTENT

This course builds on 38103, Strategies and Processes of Negotiation, and is designed to increase your understanding of the theory and process of negotiation.

The course will include advanced topics that expand upon or were not covered in 38103. In particular, the course will improve your ability to deal with difficult negotiators and difficult negotiations. 38103 introduced the basic ideas of negotiations—BATNAs, effective tactics for distributive negotiations, processes and analytics behind the discovery of joint gains, and coalitional dynamics in multi-party settings. This course will discuss advanced concepts of negotiations by taking you through a set of negotiation exercises that are more complex and more authentic than the ones used in 38103. The exercises will include: integrative negotiations without scoring systems, dynamic negotiations, complex deal structuring negotiations, sustaining negotiated value, and negotiations that require coordination of internal and external parties.

The more advanced deal making and deal design skills developed in this course should be especially useful to students whose careers will involve investment banking; business development; venture capital, private equity investment, and entrepreneurial firms; and alliances and joint ventures, as well as students who anticipate conducting a substantial amount of intra-organizational negotiations.

The course will use a combination of role-playing simulations and case discussions that include topics such as strategic alliances; dysfunctional business relationships; and negotiating with Wal-mart.

Note: All students must attend the first week of class.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

PREREQUISITES

BUS 38103-Strategies and Processes of Negotiation: strict (cannot be taken concurrently). Must attend first class.

MATERIALS
This course will have a Canvas site.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES

Based on class participation; weekly web surveys; written assignments; and a final group project. Cannot be taken pass/fail. Auditors must receive permission.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Spring 2018Section: 38105-01 W 8:30AM-11:30AM Harper Center The PIMCO Classroom-HCC07
- Spring 2018Section: 38105-02 W 1:30PM-4:30PM Harper Center The PIMCO Classroom-HCC07
- Spring 2018Section: 38105-81 W 6:00PM-9:00PM Gleacher Center The FMC Corporation Lecture Hall-GC304

ETHICS OF BUSINESS (38115) - ROLLERT, JOHN

CONTENT

The primary aim of this class is to help students define for themselves a canon of business ethics that is tailored to their professional goals. We will build a vocabulary for talking about business ethics by examining the work of a wide variety of authors – from economists and entrepreneurs to philosophers, journalists, and revolutionaries – all of whom have written about the place of business (and the business professional) in the modern world. These
authors include Benjamin Franklin, Andrew Carnegie, Karl Marx, George Orwell, Ayn Rand, and, most importantly, Adam Smith, whose work we will revisit throughout the course. Topics include:

- The Constitution of “Self-Interest”
- The Role of Empathy in Commercial Relationships
- The Moral Status of “Usefulness”
- Philanthropy and the Responsibilities of Wealth
- The Free-Market as an Engine for Virtue and Vice
- The Ideals of Capitalism vs. Lived Experience

The questions we will take up are large, contentious, and open-ended. Through in-class and online discussion, the course will help students determine their own answers, defend them intelligently, and recognize the merits of answers that other students give.

Please note that this class takes a “great books” approach to the topic of business ethics. As such, while contemporary events will be used as illustrations in class discussion, the readings for the course are drawn from seminal works of history, literature, and political economy from the 18th, 19th, and 20th centuries rather than from traditional case studies. Please also note that there are weekly writing assignments rather than problem sets.

Format

- Lectures
- Discussion
- Ethics discussion/component

PREREQUISITES

None.

MATERIALS

All readings will be available in a coursepack sent directly to students by the professor a week before the class begins except for Michael Lewis’s Liar’s Poker, which students will be asked to purchase.

GRADERS

50% of the grade will be determined by written contributions to the class blog. 30% will be determined by in-class participation; 20% will be determined by a take-home final exam. The course may not be taken pass/fail. No auditors allowed.

Grades

- Graded homework assignments
- Graded attendance/participation
Final exam (take home)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Winter 2018: Section 38115-85S 1:30PM-4:30PM, Gleacher Center, Lecture Hall 306
- Spring 2018: Section 38115-81M 6:00PM-9:00PM, Gleacher Center, The Sidney Davidson Lecture Hall-GC204

LEADING AND MANAGING TEAMS (38116) - ZINCHENKO, ELENA

CONTENT

This is a course about teams: How to lead a team, encourage creativity, ensure coordination, deal with difficult team members, improve teams' decision making and performance, get the most out of a team, and manage the boundaries between the team and other parts of the organization from which the team draws resources and authority. Students are assigned to a team at the beginning of the quarter. Teams analyze cases of outstanding and poor teamwork, then complete a group project and analyze their own teamwork and outcomes.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

None.

MATERIALS

The Canvas site contains all the required readings; no textbook is required.

Resources
DESIGNING A GOOD LIFE (38119) - EPLEY, NICHOLAS

CONTENT

This class rests on the assumption that you want to lead a good life. "Good" in two senses of the word. First, "good" in the sense of ethical and honorable, a life led with integrity, dignity, and adherence to high ethical standards in your professional life. Second, "good" in the sense of well-being, a life rich in happiness, meaning, or purpose. If you wanted to increase your odds of living a good life, what would you do? If you wanted to lead an organization that not only did well, but did “good,” how would you lead them? If you wanted to manage a team that also lived a good life, how should you manage them?

This is primarily a course about ethics, but it is far from a typical ethics course. We will not spend time discussing ethical dilemmas, or trying to decide what is right or wrong in ethical settings. Instead, we will adopt a psychological approach to understanding ethical behavior. We will try to provide some answers to the most fundamental problem in all of ethics: why do good people sometimes do bad things? Answering this question requires a fundamental understanding of the psychological processes that govern human thought and behavior in ethical domains. It requires understanding the processes underlying moral psychology. These psychological processes can lure anyone—including you and I—into the ethical lapses that ruin careers, destroy businesses, and
bring shame to individuals and organizations. Understanding these processes will give you insights into how you would design your life, your organization, and your team so that it not only does well in life, but also lives a good life.

We will end this course by discussing what scientists have learned about the other aspect of a good life: wellbeing, happiness, meaning, and purpose. Ethics and hedonics are sometimes described as opposites: either you do good or you feel good, but you don’t do both. The existing empirical evidence on wellbeing demonstrates that this is simply untrue.

Finally, let me note that this course is an experiment. Existing research on the consequences of teaching business ethics suggests that it may be ineffective. Those who take business ethics classes appear to behave no more ethically than those who do not take such classes. I think this is because the standard business ethics class takes the wrong approach. It tries to teach ethical principles rather than ethical practice. It takes a philosophical or theological approach rather than a data-driven psychological approach. It tries to influence your ethical beliefs rather than trying to help you live by ethical principles that are widely known, believed, and accepted. This course is an attempt to teach ethics, and hedonics, differently. It is part of a growing movement in the world’s major business schools to teach ethics as a psychological problem rather than as a philosophical or theological problem. It is a course designed to give you tools to enable good people, like you and I, to live a good life.

**Course Format**

This course will involve a combination of lecture, class discussion, in-class and out-of-class exercises, and occasional case discussion.

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**GRADES**

No auditors.

Grades

- Graded homework assignments

**Restrictions**

- No auditors

**SYLLABUS**

Schedule

- Autumn 2017 Section: 38119-01T 8:30AM-11:30AM Harper Center Lehman Brothers Classroom HCC02
- Autumn 2017 Section: 38119-02T 1:30PM-4:30PM Harper Center Lehman Brothers Classroom HCC02
- Autumn 2017 Section: 38119-81M 6:00PM-9:00PM Gleacher Center The FMC Corporation Lecture Hall GC304
THE STUDY OF BEHAVIORAL ECONOMICS (38120) - POPE, DEVIN

- CONTENT

Behavioral economics applies psychological insights to economic markets and decision making. In this class, we will discuss the recent theoretical and empirical advances that have been made in this increasingly important field of economics. Being thoughtful about the role of psychology can lead to a greater understanding of how the economy works.

- NO SYLLABUS AVAILABLE

Schedule

- Winter 2018Section: 38120-01T 8:30AM-11:30AMHarper CenterLehman Brothers Classroom-HCC02
- Winter 2018Section: 38120-81T 6:00PM-9:00PMGleacher CenterLecture Hall 306

WORKSHOP IN BEHAVIORAL SCIENCE (38601) - STAFF

- CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

- PREREQUISITES

Permission required for MBA students.

Restrictions

- PhD - students only

- NO SYLLABUS AVAILABLE

Schedule

- Spring 2018Section: 38601-60M 10:10AM-11:30AMHarper CenterLecture Hall C06
WORKSHOP IN BEHAVIORAL SCIENCE (38601) - WITTENBRINK, BERND

▪ CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

▪ PREREQUISITES

PhD students only. Instructor permission required for MBA students.

Restrictions

▪ PhD - students only

▪ NO SYLLABUS AVAILABLE

Schedule

▪ Winter 2018Section: 38601-60M 10:10AM-11:30AMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B

WORKSHOP IN BEHAVIORAL SCIENCE (38601) - WU, GEORGE; POPE, DEVIN

▪ CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

▪ PREREQUISITES

PhD Students Only. Instructor permission required for MBA students.

Restrictions
CHOICE ARCHITECTURE IN PRACTICE (38702) - THALER, RICHARD; GANDHI, LINNEA

CONTENT

In this hands-on course, you will work to apply the insights and methodologies of behavioral science to partner organizations outside of Booth, with guidance from both researchers and practitioners.

This is a class about learning-by-doing, and most of that doing will happen outside of the classroom. You will be handed a big, ambiguous, messy real-world challenge and asked to identify and tackle a small, manageable chunk of it during the three quarters. This means developing, evolving, and sticking to a project plan, understanding the relevant organizational and user context, diagnosing what is going on from behavioral science perspective, and developing psychologically-informed solutions. One or more of those solutions you’ll further refine into concrete hypotheses to put to the test in a randomized controlled experiment, to ultimately deliver your partner organization with new knowledge, communications, tools or other products to improve their choice architecture. You will be researching, observing, writing, listening, debating, creating, testing, analyzing, and presenting – all to implement a real and valuable change in your partner organization’s world. This is not about creating a report to sit and gather dust on a shelf.

Your work in this course will primarily be done as a member of one of several small teams. Each team will be paired up with a partner organization that seeks to understand how it can integrate the tools of behavioral science to further a major initiative, and your work to advance that goal will progress from Fall 2016 through Spring 2017. In-class lectures (from faculty as well as guest organization leaders), discussion, and coaching sessions will be scheduled throughout the year to support each team’s schedule of offline project work.

Overall, this course aims to enhance your understanding and experience with both the benefits and challenges of incorporating behavioral science into the workplace. In so doing, you will gain the insight and skill necessary to be a smarter, more impactful choice architect in your own jobs and lives outside of the classroom.

Format

- Lectures
- Discussion
- Group Projects
GROUP PRESENTATIONS

ETHICS DISCUSSION COMPONENT

GRADES

Based on class participation, assignments, and a group project. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

NO SYLLABUS AVAILABLE

Schedule

- Autumn 2017 Section: 38702-81M 6:00PM-9:00PM Gleacher Center Lecture Hall 308

CURRENT TOPICS IN BEHAVIORAL SCIENCE I: INTUITIVE BELIEF AND CONSUMER BEHAVIOR (38901) - MCGILL, ANN; RISEN, JANE

CONTENT

This is a graduate seminar for Ph.D. students interested in intuitive belief and consumer behavior, broadly defined. The course will be divided into two parts. The first half of the course (led by Jane) will cover current topics related to the psychology of intuitive belief and judgment, including magical thinking and superstition, rituals, stereotyping and automatic inferences, and interventions for improving attitudes and experiences for those in conflict or who have been disadvantaged. The second half (led by Ann) will address four distinct topics in consumer research, an area of study to which many managerial and organizational behavior students ultimately contribute. These topics are anthropomorphism, decision making about food, numerosity, and social influences. The first week on anthropomorphism will involve a short presentation by the professor who has worked in the area.
The purpose of this seminar is to stimulate future research, by you, on the course topics. During the first half of
the quarter, in each class we will discuss both work conducted by Jane and related work by others. In the second
half, we will review recent research on topics of importance in consumer research, which has been examined
from different angles and, in some cases, different paradigms. We will examine this work critically to assess
present contribution, open questions, and possible avenues of integration.

Format

- Discussion

PREREQUISITES

Admitted to the Ph.D. program or consent of instructor.

Restrictions

- PhD - students only

GRADES

Grades

- Graded attendance/participation

SYLLABUS

Schedule

- Autumn 2017Section: 38901-50W 8:30AM-11:30AMHarper CenterSeminar Room 3SW

CURRENT TOPICS IN BEHAVIORAL SCIENCE III (38903) - O'BRIEN, ED; LEVINE, EMMA

CONTENT

This is a graduate seminar for Ph.D. students interested in behavioral science. The course will be divided into
two parts. The first part (taught by Ed O'Brien) will cover general theoretical principles of social cognition and
their implications for everyday life. The second part (taught by Emma Levine) will consider how psychological
theory is useful for informing policy and designing interventions to change behavior.
Discussion

Group Presentations

**PREREQUISITES**

Open to Ph.D. students only. BUSN 38903=PSYC 38903

Restrictions

- PhD - students only

**GRADES**

Grades will be based on class participation, short thought papers, oral presentations, and a research proposal.

Grades

- Graded homework assignments
- Graded attendance/participation

**SYLLABUS**

Schedule

- Winter 2018Section: 38903-50 TBA

**CONTENT**

This is a research class aimed at PhD students in economics, psychology, or related disciplines.

Traditional economic theory is based on standard working assumptions which include unlimited rationality and complete self-control. Behavioral economics considers what happens in economic contexts when these working assumptions are modified to incorporate more realistic conceptions of human behavior. The role of markets is central to this study. We carefully consider conditions under which rationality of participants influences market outcomes. However, financial markets are not covered in detail, and this is not a finance class.

Students will be asked to write frequent short papers and a more substantial research paper. The research paper is due at a date TBD to give students time to undertake a serious paper. There will be one course meeting during the Spring quarter, on a date to be arranged, where these papers will be presented.
FOUNDATIONS OF SOCIAL PSYCHOLOGY (38914) - EPLEY, NICHOLAS; FISHBACH, AYELET

CONTENT

Intended for Ph.D. students interested in getting an advanced understanding of social psychology. This seminar will focus on foundational topics such as attitude change, emotion, social influence, and social cognition, covering both classic as well as contemporary research. Each week we will try to gain some understanding of how judgment and behavior is influenced by the contexts in which people find themselves. Each week we will try to identify new research directions worth pursuing, in the hope that students will develop new research ideas of their own.
**PREREQUISITES**

PhD students only.

Restrictions

- PhD - students only

**NO SYLLABUS AVAILABLE**

Schedule

- Spring 2018
  - Section: 38914-50M 1:30PM-4:30PM
  - Harper Center Seminar Room 3A

**TOPICS IN BEHAVIORAL ECONOMICS (38915) - POPE, DEVIN; BURSZTYN, LEO**

**CONTENT**

This is a research class aimed at Ph.D. students in economics, psychology, or related disciplines.

Traditional economic theory is based on standard working assumptions which include unlimited rationality and complete self-control. Behavioral economics considers what happens in economic contexts when these working assumptions are modified to incorporate more realistic conceptions of human behavior. The role of markets is central to this study. We carefully consider conditions under which rationality of participants influences market outcomes. However, financial markets are not covered in detail, and this is not a finance class.

Students will be asked to write frequent short papers and a more substantial research paper. The research paper is due in March to give students time to undertake a serious paper. There will be one course meeting during the Spring quarter, on a date to be arranged, where these papers will be presented.

**Format**

- Lectures
- Discussion

**PREREQUISITES**

Ph.D. student: strict. BUSN 38915=ECON 41120

Restrictions
PhD - students only

GRADES

Restrictions

No auditors

NO SYLLABUS AVAILABLE

Schedule

Winter 2018Section: 38915-50M 5:30PM-8:30PMHarper CenterLehman Brothers Classroom-HCC02

STRATEGY AND STRUCTURE: MARKETS AND ORGANIZATIONS (39001) - CHU, JOHAN

CONTENT

This case-based course seeks to inculcate different ways of thinking about corporate strategy. A framework for analyzing the relationships between strategy, industry structure, firm structure, and competitive advantage is used throughout the course. The real learning, however, comes from in-depth analysis and discussion of firms’ evolution (or lack thereof) in response to internal and external pressures. Several lenses for viewing the relationship between strategy and structure will be introduced during the course.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

There are no required classes for Business 39001. This course is suitable for first-year students. This course has a first-class assignment.

MATERIALS
Resources

- Canvas Site

GRADES

Based on written case analyses, a mid-term exam, a final group project, and class participation. Cannot be taken pass/fail. Provisional grades are given.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (take home)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Spring 2018 Section: 39001-01M 8:30AM-11:30AM Harper Center Lecture Hall C09
- Spring 2018 Section: 39001-02M 1:30PM-4:30PM Harper Center Lecture Hall C09
- Spring 2018 Section: 39001-81M 6:00PM-9:00PM Gleacher Center Lecture Hall 408

STRATEGY AND STRUCTURE: MARKETS AND ORGANIZATIONS (39001) - PONTIKES, ELIZABETH

CONTENT

Executives and managers face a common problem: how to craft a strategy and design an organization to execute that strategy. This is not about the day-to-day operations of the firm, but about designing the firm for execution, in order to achieve competitive advantage.
The first challenge for the executive is to understand the competitive forces in an industry or market. But this is not enough. Some firms in “bad” markets routinely outperform; others in good markets cannot keep up with the competition.

And markets are not static. Changing tastes, new technologies, and fierce competition rapidly change external conditions. Executives must continually evaluate firm design to keep up with changing times – and identify how to change the environment to its advantage. Structure is crucial to this task. Poor design destroys value, while a well-organized firm can create value in seemingly hopeless situations.

This course provides tools to assess whether an organization’s strategy is suited to its current environment, and whether is structured to execute its strategy. We also cover how the executive can design the firm to change the environment and create new types of competitive advantage. Lessons are uncovered through case-based analysis.

Format

▪ Lectures
▪ Discussion
▪ Case Studies
▪ Group Projects
▪ Group Presentations

▪ PREREQUISITES

There are no required classes for Business 39001. This course is suitable for first-year students. This course has a first-class assignment.

▪ MATERIALS

This course will have a Canvas site.

Resources

▪ Canvas Site

▪ GRADES

Based on written case analyses, a mid-term exam, a final group project, and class participation. Cannot be taken pass/fail. Provisional grades are given.

Grades

▪ Graded homework assignments
▪ Graded attendance/participation

Testing

▪ Midterm
▪ Final exam (take home)
Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Winter 2018 Section: 39001-01W 1:30PM-4:30PM Harper Center Lecture Hall C05
- Winter 2018 Section: 39001-03R 8:30AM-11:30AM Harper Center Lecture Hall C06
- Winter 2018 Section: 39001-81R 6:00PM-9:00PM Gleacher Center The Amoco Lecture Hall GC300

STRATEGY AND STRUCTURE: MARKETS AND ORGANIZATIONS (39001) - SHARKEY, AMANDA

CONTENT

Success in management requires both the ability to formulate a winning strategy and the skills to guide employees in executing it. A manager’s brilliant ideas about strategy are ultimately worth little if she or he is unable to translate them into actions that both deliver value to customers and enable the firm to capture a portion of the value created. Yet, managers often overemphasize strategy development while giving short shrift to execution.

In this course, we will examine the complex role of social organization – the firm’s formal structure, its culture, and the characteristics of the people who work there – in strategy execution. This course provides students with an overarching framework for thinking about the relationship between strategy, the organization and the firm’s environment. Using this framework, students will identify and characterize the strategies and organizational structures of existing firms, assess alignment between strategy and organizational structure, and identify steps a firm could take to increase the likelihood of executing its strategy successfully. We will consider topics such as innovation, mergers/acquisitions, new ventures, and organizational change.

The class is primarily case-based and it is heavily focused on class discussion.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
**PREREQUISITES**

There are no required classes for Business 39001. This course is suitable for first-year students. This course has a first-class assignment.

**MATERIALS**

Resources

- Canvas Site

**GRADES**

Based on written case analyses, a mid-term exam, a final group project, and class participation. Cannot be taken pass/fail.

Grades

- Graded homework assignments
- Graded attendance/participation

**SYLLABUS**

Schedule

- Winter 2018Section: 39001-02F 1:30PM-4:30PMHarper CenterThe Eugene F. Fama Classroom-HCC03
- Winter 2018Section: 39001-82F 6:00PM-9:00PMGleacher CenterLecture Hall 206

**STRATEGIC LEADERSHIP (39002) - BERGEMANN, PATRICK**

**CONTENT**
Whatever the endeavor — business, nonprofit, government, the arts, the military — people are organized formally and informally. Formally, people report to someone, a boss, and supervise some number of others. We derive much of our identity from our title and position in the formal organization. But the bulk of what we get done is through the informal organization. The informal organization is composed of colleagues, friends, and strangers with whom we cajole, entreat, pressure, and generally collaborate with to get things done. Formal is the skeleton. Informal is the flesh. Together they define the social network around us.

This course is an introduction to the ways certain people and groups have a competitive advantage because of their social network. The advantage stems from the way one engages the diversity of information in organizations and markets. Half the puzzle is production: Certain people have an advantage in recombining information to produce and promulgate good ideas. The other half of the puzzle is governance: Certain people have an advantage in being accepted as a source of proposals. This course is about how the two network mechanisms operate, and ways to enhance and maintain individual and group advantage.

Format

- Lectures
- Discussion
- Case Studies
- Ethics discussion/component

PREREQUISITES

None. This course is recommended for mature audiences and a working familiarity with regression analysis is strongly recommended to understand and reason from the evidence presented in class.

GRADES

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm

NO SYLLABUS AVAILABLE

Schedule

- Spring 2018Section: 39002-01R 1:30PM-4:30PMHarper CenterLecture Hall C09
- Spring 2018Section: 39002-81R 6:00PM-9:00PMGleacher CenterLecture Hall 208
This course is an introduction to the competitive advantage provided by social capital. You’ll see evidence and applications of basic principles in how social networks create advantage for some and erode performance for others.

Whatever the endeavor — business, nonprofit, government, the arts, the military — people are organized formally and informally. Formally, people report to someone, a boss, and supervise some number of others. We derive much of our identity from our title and position in the formal organization. But the bulk of what we get done is through the informal organization. The informal organization is composed of colleagues, friends, and strangers with whom we cajole, entreat, pressure, and generally collaborate to get things done. Formal is the skeleton. Informal is the flesh. Together they to define the social network around you.

This course is an introduction to the ways certain people and groups have a competitive advantage because of their social network. The advantage stems from the way one engages the diversity of information in organizations and markets. Half the puzzle is production: Certain people have an advantage in recombining information to produce and promulgate good ideas. The other half of the puzzle is governance: Certain people have an advantage in being accepted as a source of proposals. This course is about how the two network mechanisms operate, and ways to enhance and maintain individual and group advantage.

Format

- Lectures
- Discussion
- Case Studies
- Ethics discussion/component

PREREQUISITES

None. This course is recommended for mature audiences and a working familiarity with regression analysis is strongly recommended to understand and reason from the evidence presented in class.

GRADES

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
AUGMENTED INTELLIGENCE (39100, 50 UNIT COURSE) - STAFF

No Course Description Available

Schedule

- Spring 2018 Section: 39100-01 TBA 50 Unit Course
- Spring 2018 Section: 39100-81 TBA 50 Unit Course

TECHNOLOGY STRATEGY (39101) - KNEZ, MARC

CONTENT

This course focuses on strategic decision making in technology intensive industries. We will develop a set of tools which are crucial for the formulation and management of a winning technology strategy. The course focuses on the application of conceptual models that clarify the interactions between external competition, firm positioning, patterns of technological and market change, and the nature and development of internal firm capabilities. There is particular emphasis on building models for making strategic decisions in the context of significant technology, demand, and competitive uncertainty.

Application of the tools developed in the course requires a clear understanding of the particular technology(s) underlying the industries that we study. Hence, the course will require a significant amount of reading, above and behind the conceptual readings and cases.

The course is designed to appeal to students interested in pursuing a career in venture capital; consulting to high-tech companies; investment banking with a focus on technology, and starting, growing, or managing a company in a technology-intensive industry.

PREREQUISITES

Business 42001 or 39001.
MATERIALS

The course is taught using lectures, case analysis and readings. This course will have a Canvas site.

Resources

- Canvas Site

GRADES

Based on class participation, case write-ups, and a research paper. Cannot be taken pass/fail.

Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Autumn 2017Section: 39101-01F 1:30PM-4:30PMHarper CenterThe Jon S. Corzine Foundation Classroom-HCC01
- Autumn 2017Section: 39101-85S 9:00AM-12:00PMGleacher CenterLecture Hall 308
- Spring 2018Section: 39101-81M 6:00PM-9:00PMGleacher CenterThe Goldman Sachs & Co. Lecture Hall-GC400

WORKSHOP IN ORGANIZATIONS AND MARKETS (39600) - PONTIKES, ELIZABETH

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES

PhD students only. Instructor permission required for MBA students.

Restrictions

- PhD - students only

NO SYLLABUS AVAILABLE
WORKSHOP IN ORGANIZATIONS AND MARKETS (39600) - SHARKEY, AMANDA; CHU, JOHAN

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES

PhD students only. Instructor permission required for MBA students.

Restrictions

PhD - students only

NO SYLLABUS AVAILABLE

Schedule

AUTUMN 2017
Section: 39600-60T 3:00PM-4:30PM
Harper Center
The Gidwitz Family Faculty Seminar Room-HC3B

WORKSHOP IN ORGANIZATIONS AND MARKETS (39600) - STAFF

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES
**PhD students only. Instructor permission required for MBA students.**

**Restrictions**

- PhD - students only
- **NO SYLLABUS AVAILABLE**

**Schedule**

- Winter 2018
  - Section: 39600-60T 3:00PM-4:30PM
  - Harper Center The Gidwitz Family Faculty Seminar Room-HC3B

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**OPERATIONS MANAGEMENT:**

**BUSINESS PROCESS FUNDAMENTALS (40000) - BELAVINA, ELENA**

**CONTENT**

This core course focuses on understanding levers for structuring, managing, and improving a firm's recurring business processes to achieve competitive advantage in customer responsiveness, price, quality, and variety of products and services. These levers are broadly applicable to service firms, for example banks, hospitals, and airlines, as well as to traditional product-based firms. Processes within firms, as well as between firms, i.e. supply chains, are explored. The fundamental principles underlying state-of-the-art practices, such as Lean, Mass Customization, and Time-Based Competition, are explored so that students learn to critically evaluate these and other operational improvement programs.

Students learn the basics of how to manage the operations of a firm, and how operations issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. As such, this course is essential to students aspiring to become consultants, entrepreneurs, or general managers. A working knowledge of operations is also indispensable to those interested in marketing, finance, and accounting, where the interface between these functions and operations is critical. Finally, an understanding of how firms become market leaders through operations is important in investment careers.

Most weeks consist of in-depth case discussion, integrated with theory. As such, the course is ideal preparation for many cases encountered during first-year internship interviews, as well as second-year interviews.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects
**PREREQUISITES**

Any previous or concurrent exposure to basic statistics is helpful.

**Restrictions**

- No non-Booth Students

**MATERIALS**

*The Goal* by Goldratt, and a selection of readings and lecture notes which will be posted in Canvas.

**Resources**

- Canvas Site

**GRADES**

Based on a mid-term and final exam, case analyses, homework, group work, and class participation. Cannot be taken pass/fail. No auditors. No GSAL students. Graduating students will be able to receive a provisional grade.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

**Schedule**

- Spring 2018 Section: 40000-01M 1:30PM-4:30PM Harper Center Lecture Hall C05
- Spring 2018 Section: 40000-02T 8:30AM-11:30AM Harper Center Lecture Hall C05
- Spring 2018 Section: 40000-81M 6:00PM-9:00PM Gleacher Center Lecture Hall 306
OPERATIONS MANAGEMENT: BUSINESS PROCESS FUNDAMENTALS (40000) - CALDENTEY, RENE

**CONTENT**

This core course focuses on understanding levers for structuring, managing, and improving a firm's recurring business processes to achieve competitive advantage in customer responsiveness, price, quality, and variety of products and services. These levers are broadly applicable to service firms, for example banks, hospitals, and airlines, as well as to traditional product-based firms. Processes within firms, as well as between firms, i.e. supply chains, are explored. The fundamental principles underlying state-of-the-art practices, such as Lean, Mass Customization, and Time-Based Competition, are explored so that students learn to critically evaluate these and other operational improvement programs.

Students learn the basics of how to manage the operations of a firm, and how operations issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. As such, this course is essential to students aspiring to become consultants, entrepreneurs, or general managers. A working knowledge of operations is also indispensable to those interested in marketing, finance, and accounting, where the interface between these functions and operations is critical. Finally, an understanding of how firms become market leaders through operations is important in investment careers.

Most weeks consist of in-depth case discussion, integrated with theory. As such, the course is ideal preparation for many cases encountered during first-year internship interviews, as well as second-year interviews.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects

**PREREQUISITES**

Any previous or concurrent exposure to basic statistics is helpful. It is mandatory to attend the first class session.

**Restrictions**

- No non-Booth Students

**MATERIALS**

*The Goal* by Goldratt, as well as a selection of readings and lecture notes which will be posted in Canvas.
- Canvas Site
- Sample Exam Questions/Problem Sets

- **GRADES**

  Based on a mid-term and final exam, case analyses, homework, group work, and class participation. Cannot be taken pass/fail. No auditors. No GSAL students. It is mandatory to attend the first class session.

  **Grades**

  - Graded homework assignments
  - Graded attendance/participation

- **Testing**

  - Optional midterm
  - Final exam (in class)

- **Restrictions**

  - No pass/fail grades
  - No auditors

- **SYLLABUS**

  **Schedule**

  - Autumn 2017Section: 40000-01F 8:30AM-11:30AM Harper Center Lecture Hall C09
  - Autumn 2017Section: 40000-81R 6:00PM-9:00PM Gleacher Center The Sidney Davidson Lecture Hall-GC204

**OPERATIONS MANAGEMENT: BUSINESS PROCESS FUNDAMENTALS (40000) - CANDOGAN, OZAN**

- **CONTENT**

  This core course focuses on understanding levers for structuring, managing, and improving a firm's recurring business processes to achieve competitive advantage in customer responsiveness, price, quality, and variety of products and services. These levers are broadly applicable to service firms, for example banks, hospitals, and airlines, as well as to traditional product-based firms. Processes within firms, as well as between firms, i.e., supply chains, are explored. The fundamental principles underlying state-of-the-art practices, such as Lean, Mass
Customization, and Time-Based Competition, are explored so that students learn to critically evaluate these and other operational improvement programs.

Students learn the basics of how to manage the operations of a firm, and how operations issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. As such, this course is essential to students aspiring to become consultants, entrepreneurs, or general managers. A working knowledge of operations is also indispensable to those interested in marketing, finance, and accounting, where the interface between these functions and operations is critical. Finally, an understanding of how firms become market leaders through operations is important in investment careers.

Most weeks consist of in-depth case discussion, integrated with theory. As such, the course is ideal preparation for many cases encountered during first-year internship interviews, as well as second-year interviews.

Format

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

Any previous or concurrent exposure to basic statistics is helpful. It is mandatory to attend the first class session.

Restrictions

- No non-Booth Students

**MATERIALS**

*The Goal* by Goldratt, as well as a selection of readings and lecture notes which will be posted in Chalk.

Resources

- Canvas Site

**GRADES**

Based on a mid-term and final exam, case analyses, homework, group work, and class participation. Cannot be taken pass/fail. No auditors. No GSAL students. Graduating students will be able to receive a provisional grade.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Optional midterm
- Final exam (in class)
Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Winter 2018
  - Section: 40000-02R 1:30PM-4:30PM
    - Harper Center Lecture Hall C10
- Winter 2018
  - Section: 40000-03F 1:30PM-4:30PM
  - Harper Center Lecture Hall C10
- Winter 2018
  - Section: 40000-82R 6:00PM-9:00PM
  - Gleacher Center Lecture Hall 306

OPERATIONS MANAGEMENT:
BUSINESS PROCESS FUNDAMENTALS
(40000) - STAFF

- No Course Description Available

Schedule

- Summer 2018
  - Section: 40000-81F 6:00PM-9:00PM
  - Gleacher Center The Sidney Davidson Lecture Hall-GC204
- Summer 2018
  - Section: 40000-85S 1:30PM-4:30PM
  - Gleacher Center The Sidney Davidson Lecture Hall-GC204

OPERATIONS MANAGEMENT:
BUSINESS PROCESS FUNDAMENTALS
(40000) - XIN, LINWEI

CONTENT

This core course focuses on understanding levers for structuring, managing, and improving a firm's recurring business processes to achieve competitive advantage in customer responsiveness, price, quality, and variety of products and services. These levers are broadly applicable to service firms, for example banks, hospitals, and airlines, as well as to traditional product-based firms. Processes within firms, as well as between firms, i.e. supply chains, are explored. The fundamental principles underlying state-of-the-art practices, such as Lean, Mass Customization, and Time-Based Competition, are explored so that students learn to critically evaluate these and other operational improvement programs.
Students learn the basics of how to manage the operations of a firm, and how operations issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. As such, this course is essential to students aspiring to become consultants, entrepreneurs, or general managers. A working knowledge of operations is also indispensable to those interested in marketing, finance, and accounting, where the interface between these functions and operations is critical. Finally, an understanding of how firms become market leaders through operations is important in investment careers.

Most weeks consist of in-depth case discussion, integrated with theory. As such, the course is ideal preparation for many cases encountered during first-year internship interviews, as well as second-year interviews.

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

Any previous or concurrent exposure to basic statistics is helpful. It is mandatory to attend the first class session.

Restrictions

- No non-Booth Students

MATERIALS

*The Goal* by Goldratt, as well as a selection of readings and lecture notes which will be posted in Canvas.

Resources

- Canvas Site

GRADATES

Based on a mid-term and final exam, case analyses, homework, group work, and class participation. Cannot be taken pass/fail. No auditors. No GSAL students or non-Booth students. Graduating students will be able to receive a provisional grade.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (in class)

Restrictions
OPERATIONS MANAGEMENT:
BUSINESS PROCESS FUNDAMENTALS
(40000) - ZHONG, YUAN

CONTENT

This core course focuses on understanding levers for structuring, managing, and improving a rm's recurring business processes to achieve competitive advantage in customer responsiveness, price, quality, and variety of products and services. These levers are as applicable to banks, hospitals, and brokerage firms, for example, as to traditional manufacturing. Processes within firms, as well as between firms, i.e. supply chains, are explored. The fundamental principles underlying state-of-the-art practices are explored so that students learn to critically evaluate these and other operational improvement programs.

Students learn the basics of how to manage the operations of a firm, and how operational issues affect and are affected by the many business decisions they will be called upon to make or recommend in their careers. As such, this course is essential to students aspiring to become consultants, entrepreneurs, or general managers. A working knowledge of operations is also indispensable to those interested in marketing, finance, and accounting, where the interface between these functions and operations is critical. Finally, an understanding of how firms become market leaders through operations is important in investment careers.

Most weeks consist of in-depth case discussion, integrated with theory. As such, the course is ideal preparation for many cases encountered during interviews for internships and full-time positions.

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

Any previous or concurrent exposure to basic statistics is helpful.
Restrictions

- No non-Booth Students

MATERIALS

*The Goal* by Goldratt, as well as a selection of readings and lecture notes which will be posted in Canvas.

Resources

- Canvas Site

GRADUES

Based on a mid-term and final exam, case analyses, homework, group work, and class participation. Cannot be taken pass/fail. No auditors. No GSAL students or non-Booth students. Graduating students will be able to receive a provisional grade.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Optional midterm
- Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Winter 2018 Section: 40000-01R 8:30AM-11:30AM Harper Center Lecture Hall C10
- Winter 2018 Section: 40000-81W 6:00PM-9:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 130
SUPPLY CHAIN STRATEGY AND PRACTICE (40101) - DEHORATIUS, NICOLE

**CONTENT**

The supply chain of a firm is critical to its performance. Supply chains are networks of organizations that supply and transform materials and distribute final products to consumers. If designed and managed properly, these networks can be a crucial source of competitive advantage for both manufacturing and service enterprises.

Students will learn how to examine and improve the flow of materials and information through this network of suppliers, manufacturers, distributors, and retailers in order to match supply with demand (i.e., to get the right products to the right customers in the right amount and at the right time). Key topics include inter- and intra-firm coordination, incentive design, the impact of uncertainty, and the role of information technology. Special emphasis is given to understanding how the business context shapes managerial decisions regarding the strategic design and management of the supply chain.

This course is intended for students interested in general management or careers in consulting, operations, or marketing.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects
- Ethics discussion/component

**PREREQUISITES**

Business 40000 recommended.

**MATERIALS**

Resources

- Canvas Site

**GRADES**

Based on case analyses, group assignments (e.g., case submissions, simulation results), class participation and a final project. No auditors.

Grades
Graded homework assignments
Graded attendance/participation

Testing

Quizzes

Restrictions

No auditors

**SYLLABUS**

Schedule

- Autumn 2017 Section: 40101-01W 2:00PM-5:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 132
- Autumn 2017 Section: 40101-81W 6:00PM-9:00PM Gleacher Center Lecture Hall 206

REVENUE MANAGEMENT (40108) - BIRGE, JOHN

**CONTENT**

This course will focus on the identification, formulation, solution, and implementation of systems for pricing and revenue optimization. The course will develop fundamental understanding of the use of pricing and capacity concepts combined with optimization tools to achieve revenue improvement within the practical context of limited resources and information. Case examples from a variety of industries including airlines, hotels, car rental agencies, internet/media advertising, entertainment, retailing, energy, commodities, freight, and manufacturing will be used to develop skills in designing and implementing solutions in different environments.

Students will learn how to recognize opportunities for revenue enhancement; how to differentiate among types of opportunities; how to segment markets while incorporating constrained capacity, opportunity costs, customer and competitor response, demand and supply uncertainty, and information infrastructure; how to formulate and solve for revenue management decisions using constrained optimization; and how to define overall implementation requirements.

Format

- Lectures
- Discussion
- Case Studies
- Ethics discussion/component
**PREREQUISITES**

Business 33001 and 41000.

**MATERIALS**

The course will use the text, *Pricing and Revenue Optimization*, by R. Phillips, Stanford, 2005, plus cases, readings, and lecture notes. The course will rely heavily on the use of the Solver in Microsoft Excel. This course will have a Canvas site.

**Resources**

- Canvas Site

**GRADES**

Based on homework, case summaries, mid-term, final exam, class, and group participation.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (in class)

**SYLLABUS**

**Schedule**

- Winter 2018 Section: 40108-01R 8:30AM-11:30AM Harper Center The Gidwitz Family Faculty Seminar Room-HC3B
- Winter 2018 Section: 40108-81R 6:00PM-9:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 132
- Winter 2018 Section: 40108-85S 9:00AM-12:00PM Gleacher Center The John P. Gould Classroom-GC303

**REVENUE MANAGEMENT (40108) - CALDENTEY, RENE**

**CONTENT**

This course will focus on the identification, formulation, solution, and implementation of systems for pricing and revenue optimization. The course will develop fundamental understanding of the use of pricing and capacity
concepts combined with optimization tools to achieve revenue improvement within the practical context of limited resources and information. Case examples from a variety of industries including airlines, hotels, car rental agencies, internet/media advertising, entertainment, retailing, energy, commodities, freight, and manufacturing will be used to develop skills in designing and implementing solutions in different environments.

Students will learn how to recognize opportunities for revenue enhancement; how to differentiate among types of opportunities; how to segment markets while incorporating constrained capacity, opportunity costs, customer and competitor response, demand and supply uncertainty, and information infrastructure; how to formulate and solve for revenue management decisions using constrained optimization; and how to define overall implementation requirements.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects

**PREREQUISITES**

Business 33001 and 41000. No non-Booth students.

**Restrictions**

- No non-Booth Students

**MATERIALS**

The course will use the text, *Pricing and Revenue Optimization*, by R. Phillips, Stanford, 2005, plus cases, readings, and lecture notes. The course will rely heavily on the use of the Solver in Microsoft Excel.

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on homework, case summaries, mid-term, final exam and participation. No pass/fail grades. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Optional midterm
Final exam (in class)

Restrictions
- No pass/fail grades
- No auditors

SYLLABUS

Schedule
- Spring 2018Section: 40108-81R 6:00PM-9:00PMGleacher CenterLecture Hall 206

MANAGING SERVICE OPERATIONS (40110) - EISENSTEIN, DONALD

CONTENT

This class is concerned with the design, delivery, monitoring and analysis of services: How to design and improve the service offering for sustained excellence, how to identify and overcome key challenges in the service delivery, and how to monitor and analyze the performance of service entities. We consider a wide range of industries: from traditional services such as restaurants, hospitals, e-commerce, professional services, and services from both the public and private sector.

We consider a service one in which the customer is involved, actively or passively, in the production process, and we strive to understand and leverage the role customers play in the process. This course draws ideas not only from operations management, but also from consumer behavior, marketing, and strategy. The course is a mix of softer more qualitative frameworks and more analytical pursuits.

Our Service Model has four parts: The Service Offering (what customer needs and expectations does the service emphasize, and which ones will it sacrifice?), Firm Value (does the service provide value for the stakeholders?), Employee Value (does the service provide value to the employees?) and Customer Value (does the service provide value to customers so that they are willing to play their role?).

Process Flows are used to understand the aggregated flow of customers through a process to address issues such as capacity utilization, throughput, and waiting time of a system. We will cover the basics of process flow analysis that is also covered in Bus 40000, but with a focus on service processes. As such there will be overlap with the content of Bus 40000 (roughly 1/4 of this course), and so a typical student may likely choose to take either this course or Bus 40000.

We use Customer Interaction Diagrams depict the flow of a single customer. They are useful in examining the interactions between the firm and its customers, and can help explore service innovations, and the role management should play.

The course has both lecture and cases. Most cases are designed to explore our Service Framework in a broad sense, and then delve into a particular aspect in some detail.
This class is designed to be your first, and perhaps only exposure to Operations. Its focus on Services is for those students whose interests tend towards the end consumer. On the other hand, Bus 40000 takes a broader view of Operations that includes issues of production, inventory control, and supply chain management.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects

**PREREQUISITES**

Any previous or concurrent exposure to basic statistics is helpful.

**Restrictions**

- No non-Booth Students

**MATERIALS**

- Canvas.

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Your grade is based on written case analyses and assignments, class participation, a midterm and final exam.

The class cannot be taken pass/fail.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
MANAGING SERVICE OPERATIONS (40110) - RYAN, CHRISTOPHER

CONTENT

This class is concerned with the design, delivery, monitoring and analysis of services: How to design and improve the service offering for sustained excellence, how to identify and overcome key challenges in the service delivery, and how to monitor and analyze the performance of service entities. We consider a wide range of industries: from traditional services such as restaurants, hospitals, e-commerce, professional services, and services from both the public and private sector.

We consider a service one in which the customer is involved, actively or passively, in the production process, and we strive to understand and leverage the role customers play in the process. This course draws ideas not only from operations management, but also from consumer behavior, marketing, and strategy. The course is a mix of softer more qualitative frameworks and more analytical pursuits.

Our Service Model has four parts: The Service Offering (what customer needs and expectations does the service emphasize, and which ones will it sacrifice?), Firm Value (does the service provide value for the stakeholders?), Employee Value (does the service provide value to the employees?) and Customer Value (does the service provide value to customers so that they are willing to play their role?).

Process Flows are used to understand the aggregated flow of customers through a process to address issues such as capacity utilization, throughput, and waiting time of a system. We will cover the basics of process flow analysis that is also covered in Bus 40000, but with a focus on service processes. As such there will be some overlap with the content of Bus 40000 (roughly 1/4 of this course), and so a student may consider choosing to take only one of either this course or Bus 40000.

We use Customer Interaction Diagrams depict the flow of a single customer. They are useful in examining the interactions between the firm and its customers, and can help explore service innovations, and the role management should play.

The course has both lecture and cases. Most cases are designed to explore our Service Framework in a broad sense, and then delve into a particular aspect in some detail.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Ethics discussion/component

**PREREQUISITES**

Any previous or concurrent exposure to basic statistics is helpful.

**MATERIALS**

Canvas.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Your grade is based on written case analyses and assignments, class participation, a final project.

The class cannot be taken pass fail.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule

- Autumn 2017Section: 40110-01F 1:30PM-4:30PMHarper CenterLecture Hall C06
- Autumn 2017Section: 40110-81F 6:00PM-9:00PMGleacher CenterThe Goldman Sachs & Co. Lecture Hall-GC400
- Autumn 2017Section: 40110-85S 1:30PM-4:30PMGleacher CenterThe Goldman Sachs & Co. Lecture Hall-GC400
HEALTHCARE DATA ANALYTICS (40205) - ADELMAN, DAN

**CONTENT**

One of today’s most exciting and important applications of Big Data Analytics is Healthcare, thanks in part to the Affordable Care Act and the rise of Data Science. Every day, more data on provider performance is becoming available to consumers to help them make better informed decisions about their healthcare. Hospital revenues are being driven more and more by clinical results through incentive programs for improving hospital readmissions, patient safety, costs, and patient outcomes. At the same time, population health is improving as Big Data is being used to learn what treatments are most effective at an unprecedented pace and scale. These forces are transforming the healthcare industry and public health.

In this class, you will learn the baseline knowledge, tools, and skills necessary to work effectively with large, real-world healthcare datasets. In particular, you will learn the underlying logic and calculations of hospital reimbursement and outcomes measurement, through classroom instruction and hands-on learning, working directly with patient-level claims datasets from CMS (Centers for Medicare and Medicaid Services) and elsewhere.

Students will have exclusive access to state-of-the-art commercial software tools that permit data preparation and collaboration on datasets too large to work with efficiently using spreadsheets. Data manipulation and analyses will be done using a combination of both point-and-click recipes and pre-prepared analysis scripts in the statistical software package R. By the end of the course, students will be better prepared to conduct a real-world data analysis project at a healthcare institution or a consultancy.

**Format**

- Lectures
- Discussion
- Group Projects
- Group Presentations

**PREREQUISITES**
Basic statistics and novice exposure to R/Python programming. While programming skills are not required, students should have an interest and willingness to deploy scripts and learn new software tools for working with large, complex datasets at a detailed level. For interested students, Bus 36108 and Bus 41205 provide helpful background in programming in Python and R, respectively. Cannot take Bus 40205 if 40201 taken previously: strict.

**MATERIALS**

Students will work with real-world healthcare data that is protected by HIPAA, on a secure, private server housed at Chicago Booth. As such, students will receive training and certification in HIPAA as part of their first class assignment.


Supplementary articles and reading materials.

Students will be required to bring their internet-ready laptop to every class session.

**GRADES**

Based on a series of mini-projects and class participation. Can be taken pass/fail.

No auditors. Provisional grades will be given to graduating students.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (in class)

Restrictions

- No auditors

**SYLLABUS**

Schedule

- Winter 2018Section: 40205-01R 2:00PM-5:00PMBooth 455 NBC TowersBooth 455 (NBC Tower) Room 130
- Winter 2018Section: 40205-81R 6:00PM-9:00PMBooth 455 NBC TowersBooth 455 (NBC Tower) Room 130
The healthcare industry is now undergoing a transformation as data analysis is being rapidly deployed to improve clinical, operational, and financial outcomes. The Healthcare Analytics Laboratory will focus on applying data-driven analytics and insights to identify and create healthcare delivery efficiencies. Student teams will work on real-world improvement projects with prominent healthcare institutions.

The Laboratory provides students with opportunities to:

1. Apply and reinforce tools and frameworks developed elsewhere in the Booth curriculum;
2. Develop leadership skills and build effectiveness in teams;
3. Learn a healthcare context deeply through an intensive project experience;
4. Develop proficiency at presenting data analyses to executive audiences;
5. Impact real-world healthcare delivery.

Thus, the course will help students develop the skills required to successfully deliver evidence-based management analytics in the real world. Projects will be carefully scoped, and most data will be acquired, before the course begins so that students can make steady progress towards clear, attainable goals. Students will present milestones every two weeks to the instructional team (which consists of the faculty instructor and graduate students who serve as project mentors) and, on occasion, to the entire class. Final presentations will be delivered at hospital sponsor sites to physicians and executives.

The course is for students interested in leveraging the academic rigor of data and decision analysis to improve healthcare delivery. It is an excellent course for those interested in careers in or related to the healthcare industry, and business analytics more broadly.

**Project Descriptions for 2017**

Interested students are invited to attend one of two informational sessions during Winter quarter (to be announced).

This year’s projects and the course structure will be discussed.

Students unable to attend this session are welcome to send questions to labcourses@chicagobooth.edu and/or watch a recording of the session (Booth username and password required).
Students will receive substantial coaching support and feedback around projects, but they will not receive direct classroom instruction on the healthcare industry or working with healthcare data. For these, students are strongly encouraged to enroll in Bus 40205 (Healthcare Data Analytics) prior to taking the Lab. Taking this class will help you to make better use of your time in the Laboratory and assist you in meeting your personal learning objectives. Students who have previously taken Bus 40205 will be given priority for admittance into the Lab.

Depending on the project students are assigned to, other courses may be helpful. Some projects require only basic statistics, but others require more advanced statistics at the level of Bus 41201 (Big Data), Bus 41100 (Applied Regression Analysis), or Bus 41204 (Machine Learning). For some projects, it is helpful to have a background in operations management (Bus 40000) and/or cost accounting (Bus 30001). Occasionally, a project uses concepts covered in Bus 36106 (Managerial Decision Modeling).

Any of these courses can be taken concurrently with the Lab. While students having background in the the courses relevant to a project will be given priority for admittance into the Lab, not every student is required to have all of these recommended pre/co-requisites. Teams will be comprised of members having a variety of complementary skills and backgrounds.

Students should also be prepared to work collaboratively within a highly energized, self-managed work team, and be interested in developing their personal skills around team and individual behavior.

**MATERIALS**

Students will work with real-world healthcare data that is protected by HIPAA and confidential to sponsors, on a secure, private server housed at Chicago Booth. As such, students will receive training and certification in HIPAA as part of their first class assignment.

**GRADES**

**Evaluation Criteria**: project deliverables, presentations, participation in project teams and engagement in the class sessions, written assignments. Students typically spend 8-12 hours per week on their projects.

**Enrollment**: Enrollment is by application

Students will be automatically enrolled if they apply and receive notice that they have been admitted to the course. Given the importance of forming stable teams and honoring commitments to sponsors, any drops/withdrawals are only with the approval of the professor.

Cannot take pass/fail. No auditors. Provisional grades will be given to graduating students.

**Grades**

- Graded attendance/participation

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule
SPECIAL TOPICS IN OPERATIONS MGT./MGT. SCI. (40902) - GUPTA, VARUN

• CONTENT

Combinatorial optimization

A focused introduction to some classic combinatorial optimization problems and their modeling applications. Focus is on basic concepts and modeling. Applications are in cost sharing, mechanism design, revenue management, and market design.

• PREREQUISITES

The course is for Ph.D. students only. MBA students need instructor consent.

Restrictions

• PhD - students only

• NO SYLLABUS AVAILABLE

Schedule

• Spring 2018Section: 40902-50R 9:00AM-12:00PMHarper CenterThe Sidney Davidson Classroom-HCC04

HEALTHCARE OPERATIONS (40907, 50 UNIT COURSE) - SANDIKÇİ, BURHANE-DDIN

• CONTENT

This is a Ph.D. level course designed to prepare students for research in the area of healthcare operations management. There are two major guiding principles for the course: (i) learn about various healthcare topics
(e.g., organ transplantation, cancer screening, hospital capacity planning and management) for potential future applications, and (ii) review/reinforce our understanding of operations research methodologies and how they are used. Students will be required to read and present papers and turn in homework assignments. There will also be opportunities for computer implementations of various solution algorithms, which will make you face and hopefully overcome issues in numerical computing, ultimately helping you for a deeper understanding of the topics we study.

Format

- Lectures
- Discussion
- Group Projects
- Group Presentations

PREREQUISITES

The course is for PhD students only. Students are expected to have a solid mathematical background. There are no other strict prerequisites, however knowledge of deterministic and stochastic optimization, statistics, probability, and stochastic processes will be helpful. Cannot take Bus 40907 if 40905 taken previously: strict.

Restrictions

- PhD - students only

MATERIALS

Research articles to be distributed in class and sections from textbooks.

NO SYLLABUS AVAILABLE

Schedule

- Spring 2018Section: 40907-50 TBA50 Unit Course

BUSINESS STATISTICS (41000) - CARVALHO, CARLOS

CONTENT

This course focuses on the application of data analytic, statistics tools in business decisions. Students will learn how to use statistical concepts to analyze a variety of complex real world problems. Numerous empirical examples from finance, marketing, economics, politics, sports, etc are used to illustrate applications of the
material covered. Topics covered include: probability, decision analysis, simple linear regression and multiple regression.

- **GRADES**

  Weekly homework sets, a midterm exam and a final exam.

- **NO SYLLABUS AVAILABLE**

  Schedule

  - Winter 2018Section: 41000-81F 6:00PM-9:00PMGleacher CenterLecture Hall 404
  - Winter 2018Section: 41000-85S 9:00AM-12:00PMGleacher CenterLecture Hall 404

**BUSINESS STATISTICS (41000) - CREAL, DREW**

- **CONTENT**

  This course covers statistical concepts needed in modern business. The goal of the course is to learn to use statistical methods, to analyze data, and to develop problem solving skills. The tools introduced in this course provide the foundation for Chicago Booth elective courses, particularly in marketing, economics, finance and more advanced statistics courses.

  The topics covered are: (i) descriptive statistics and plots used to summarize data; (ii) random variables and expectation; (iii) modeling and inference: population and sample quantities, confidence intervals, hypothesis tests and p-values; (iv) simple linear regression; (v) introduction to multiple regression. The course will emphasize real-world examples to illustrate ideas that are introduced in class.

- **Format**

  - Lectures
  - Discussion

- **PREREQUISITES**

  If you have a weak math background some kind of math review prior to the course is recommended.

- **MATERIALS**

  The main content of this course is in the lecture notes, which are available on the course website. There will be an optional textbook to aid in self-study.

- **GRADES**
Weekly problem sets, a midterm exam, and a final exam.

Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (in class)

**SYLLABUS**

Schedule

- Autumn 2017 Section: 41000-01M 8:30AM-11:30AM Harper Center The PIMCO Classroom-HCC07
- Autumn 2017 Section: 41000-02M 1:30PM-4:30PM Harper Center The PIMCO Classroom-HCC07
- Autumn 2017 Section: 41000-81M 6:00PM-9:00PM Gleacher Center Lecture Hall 206

**BUSINESS STATISTICS (41000) - HAHN, P.**

**CONTENT**

This is a first course on probability and statistics, with a focus on how probability and statistics ideas can be used to make better business decisions. Examples from economics, finance, marketing, politics and sports, etc. are used to illustrate the material covered. Emphasis will be placed on understanding concepts. The topics covered are: (i) basic probability, Bayes rule, and expected value; (ii) probability modeling, estimation, and linear regression; (iii) hypothesis tests, confidence intervals, and bootstrapping.

Format

- Lectures
- Discussion
- Group Projects

**PREREQUISITES**

If you have a weak math background some kind of math review prior to the course is strongly recommended. Students are expected to be proficient with fractions and basic high school algebra including logarithms and exponents. Non-Booth students need instructor permission.

**MATERIALS**
There will be one required text (which is freely available on-line), in addition to the class notes which will be available on the course Canvas website.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

- GRADES
  Weekly problem sets, one in-class exams, and a final individual report.

- Grades
  - Graded homework assignments

- Testing
  - Midterm

- SYLLABUS
  Schedule
  - Autumn 2017 Section: 41000-86S 1:30PM-4:30PM Gleacher Center Lecture Hall 406

BUSINESS STATISTICS (41000) - LEDOLTER, JOHANNES

- CONTENT
  This course provides an introduction to techniques of statistical analysis useful in management decision-making. The course also provides relevant tools for more advanced courses in the Chicago Booth curriculum.

  You learn how to practice a scientific data based approach to problem formulation and solution, understand and use statistical techniques in the context of real data analysis, and recognize and remedy defects in statistical analyses. We cover topics such as data plots, descriptive statistics, description of association among categorical and continuous variables, probability distributions (including the binomial and normal distributions), data collection, sampling schemes, statistical inference (confidence intervals, tests of hypotheses), statistical regression modeling, and basic concepts and tools of time series analysis and forecasting. You learn how to appreciate the importance of sound statistical methods when making decisions and you gain experience implementing these techniques in the context of real data analysis and problem solving.
Although the content of the course may seem very similar to an undergraduate statistics course, the depth and breath of the tools covered are taught at an appropriate graduate level that emphasizes understanding.

**Format**

- Lectures
- Group Projects

**MATERIALS**


Statistical software including Excel and Minitab will be used extensively. Unfortunately, Excel’s statistics components are far from optimal. More powerful packages for statistical analysis (such as Minitab) are available. They are easy to use, and through a “copy and paste” operation one can go from the spreadsheet in one program to the spreadsheet of the other.

**Resources**

- Canvas Site

**GRADES**

The grade you earn in this course is determined by your performance on weekly homework assignments and active participation in class (25 percent), three quizzes (weeks 3, 6 and 9, for 35 percent), and a final (40 percent). I encourage students to form study groups to work on the homework assignments.

**Grades**

- Graded homework assignments

**Testing**

- Quizzes
- Final exam (in class)

**NO SYLLABUS AVAILABLE**

**Schedule**

- Summer 2018 Section: 41000-81 TBA
- Summer 2018 Section: 41000-85 TBA
# BUSINESS STATISTICS (41000) - LIANG, TENGYUAN

## CONTENT

This course covers fundamental statistical concepts and basic computational tools in data analysis. The goal is to learn how to perform descriptive and predictive data analysis based on real datasets. This course also serves as a quantitative foundation for Chicago Booth elective courses in marketing, finance, economics and more advanced courses in data science.

The topics to be covered are: (1) descriptive data analysis, and data visualization; (2) statistical modeling and inference, bootstrap; (3) regression analysis: linear, logistic regression, (4) model fitting and diagnostics; (5) basic predictive tools in machine learning.

### Format

- Lectures

## PREREQUISITES

If you have a weak math background, math review course prior to start of class is recommended.

## MATERIALS

There are no required texts for the course.

## Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

## GRADES

Based on homework, a mid-term, and final exam.

### Grades

- Graded homework assignments

### Testing

- Midterm
- Final exam (in class)

## NO SYLLABUS AVAILABLE
BUSINESS STATISTICS (41000) - POLSON, NICHOLAS

CONTENT

Bus41000 is a course on Data Analytics. Students will learn how to visualize and analyze data together with learning model building skills for analysis and prediction.

This course provides an introduction to key concepts and data analytic tools that are applicable in business environments. Both basic underlying concepts and practical computational skills are covered.

The techniques covered include (i) graphical data visualization; (ii) Bayes Probability; (iii) Statistical Modeling and Inference; (iv) A/B testing; (v) linear, logistic and multiple regression.

This class uses R which is widely used in data science. Students are encouraged to familiarize themselves with the links and code available on the course website.

Format

- Lectures
- Discussion

PREREQUISITES

None.

MATERIALS

There are no required texts. Detailed lecture notes are available on the Course Website.

GRADES

Based on a midterm and a final project.

Testing

- Midterm
- Final exam (in class)

SYLLABUS
BUSINESS STATISTICS (41000) - RUSSELL, JEFFREY

CONTENT

This course is designed to build a solid foundation in the analysis and interpretation of data. The tools and skills learned are not only very useful in preparing for future Booth courses, but also in understanding and using statistics encountered in business and everyday life.

The topics covered are: (i) graphical and visualization tools; (ii) modeling tools that are useful for understanding uncertainty, forecasting, and prediction (iii) methods for testing to see if a model is consistent with the real world data (iv) simple linear regression; and (v) multiple regression.

Format

- Lectures
- Discussion
- Group Projects

MATERIALS

There are no required texts for the course.

Resources

- Sample Exam Questions/Problem Sets

GRADES

Based on homework, a mid-term, and final exam.

Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (in class)

Restrictions

- No auditors

**SYLLABUS**

Schedule

- Autumn 2017 Section: 41000-04T 1:30PM-4:30PM Harper Center Lecture Hall C05
- Autumn 2017 Section: 41000-05W 1:30PM-4:30PM Harper Center Lecture Hall C05
- Autumn 2017 Section: 41000-82T 6:00PM-9:00PM Gleacher Center Lecture Hall 208

APPLIED REGRESSION ANALYSIS (41100) - FARRELL, MAX

**CONTENT**

This course is about regression, a powerful and widely used data analysis technique wherein we seek to understand how different random quantities relate to one another. Students will learn how to use regression to analyze a variety of complex real world problems, with the aim of understanding data and prediction of future events. Focus is placed on understanding of fundamental concepts, development of the skills necessary for robust application of regression techniques, and their implementation in a statistical programming language (R, MATLAB, or an alternative). Examples are used throughout to illustrate application of the tools. Topics covered include: (i) short review of simple linear regression; (ii) multiple regression (understanding the model, inference and interpretation for parameters, model building and selection, diagnostics and prediction); (iii) generalized linear models (e.g. logistic regression); (iv) time series models (autocorrelation functions, auto-regression, prediction); (v) time permitting, panel data models and causal inference.

Format

- Lectures
- Group Projects

**PREREQUISITES**

Business 41000 or familiarity with the topics covered in Business 41000. This course is only for students with a solid background in statistics and preferably some prior exposure to linear regression.

**GRADES**

Based on assignments, a midterm, final exam, and course project.
Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (in class)

SYLLABUS

Schedule

- Autumn 2017 Section: 41100-01M 1:30PM-4:30PM Harper Center Lecture Hall C06
- Autumn 2017 Section: 41100-02T 1:30PM-4:30PM Harper Center Lecture Hall C06
- Autumn 2017 Section: 41100-81M 6:00PM-9:00PM Gleacher Center Lecture Hall 208

APPLIED REGRESSION ANALYSIS (41100) - TOULIS, PANAGIOTIS (PANOS)

CONTENT

To understand how price affects sales one idea would be to model average sales as a function of price. This is regression, a powerful and widely used data analysis technique, and also the topic of this course. Students will learn how to use regression to analyze a variety of complex real-world problems, with the aim of understanding data and predicting future events. Focus is placed on understanding of fundamental concepts and implementation issues in a programming language (R, or alternative). Real-world examples are used throughout to illustrate application of the techniques. Topics covered include: (i) short review of linear regression; (ii) multiple regression; (iii) model checking; (iv) generalized linear models (e.g. logistic regression); (v) time series models and forecasting. The differences and similarities between regression analysis and causality, which are crucial for true understanding of data, will be discussed in many instances.

Format

- Lectures
- Discussion
- Group Projects

PREREQUISITES
Business 41000 or familiarity with the topics covered in Business 41000. This course is only for students with a basic background in statistics, and preferably some prior exposure to linear regression.

- **MATERIALS**

  Resources

  - Canvas Site
  - Sample Exam Questions/Problem Sets

- **GRADES**

  Based on homework assignments (groups allowed), a midterm exam, and a final exam. Cannot be taken pass/fail.

  Grades

  - Graded homework assignments
  - Graded attendance/participation

  Testing

  - Midterm
  - Final exam (in class)

  Restrictions

  - No pass/fail grades

- **SYLLABUS**

  Schedule

  - Spring 2018 Section: 41100-81W 6:00PM-9:00PM Gleacher Center Lecture Hall 406
  - Spring 2018 Section: 41100-82F 6:00PM-9:00PM Gleacher Center Lecture Hall 406
  - Spring 2018 Section: 41100-85S 9:00AM-12:00PM Gleacher Center Lecture Hall 406

- **APPLIED REGRESSION ANALYSIS (41100) - WU, JING**

- **CONTENT**
This course is about linear regression, a powerful and widely used data analysis technique. Students will learn how to use regression to analyze a variety of complex real world problems. Examples are used throughout to illustrate application of the tools. Topics covered include (i) simple linear regression; (ii) multiple regression: understanding the model, interpreting the coefficients, R-squared, t and F tests, model diagnostics, model selection; (iii) time series: autocorrelation functions, auto-regression; and (iv) binary regression.

We use MATLAB throughout the course.

Format

- Lectures
- Discussion
- Group Projects
- Group Presentations

**PREREQUISITES**

Business 41000 or familiarity with the topics covered in Business 41000. This course is intended for students with a solid background in statistics.

**MATERIALS**

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

Based on assignments, mid-term, and a final project.

Grades

- Graded homework assignments

Testing

- Midterm

Restrictions

- No pass/fail grades

**SYLLABUS**

Schedule
APPLIED REGRESSION ANALYSIS (41100) - XIU, DACHENG

CONTENT

This course is about regression, a powerful and widely used data analysis technique wherein we seek to understand how different random quantities relate to one another. Students will learn how to use regression to analyze a variety of complex real world problems, with the aim of understanding data and prediction of future events. Focus is placed on understanding of fundamental concepts and development of the skills necessary for robust application of regression techniques. Heavy emphasis will be placed on analysis of financial data. Topics covered include: (i) review of simple linear regression; (ii) multiple regression (understanding the model, inference and interpretation for parameters, model building and selection, diagnostics and prediction); (iii) instrumental variable regression and other advanced topics; (iv) time series (autocorrelation functions, autoregression, prediction); (v) logistic regression. In-class presentations will be primarily conducted in R, while for homework Excel and Matlab can be used as alternatives.

Format

- Lectures
- Group Projects
- Group Presentations

PREREQUISITES

This course is intended for students with some prior exposure to statistics.

MATERIALS

The instructor's lecture notes serve as a self-contained text. All of the instructor's notes will be available on the course website.

Resources

- Canvas Site
- Sample Exam Questions/Problem Sets

GRADES

Based on homework assignments, a midterm exam, and a take-home final exam. Cannot be taken pass/fail.
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- Winter 2018Section: 41100-01R 8:30AM-11:30AMHarper CenterThe PIMCO Classroom-HCC07
- Winter 2018Section: 41100-81W 6:00PM-9:00PMGleacher CenterLecture Hall 208

**BIG DATA (41201) - ROCKOVA, VERONIKA**

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BUS 41201 is a course about data mining: the analysis, exploration, and simplification of large high-dimensional datasets. Students will learn how to model and interpret complicated `Big Data' and become adept at building powerful models for prediction and classification.

Techniques covered include an advanced overview of linear and logistic regression, model choice and false discovery rates, multinomial and binary regression, classification, decision trees, factor models, clustering, the bootstrap and cross-validation. We learn both basic underlying concepts and practical computational skills, including techniques for analysis of distributed data.

Heavy emphasis is placed on analysis of actual datasets, and on development of application specific methodology. Among other examples, we will consider consumer database mining, internet and social media tracking, network analysis, and text mining.

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- Lectures
- Discussion
- **Group Projects**
- **Group Presentations**

- **PREREQUISITES**
  - Bus 41000 or 41100

- **MATERIALS**
  - This course will have a Canvas site.

- **Resources**
  - Canvas Site

- **GRADES**
  - Individual: 30% take-home Midterm exam
  - Group: 30% weekly homework, 40% final project

- **Grades**
  - Graded homework assignments

- **Testing**
  - Midterm
  - Final exam (take home)

- **SYLLABUS**

  Schedule

- Spring 2018 Section: 41201-01F 1:30PM-4:30PM Harper Center Lecture Hall C05
- Spring 2018 Section: 41201-81F 6:00PM-9:00PM Gleacher Center The Barry F. Sullivan Lecture Hall GC200
- Spring 2018 Section: 41201-85S 1:30PM-4:30PM Gleacher Center The Barry F. Sullivan Lecture Hall GC200

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**ANALYSIS OF FINANCIAL TIME SERIES (41202) - TSAY, RUEY**

- **CONTENT**
This course focuses on the theory and applications of financial time series analysis, especially in volatility modeling and risk management. Students are expected to gain practical experience in analyzing financial and macroeconomic data. Real examples are used throughout the course. The topics discussed include the following:

1. Analysis of asset returns: autocorrelation, business cycles, stationarity, predictability and prediction. Simple linear models and regression models with serially correlated errors.
3. Forecasting evaluation: out-of-sample prediction and backtesting.
4. High-frequency data analysis (market microstructure): transactions data, non-synchronous trading, bid-ask bounce, duration models, logistic and ordered probit models for price changes, and realized volatility.
5. Nonlinearities in financial data: simple nonlinear models, Markov switching and threshold models, and neural network.
6. Continuous-time models: simple continuous-time and diffusion models, Ito's lemma and Black-Scholes pricing formulas and jump diffusion models.
7. Value at Risk and expected shortfall: Riskmetrics, extreme value analysis, peaks over threshold, and quantile regression.

Computer program R is used throughout the course. No prior knowledge of the software is needed. All the programs used will be discussed in class and in review session.

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**PREREQUISITES**

Business 41000 or 41100.

**MATERIALS**


**GRADES**

Homework assignments (30%), mid-term (30%), participation (5%), and final exam (35%). Cannot be taken pass/fail. No auditors.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Midterm
- Final exam (in class)
Restrictions

- No pass/fail grades
- No auditors

**SYLLABUS**

Schedule

- Spring 2018 Section: 41202-01W 8:30AM-11:30AM Harper Center Lecture Hall C06
- Spring 2018 Section: 41202-81T 6:00PM-9:00PM Gleacher Center Lecture Hall 408

FINANCIAL ECONOMETRICS (41203) - RUSSELL, JEFFREY

**CONTENT**

This course covers a variety of topics in financial econometrics. The topics covered are of real-world, practical interest and are closely linked to material covered in other advance finance courses. Topics covered include ARMA models, volatility models (GARCH), factor models, models for time varying correlations, analysis of panel data, cointegration models for long-run co-movement between prices and models for transactions data and the analysis of transactions cost.

Format

- Lectures
- Group Projects

**PREREQUISITES**

Business 41000, 41100 or instructor consent.

**MATERIALS**

See course web page for additional information: http://faculty.chicagobooth.edu/jeffrey.russell/teaching/finecon/

**GRADES**

Homework, midterm, and final exam. No provisional grades.

Grades

- Graded homework assignments
Testing

- Midterm
- Final exam (in class)

**SYLLABUS**

Schedule

- Winter 2018 Section: 41203-01W 1:30PM-4:30PM Harper Center Lecture Hall C06
- Winter 2018 Section: 41203-81W 6:00PM-9:00PM Gleacher Center Lecture Hall 308

**MACHINE LEARNING (41204) - KOLAR, MLADEN**

**CONTENT**

Students will learn about state-of-the-art machine learning techniques and how to apply them in business related problems. Techniques will be introduced in the context of business applications and the emphasis will be put on how machine learning can be used to create value and provide insights from data.

First, and the biggest, part of the class will focus on predictive analytics. Students will learn about decision trees, nearest neighbor classifiers, boosting, random forests, deep neural networks, naive Bayes and support vector machines. Among other examples, we will apply these techniques to detecting spam in email, click-through rate prediction in online advertisement, image classification, face recognition, sentiment analysis and churn prediction. Students will learn what techniques to apply and why.

In the second part of the class, students will learn about unsupervised techniques for extracting actionable patterns from data. Examples include clustering, collaborative filtering, probabilistic graphical modelling and dimension reduction with applications to customer segmentation, recommender systems, graph and time series mining, and anomaly detection.

**Format**

- Lectures
- Discussion
- Group Projects

**PREREQUISITES**

Bus 41000 or 41100

**MATERIALS**
Resources

- Canvas Site
- GRADES

Individual take home midterm exam. Group homework assignments and final project. Cannot be taken pass/fail.

Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (take home)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Winter 2018 Section: 41204-01F 1:30PM-4:30PM Harper Center The PIMCO Classroom-HCC07
- Winter 2018 Section: 41204-81F 6:00PM-9:00PM Gleacher Center Lecture Hall 406

DATA ANALYSIS WITH R (41205, 50 UNIT COURSE) - HAHN, P.

CONTENT

This course introduces students to the R language for data analysis. The primary aim is to provide students the basic computational tools and techniques necessary for interacting with realistically large data sets. The structure of the class is “case based” in the sense that a handful of real data sets will be used through the five weeks to illustrate all of the methods.

This class is excellent preparation for two down-stream classes: Big Data (41201) and Machine Learning (41204), as well as (certain sections) of the introductory statistics courses Business Statistics (41000) and Applied Regression (41100).
Additionally, this course can be taken on its own or as the first part of a sequence. The second course in the sequence being Data Analysis with Python (36108) which will be offered in the second five-weeks of the Autumn 2017 quarter.

- **PREREQUISITES**

  No Non-Booth and no Dougan Scholars students.

- **MATERIALS**

  There is no required textbook. Several supplementary texts will be recommended in class. The course will follow the associated course packet.

- **GRADES**

  ATTENDANCE: Class will be largely exercises/labs: ATTENDANCE IS MANDATORY.

  HOMEWORKS: There will be five homework assignments in total. Homework will be graded for completion.

  QUIZZES: There will be four short in-class quizzes.

  CLASS GRADE CALCULATION: Grades will be based on the following breakdown: 50% homeworks, 30% quizzes, 20% participation.

- **NO SYLLABUS AVAILABLE**

  Schedule

  - Autumn 2017Section: 41205-01F 1:30PM-4:30PMHarper CenterThe Credit Suisse First Boston Classroom-HCC081st Half: Week 1 - Week 5  
    50 Unit Course
  - Autumn 2017Section: 41205-81F 6:00PM-9:00PMGleacher CenterLecture Hall 4061st Half: Week 1 - Week 5  
    50 Unit Course
  - Autumn 2017Section: 41205-85S 9:00AM-12:00PMGleacher CenterLecture Hall 4061st Half: Week 1 - Week 5  
    50 Unit Course

**STATISTICAL INSIGHT INTO MARKETING, CONSULTING, AND ENTREPRENEURSHIP (41301) - GILULA, ZVI**

- **CONTENT**
This course is an elective course in marketing, statistics, and entrepreneurship. Class attendance is strictly limited to 40 students.

The course is designed for students that have completed at least one quarter in the MBA program. The course is also suitable for students who plan on taking later on courses in big data and machine learning.

There is no mandatory textbook in this course. Course class slides will be available on the course site.

Course description

You decide to establish a start-up in marketing consulting. You search the Internet and find to your dismay well over 650 companies in that area, each one claiming to be best and unique. In order to compete in this arena you need to have the ability to identify upcoming trends and new problems in the marketing area, AND to be able to provide original, sound, fast and applicable solutions to these problems. One such example that is not dealt by many of the marketing consulting companies is the following shelf-planning problem.

Imagine a customer in a deli store on a Sunday morning intending to buy bagels. There are only two bagels on the shelf. What would you predict the person would do? Hurry up and buy the only remaining bagels before they are gone? Would he consider the two bagels as being the least fresh, touched and left by all former customers, and therefore decide to wait for a fresher batch? As a consultant to the store manager, how would you determine the optimal number of bagels that should be on the shelf at a given time in order to avoid making customers reluctant to buy?

As it turns out, the methodology covered by this course, that solves the above-mentioned problem, can also be used for the analysis of customer attrition, sale promotion and more.

Unlike marketing research, marketing consulting is a problem-solving endeavor that requires a great deal of specificity and is fueled by experience. This course is meant to give future consultants and entrepreneurs important tools and ways of thinking that are relevant for dealing with insightful consulting and are useful in the practice of marketing consulting and beyond.

The course addresses a variety of practical consulting problems and their solutions. Some examples are: (1) Optimal shelf-planning (see the bagels example above); (2) Analyzing customer attrition as a process (rather than as an event-driven phenomenon); (3) Prediction of a customer's purchase behavior (buying intentions, buying propensity, etc.) from the customer's patterns of usage of media, life style, political orientation, etc.; (4) Analysis of satisfaction -how to create a VALID satisfaction scale, how to rank products by satisfaction of customers, how to detect easy-to-please customers, etc.; (5) Analysis of brand loyalty -how to measure loyalty, how to determine whether loyalty to certain brands exists, and how to quantify it; (6) Optimizing predictive modeling when financial rewards and penalties exist in regard to correct and incorrect prediction, respectively.

The course is taught in a way that emphasizes the interpretation of results rather than computations. Although this course uses statistical reasoning, it is NOT too mathematical in nature. To aid in the analysis, an R-based software containing original and user-friendly statistical programs will be used in this course.

Teaming up: Students are required to form working teams of up to 3 students per team. Homework assignments are handed-in as one hard copy per team that includes names of all team members.

Format

- Lectures
- Case Studies

PREREQUISITES
Bus 41000 (OR 41100) is mandatory: strict. Students that did not take one of these courses but believe they have a strong background in statistics can still bid for the course given the explicit written permission of the instructor. Instructor consent required for non-Booth students.

**MATERIALS**

- Class slides.
- R-based software posted on Canvas

**Resources**

- Canvas Site
- Sample Exam Questions/Problem Sets

**GRADES**

The final grade is a weighted mean between weekly homework (15%), a mid-term (35%) and a final exam (50%).

Pass/Fail policy: No Pass/Fail grades are allowed in this course. Also, no auditors.

**Grades**

- Graded homework assignments
- Midterm
- Final exam (in class)

**Restrictions**

- No pass/fail grades
- No auditors

**SYLLABUS**

**Schedule**

- Autumn 2017 Section: 41301-01M 2:00PM-5:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 130
- Autumn 2017 Section: 41301-81T 6:00PM-9:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 130
- Summer 2018 Section: 41301-81T 6:00PM-9:00PM Gleacher Center The Sidney Davidson Lecture Hall-GC204
ECONOMETRICS AND STATISTICS COLLOQUIUM (41600) - HAHN, P.; KOLAR, MLADEN

• CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

• PREREQUISITES

PhD students only. Instructor permission required for MBA students. BUSN 41600=ECON 51400.

Restrictions

• PhD - students only

• NO SYLLABUS AVAILABLE

Schedule

• Autumn 2017Section: 41600-60R 1:20PM-2:50PMHarper CenterThe Gidwitz Family Faculty Seminar Room-HC3B

ECONOMETRICS AND STATISTICS COLLOQUIUM (41600) - HANSEN, CHRISTIAN

• CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

• PREREQUISITES

PhD students only. Instructor permission required for MBA students. BUSN 41600=ECON 51400.

Restrictions
ECONOMETRICS AND STATISTICS COLLOQUIUM (41600) - XIU, DACHENG; FARRELL, MAX

CONTENT

Workshops in each academic area provide a forum for faculty, PhD students, and invited guests to present, discuss, and debate new research.

PREREQUISITES

PhD students only. Instructor permission required for MBA students. BUSN 41600=ECON 51400.

Restrictions

PROBABILITY AND STATISTICS (41901) - POLSON, NICHOLAS

CONTENT
This Ph.D.-level course (in addition to 41902) provides a thorough introduction to Classical and Bayesian statistical theory. The two-quarter sequence provides the necessary probability and statistical background for many of the advanced courses in the Chicago Booth curriculum. The central topic of Business 41901 is probability. Basic concepts in probability are covered. An introduction to martingales is given. Homework assignments are given throughout the quarter.

Format

- Lectures

**PREREQUISITES**

One year of calculus; BUSN 41901=STAT 32400

**MATERIALS**

The text for the course is DeGroot and Schervish, *Probability and Statistics*. Lecture notes will be available on the Course Website.

**GRADES**

Based on a final exam. No provisional grades.

Grades

- Graded homework assignments

Testing

- Final exam (in class)

**SYLLABUS**

Schedule

- Autumn 2017Section: 41901-50R 8:30AM-11:30AMHarper CenterLecture Hall C05

**STATISTICAL INFERENCE (41902) - XIU, DACHENG**

**CONTENT**
This Ph.D.-level course is the second in a two-quarter sequence with Business 41901. The central topic is statistical inference using asymptotic approximations. We will cover linear regression models, generalized method of moments, time series. Time permitting; we will discuss factor models.

**Format**

- Lectures

**PREREQUISITES**

Business 41901

**MATERIALS**


**Resources**

- Canvas Site

**GRADES**

Based on homework assignments and an in-class final exam. Cannot be taken pass/fail. No provisional grades.

**Grades**

- Graded homework assignments
- Graded attendance/participation

**Testing**

- Final exam (in class)

**Restrictions**

- No pass/fail grades

**SYLLABUS**

Schedule

- Winter 2018 Section: 41902-50W 8:30AM-11:30AM Harper Center Lecture Hall C09
APPLIED ECONOMETRICS (41903) - HANSEN, CHRISTIAN

- CONTENT

This Ph.D.-level course covers a variety of techniques that are used in econometric analysis. The class builds heavily on material developed in 41902, and it is strongly recommended that students have taken 41902 or equivalent before enrolling in this course. Some topics that may be covered are (i) heteroscedasticity and correlation robust inference methods including HAC, clustering, bootstrap methods, and randomization inference; (ii) causal inference methods including instrumental variables estimation, difference-in-differences estimation, and estimators of treatment effects under treatment effect heterogeneity; (iii) an introduction to nonparametric and high-dimensional statistical methods.

Format

- Lectures
- Group Projects

- PREREQUISITES

Business 41901 and 41902.

- MATERIALS

Journal articles and book chapters will be used in this course. A few references that may be useful are Hayashi *Econometrics*, Wooldridge *Econometric Analysis of Cross Section and Panel Data*, Angrist and Pischke *Mostly Harmless Econometrics*, Angrist and Pischke *Mastering Metics*, and Imbens and Rubin *Causal Inference for Statistics, Social, and Biomedical Sciences: An Introduction*.

- GRADES

Based on a project, midterm, final, and problem sets. No provisional grades.

Grades

- Graded homework assignments

Testing

- Midterm
- Final exam (in class)

- SYLLABUS

Schedule
TIME-SERIES ANALYSIS FOR FORECASTING AND MODEL BUILDING (41910) - RUSSELL, JEFFREY

CONTENT

Forecasting plays an important role in business planning and decision-making. This Ph.D.-level course discusses time series models that have been widely used in business and economic data analysis and forecasting. Both theory and methods of the models are discussed. Real examples are used throughout the course to illustrate applications.

The topics covered include: (1) stationary and unit-root non-stationary processes; (2) linear dynamic models, including Autoregressive Moving Average models; (3) model building and data analysis; (4) prediction and forecasting evaluation; (5) asymptotic theory for estimation including unit-root theory; (6) models for time varying volatility; (7) models for time varying correlation including Dynamic Conditional Correlation and time varying factor models.; (9) state-space models and Kalman filter; and (10) models for high frequency data.

Format

- Lectures
- Discussion

PREREQUISITES

Business 41901 or instructor consent. BUSN 41910=STAT 33500

MATERIALS

Software: Eviews will be introduced to perform data analysis, but students can use other software.

GRADES

Homework assignments (15%), mid-term (35%), and final exam (50%). No provisional grades.

Grades

- Graded homework assignments
• Midterm
• Final exam (in class)

SYLLABUS

Schedule

• Winter 2018Section: 41910-50F 1:30PM-4:30PMMidterm
• Final exam (in class)

APPLIED MULTIVARIATE ANALYSIS (41912) - TSAY, RUEY

CONTENT

This course covers the basic theory and methods for analysis of multi-dimensional data. The ability to analyze multiple responses simultaneously opens up many applications. The topics covered in this course include descriptive statistics for multivariate data, basic properties of multivariate distributions such as normal and Student-t, multivariate linear regression, principal components analysis for dimension reduction, factor analysis and dynamic factor models, canonical correlation analysis, discrimination and classification, independent component models, dimension reduction, and simple multiple time series models. Data mining and machine learning will be discussed if time permits. Applications in business and economics are emphasized. Software R will be used.

Format

• Lectures
• Discussion

PREREQUISITES

Business 41901 or 41902 or equivalent courses. BUSN 41312=STAT 32900

MATERIALS


GRADES

Mid-term (35%), final exam (40%), and homework assignments (25%). No auditors.
Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (in class)

Restrictions

- No auditors

SYLLABUS

Schedule

- Spring 2018
  - Section: 41912-50F 8:30AM-11:30AM
  - Harper Center
  - Lecture Hall C06

COMPETITIVE STRATEGY (42001) - BUDISH, ERIC

CONTENT

We will apply tools from microeconomics and game theory to the analysis of strategic decision making by firms. Specific topics covered include the sources of industry and firm profitability, strategic positioning, sustainable competitive advantage, the boundaries of the firm, incomplete contracts, vertical integration, strategic commitment, dynamic pricing, entry and exit, network effects, and platform markets. My goal in the class is to get students to think like an economist about firm strategy.

The course is designed for students who are very comfortable with microeconomics at the level of 33001. Classes will combine case analysis and discussions with lectures.

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES
Business 33001.

- **MATERIALS**

Articles and case materials will be distributed via the course website. There are two required books. There will be additional optional readings posted each week to the course website.

- **Resources**
  - Canvas Site

- **GRADES**

Based on class participation, assignments, a mid-term, and a final. Cannot be taken pass/fail. No auditors.

- **Grades**
  - Graded homework assignments
  - Graded attendance/participation

- **Testing**

- Midterm
- Final exam (in class)

- **Restrictions**

- No pass/fail grades
- No auditors

- **SYLLABUS**

- **Schedule**

  - Spring 2018 Section: 42001-01F 8:30AM-11:30AM Harper Center The Jon S. Corzine Foundation Classroom-HCC01
  - Spring 2018 Section: 42001-02F 1:30PM-4:30PM Harper Center The Jon S. Corzine Foundation Classroom-HCC01
  - Spring 2018 Section: 42001-81F 6:00PM-9:00PM Gleacher Center Lecture Hall 208

**COMPETITIVE STRATEGY (42001) - COVERT, THOMAS**

- **CONTENT**
This course applies tools from microeconomics, game theory, industrial organization, and theory of the firm to analyze business decisions. It focuses on how firms can anticipate and influence their rivals' competitive behavior, and the impact this has on profitability. Classes combine case analysis and discussions with lectures. Topics include efficient production, pricing, product design, commitment, firm structure and boundaries, network effects, and entry and exit. The course is designed for students who are comfortable with the material in 33001.

Format

- Lectures
- Discussion
- Case Studies

MATERIALS

Resources

- Canvas Site

GRADES

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Midterm
- Final exam (in class)

SYLLABUS

Schedule

- Winter 2018Section: 42001-01F 8:30AM-11:30AMHarper CenterThe Credit Suisse First Boston Classroom-HCC08
- Winter 2018Section: 42001-85S 1:30PM-4:30PMGleacher CenterLecture Hall 208

COMPETITIVE STRATEGY (42001) - MAHONEY, NEALE

CONTENT
Students will apply tools from microeconomics and game theory to the analysis of competitive decision-making. Topics covered include the sources of industry and firm profitability, strategic positioning, the boundaries of the firm, incomplete contracts, strategic commitment, dynamic pricing, entry and exit, vertical integration, network externalities, and auctions.

The course is designed for students who are very comfortable with economic analysis at the level of 33001. Classes will combine case analysis and discussions with lectures.

Format

- Lectures
- Discussion
- Case Studies

**PREREQUISITES**

Business 33001 (can be taken concurrently).

**MATERIALS**

Electronic course materials (which will be posted in Canvas) and a textbook are required readings. Additional texts are optional.

Resources

- Canvas Site

**GRADES**

Based on class participation, assignments, a mid-term, and a final. Cannot be taken pass/fail. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Quizzes
- Midterm
- Final exam (in class)

Restrictions

- No pass/fail grades
- No auditors
## SYLLABUS

### Schedule

- Autumn 2017 Section: 42001-01T 1:30PM-4:30PM Harper Center The PIMCO Classroom - HCC07
- Autumn 2017 Section: 42001-02W 8:30AM-11:30AM Harper Center The PIMCO Classroom - HCC07
- Autumn 2017 Section: 42001-81T 6:00PM-9:00PM Gleacher Center The Goldman Sachs & Co. Lecture Hall - GC400

## COMPETITIVE STRATEGY (42001) - SHEFI, YOAD

### CONTENT

The course applies microeconomics tools (including elements of price theory, game theory, and industrial organization) to analyze decisions firms face in business environments. There will be specific focus on strategic decisions, the factors that influence firms' competitive advantages and the sources of industry and firm profitability. We will explore the application of the theory to real-world problems (pricing, positioning, entry, regulation, antitrust etc.) through case analysis, readings, and in-class discussion.

### Format

- Lectures
- Discussion
- Case Studies
- Group Presentations

### PREREQUISITES

Business 33001.

### MATERIALS

A textbook is required. Other materials will be posted on the course website.

### Resources

- Canvas Site

### GRADES

Based on class participation, group presentations and a final.

Grades
- Graded homework assignments
- Graded attendance/participation

Testing

- Final exam (in class)

SYLLABUS

Schedule

- Autumn 2017Section: 42001-03W 8:30AM-11:30AMHarper CenterLecture Hall C09

COMPETITIVE STRATEGY (42001) - STAFF

- No Course Description Available

Schedule

- Summer 2018Section: 42001-81 TBA
- Summer 2018Section: 42001-85 TBA

COMPETITIVE STRATEGY (42001) - SYVERSON, CHAD

CONTENT

The course applies microeconomics (including elements of price theory, game theory, and industrial organization) to analyze decisions firms face in business environments. There will be specific focus on strategic decisions and the factors that influence firms' competitive advantages. Class time will be devoted to lectures and case discussions. Topics covered include sources of competitive advantage, scope of the firm, efficient performance, pricing, entry and exit, vertical structure, and network externalities.

Format

- Lectures
- Discussion
- Case Studies
PREREQUISITES

Business 33001.

MATERIALS

A selection of readings will be posted in Canvas.

Resources

Canvas Site

GRADES

Based on class participation, assignments, a final, and possibly a midterm. No auditors.

Grades

- Graded homework assignments
- Graded attendance/participation

Testing

- Quizzes
- Midterm
- Optional midterm
- Final exam (in class)

Restrictions

- No auditors

SYLLABUS

Schedule

- Autumn 2017Section: 42001-04R 1:30PM-4:30PMHarper CenterThe Credit Suisse First Boston Classroom-HCC08
- Autumn 2017Section: 42001-82R 6:00PM-9:00PMGleacher CenterThe Goldman Sachs & Co. Lecture Hall-GC400

COMPETITIVE STRATEGY (42001) - WOLLMANN, THOMAS
CONTENT

The course applies microeconomics—primarily industrial organization—to analyze decisions managers face in business environments. It focuses on strategic decisions that drive profitability. Class time will be devoted to case discussions and lectures.

The first half of the course takes a price theory approach to managerial decision-making. The actions of rivals are mostly assumed fixed, so we can isolate key tradeoffs that they face. The second half takes a game theory approach, in which managers’ actions directly affect their rivals’ payoffs, and vice versa. It considers strategic decisions of first-order importance. Topics include pricing, positioning, patterns and determinants of cross-industry and within-industry profitability, entry and exit, vertical integration and boundaries of the firm (i.e. the “make or buy” decision), commitment, cooperation, deterrence, network effects, and multisided platforms (MSPs).

Format

- Lectures
- Discussion
- Case Studies

PREREQUISITES

Bus 33001 recommended

MATERIALS

Required: Harvard Business Publishing cases, news articles, and academic research.

Example cases from the first half of course: "Moneyball," "The Cola Wars," "Airborne Express."

Example cases from the second half: "The Future of Ridesourcing: Uber and Lyft," "Dropbox: It Just Works," "Power Play (Nintendo)," "LinkedIn," "Ryanair: Dogfight over Europe."


This course will have a Canvas site.

Resources

- Canvas Site

GRADES

Class participation and case discussion (40%), in-class midterm (20%), in-class exam (35%), and completion of case memorandum (5%).

Grades

- Graded homework assignments
- Graded attendance/participation
## SYLLABUS

### Schedule

- **Winter 2018**
  - Section: 42001-02W 8:30AM-11:30AM Harper Center The Credit Suisse First Boston Classroom-HCC08
  - Section: 42001-03R 1:30PM-4:30PM Harper Center The Credit Suisse First Boston Classroom-HCC08
  - Section: 42001-81W 6:00PM-9:00PM Gleacher Center The Goldman Sachs & Co. Lecture Hall-GC400

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### BUSINESS POLICY (42002) - DAVIS, HARRY

#### CONTENT

A student who recently took this course suggested the sub-title of "Strategies for Individuals and Their Organizations" or "The Artistry of Strategy." While the sub-titles do capture the content of this course, I have decided to honor the historical name, "Business Policy," because it connotes a general management perspective, the importance of people in moving an organization toward its goals, openness to many modes of thinking, and the critical link between strategy and implementation.

By the end of the course students should: 1) feel comfortable in working in a strategy versus maintenance space; 2) be more fluent in using the vocabulary and tools of leading strategy and management consultants; 3) know when the specialized knowledge and techniques that form much of the M.B.A. curriculum are useful, and when they are not; and 4) be excited about their own career and personal strategy.

WARNING LABEL: Although the course familiarizes the student with current and past practice in strategic planning, I also structure the learning environment as a forum for challenging current approaches and dogma, and as a place to experiment with some new ways to think about business practice. On the basis of past experience, students who enjoy 'unconventional' ways of thinking and learning about strategy (which I believe is an inherently open-ended topic) will probably enjoy this class more than those who prefer not to deviate much from a more traditional approach to this subject.

#### Format

- Lectures
- Discussion
- Case Studies
- Group Projects

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### PREREQUISITES
Six courses completed.

**MATERIALS**

Resources

- Canvas Site

**GRADES**

The grading philosophy for this course emphasizes week-by-week written assignments - four of which are individual papers and three of which are group papers. In place of a final examination, students prepare a final paper that focuses on important strategy questions in the context of their professional and/or personal lives. No auditors.

Grades

- Graded homework assignments

Testing

- Final exam (take home)

Restrictions

- No auditors

**SYLLABUS**

Schedule

- Winter 2018Section: 42002-01W 1:30PM-4:30PMHarper CenterThe Eugene F. Fama Classroom-HCC03
- Winter 2018Section: 42002-81R 6:00PM-9:00PMGleacher CenterThe Goldman Sachs & Co. Lecture Hall-GC400

THE STRATEGY SYMPOSIUM (42102) - DAVIDS, HARRY; GOULD, JOHN

**CONTENT**

Over the past several years we have taught numerous courses in strategy, leadership and business policy in all of the Chicago Booth's M.B.A. programs including the Executive Program and the International Executive Program in Barcelona. As a result of our collaboration in developing these courses, we have gathered a large variety of material on approaches, ideas and questions about strategy. Over the years we have also discussed these issues with business executives as well as practitioners from fields outside of business.
Based on this background and material, we introduced a new course a few years ago. We felt the course was a success and we are offering it again this year. The course brings together a group of about 30 students to meet with us and visitors (business executives and others) to explore some of these issues and ideas in greater depth. The goals of the course will be to develop a better understanding of methods and techniques of strategic thinking and to explore the design, implementation and evaluation of strategy. One important goal is to develop tools and concepts for evaluating strategies both before and after the outcome is known and to seek insights that will improve the process of designing strategy.

The course will be developed around reading and presentations (from visitors as well as members of the class) and, as a symposium, class discussion and interaction will be very important. In addition, the course will require a project carried out with two or three others.

Format

- Lectures
- Discussion
- Group Projects
- Group Presentations

**PREREQUISITES**

- 6 courses completed.

**MATERIALS**

This course will have a Canvas site.

**Resources**

- Canvas Site

**GRADES**

**Grades**

- Graded homework assignments
- Graded attendance/participation

**SYLLABUS**

**Schedule**

- Spring 2018 Section: 42102-81F 6:00PM-9:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 130
- Spring 2018 Section: 42102-85S 9:00AM-12:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 130
The course will introduce students to the functions and duties of directors and boards, and to the topics boards in the United States most commonly face.

The content will be applicable to both public and private corporations and not for profit organizations. The differences in corporate governance in other countries, as well as current trends in corporate governance, will be discussed.

The topics covered include the role of Directors and the Board in:

- Board Development
- Board Member Selection & Evaluation
- Board Responsibilities & Legal and Compliance Duties
- Sarbanes Oxley
- Fiduciary Integrity
- CEO Selection, Evaluation, and Succession Planning
- Compensation Practices
- Corporate Strategy
- Shareholder Communications
- Crisis, Bankruptcy, and Dissidents
- Private Firms and Not For Profit Organizations
- International Governance
- Global Trends

**Format**
The course utilizes the case method and practical examples of real situations are discussed each week. For students to benefit from the course, they must prepare thoroughly for, and actively participate in each class. Students will be part of a 5 person group in the course. Each group will prepare a 2 page weekly paper on the case being discussed starting in week 2. Each group will also research and prepare one paper on international governance in a specific country. Each group will present their paper to the class. There will be no exams.

**MATERIALS**
A selection of readings and cases which will be posted in Canvas.

**GRADES**
Class participation and contribution will be an important part of the grade and each student has the responsibility of making a contribution in each class. Students will organize study groups of five and their grade will be a group
grade for the weekly papers and the international project. The group grades will be adjusted to reflect individual contribution of the team members at the end of the course.

The weighting of the three factors is as follows.

Individual Class Participation 30% Group Weekly Papers 40% Group International Project 30%

The course cannot be taken pass/fail.

Auditors will not be admitted to class.

Grades

- Graded homework assignments
- Graded attendance/participation

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Winter 2018Section: 42108-01F 1:30PM-4:30PMHarper CenterThe Credit Suisse First Boston Classroom-HCC08
- Winter 2018Section: 42108-81F 6:00PM-9:00PMGleacher CenterThe Goldman Sachs & Co. Lecture Hall-GC400

STRATEGIC INVESTMENT DECISIONS (42110) - GERTNER, ROBERT

CONTENT

Most strategic decisions involve investment – investment in physical capital, investment in human capital, or investment in knowledge capital. In strategy classes we study the qualitative aspects of strategic investment decisions; in finance classes we learn quantitative methods to value investment projects. In this class, we will develop and apply a variety of tools to achieve greater understanding and sophistication in strategic investment decision-making.

Discounted cash flow (DCF) analysis is the basic model for valuing investment projects that is the core of corporate practice and capital budgeting sections of corporate finance classes. This course focuses on ways to use richer modeling tools to improve strategic decision-making. The most important difference in the tools we develop is that they explicitly focus on the uncertainty inherent in strategic investments. Richer models of uncertainty make the underlying assumptions about the evolution of the industry and the firm’s position more transparent, making them a better tool for communication and debate among decision-makers. Explicit models of
uncertainty allow one to incorporate the value of flexibility, i.e., real options, into strategic decision-making processes.

Building richer models of uncertainty for valuation and strategic decision-making processes is the focus of the course. We will study different methods for doing this, including scenario analysis, decision trees, binomial lattices, and numerical simulations. We will also consider situations where the environmental uncertainty includes actions of rivals by studying how game theoretic concepts can be incorporated into the models. The key skill that we will work hard to develop through strategy cases and modeling exercises is the ability to take a complex, ambiguous strategic problem and build a tractable model that captures the quantitative implications of the key strategic tradeoffs and most important uncertainties.

Please view this video to hear more from Professor Gertner, and learn more about the class.

FORMAT

This course being taught with what is sometimes called a “flipped classroom”; we are doing in class what is typically done at home – working individually and in groups on problems and cases; and doing at home what we typically do in class – listening to lectures – in this case via a collection of videos. The main benefit to this approach is that it will allow you to work on learning the tools and their application with more frequent and richer feedback from me and from your peers than is possible with the traditional approach. In addition, we will be able to discuss the cases in class in order to reach consensus on the strategic issues before working in groups during class to build models that capture the key strategic tradeoffs. The class will meet in Room 140 at Booth 455 a room designed specifically for working in groups as well as sharing work within groups and among groups. This is an experiment but I am confident that this is the best way for you to learn the tools and master their application.

Format

- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

Business 35200 and 42001.

MATERIALS

On-line videos, decision tree and simulation software, class notes, cases, and limited supplemental readings.

Resources

- Canvas Site

GRADES

Based on in-class participation and performance, group project, and final exam.
Graded homework assignments
Graded attendance/participation

Final exam (in class)

SYLLABUS

Schedule

- Winter 2018 Section: 42110-01W 8:30AM-11:30AM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 132
- Winter 2018 Section: 42110-81W 6:00PM-9:00PM Booth 455 NBC Towers Booth 455 (NBC Tower) Room 132

GAME THEORY (42116) - KAMENICA, EMIR

CONTENT

In terminology of economics a *game* is any situation where the best course of actions depends on what others will do. Under this definition, most business environments are games. Game theory is a framework for analyzing games. The course will focus on two questions: (i) how to *design* games (i.e., how to structure the business environment), and (ii) how to *play* games (i.e., how to predict what others will do and respond appropriately).

Format

- Lectures
- Discussion

MATERIALS

Resources

Canvas Site

GRADES

Grades

- Graded homework assignments
- Graded attendance/participation

Testing
PLATFORM COMPETITION (42117, 50 UNIT COURSE) - GOOLSBEE, AUSTAN

CONTENT

This class will analyze strategy and economics of platform industries—businesses that connect buyers, sellers and third-party providers. A great deal of the digital economy takes place this way from app stores, online advertising, social media and social networks, online software companies, media, news and entertainment companies and many others.

This course will be a predominantly case based examination of many different varieties of such businesses and the ways they compete. It will present frameworks to identify platform industries and understand the dynamics of those industries over time such as whether they will be concentrated or have many successful companies. It will explore the use and viability of various platform business models: user subscription fees, advertising, 'freemium' pricing, charging developers and so on. It will also explore the different strategies for newly entering platforms challenging and incumbent and for established players trying to prevent competitors from rising.

The course will be graded on class participation, case write-ups and a final exam.

Note: In autumn 2017, class will meet in weeks 2-6 instead of weeks 1-5. In spring, class will meet in weeks 6-10.

FORMAT

- Lectures
- Discussion
- Case Studies

PREREQUISITES

Micro: Bus 33001 or 33002 or 33101: strict. Cannot take Bus 42117 if Bus 33221 taken previously: strict. No Non-Booth and no Dougan Scholars students.
- No non-Booth Students

- **GRADES**

  No pass/fail grades. No auditors.

  Grades

- Graded homework assignments
- Graded attendance/participation

- **Testing**

  Final exam (take home)

- **Restrictions**

  - No pass/fail grades
  - No auditors

- **SYLLABUS**

  Schedule

  - Autumn 2017\Section: 42117-01R 8:30AM-11:30AM\Harper Center\The Sidney Davidson Classroom-HCC041st Half: Week 1 - Week 5
  
  - Autumn 2017\Section: 42117-02R 1:30PM-4:30PM\Harper Center\The Sidney Davidson Classroom-HCC041st Half: Week 1 - Week 5
  
  - Autumn 2017\Section: 42117-81R 6:00PM-9:00PM\Gleacher Center\The Amoco Lecture Hall-GC3001st Half: Week 1 - Week 5
  
  - Spring 2018\Section: 42117-01R 8:30AM-11:30AM\Harper Center\The Eugene F. Fama Classroom-HCC032nd Half: Week 6 - Week 10
  
  - Spring 2018\Section: 42117-02R 1:30PM-4:30PM\Harper Center\The Eugene F. Fama Classroom-HCC032nd Half: Week 6 - Week 10
  
  - Spring 2018\Section: 42117-81W 6:00PM-9:00PM\Gleacher Center\The Amoco Lecture Hall-GC3002nd Half: Week 6 - Week 10

**BUSINESS APPLICATIONS OF NATURAL LANGUAGE PROCESSING (42118) - ALDERUCCl, DEAN**
MERGER & ACQUISITION STRATEGY (42121) - MORRISSETTE, STEPHEN

CONTENT

This course provides an overview of mergers and acquisitions with a focus on the role M&A plays in the development and implementation of a firm’s strategy. Students will develop an analytical and theoretical framework to understand the M&A process and will also use cases and real-world applications to develop skills necessary to prepare and evaluate the strategic rationale for a proposed transaction. This course uses a strategic corporate development perspective rather than an investment banking/transaction perspective. Topics include strategic rationale for M&A transactions, value creation and destruction in M&A, the M&A process, interplay between strategy and valuation, and implementation/integration issues. The student will apply course learnings in a cumulative project typically by preparing a preliminary business case for a proposed transaction.

Students should note that this is a strategy course, not a finance course.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations
- Ethics discussion/component

PREREQUISITES

None. Students would benefit from completing 42001 Competitive Strategy and 35201 Cases in Financial Management.

MATERIALS

The course is taught using lectures, case analysis, readings and guest speakers. This course will have a Canvas site.

Resources
REPUTATION, REGULATION AND COMMUNICATIONS – HOW MEDIA INFLUENCES BUSINESS (42123) - ROLNIK, GUY

CONTENT

This course aims to provide students, as future decision makers, with a set of tools to engage and deal with the media, and to develop communications and non-market strategies in a complicated world with multiple stakeholders. Students will become sophisticated consumers of media, specifically, of financial and business news media, and will develop an awareness of the far reaching influence of the news media on what they “know,” what they think is important, and the perspective they take on issues, as well as the drivers that influence the for-profit news media.

This course explores the relationship between business, regulators, and the media. All businesses face multiple stakeholders: shareholders, customers, employees, activists, NGOs, politicians, and regulators. Their interaction
with stakeholders is conducted mainly through the media. Media has a major role in shaping corporate reputation vis-a-vis their stakeholders, regulators, and potential business partners.

We begin the course by exploring the relationship between business and regulation and the non-market strategies which businesses employ to influence their regulatory environment. Next, we dive deeper into the business model of the media to see how it affects relationships with corporations, and inspect the media’s resulting influence on politicians, regulators, businesses, voters, and consumers. We conclude the course by exploring particular non-market forces and strategies, such as the role of corporate reputation and crisis management techniques.

This course usually features three to four 1.5-hour guest lectures by leading experts in the industry. In the past, students enrolled in this class had the opportunity to learn and engage with more than a dozen guest lecturers, who hold, or held, prominent roles in large corporations in regulation, compliance, government relations, and public relations.

Provisional grading will be available for non-Booth and joint degree graduating students.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

PREREQUISITES

Students who plan on taking or have already taken “42705 - Reputation, Regulation and Communications – How Media Influences Business - Lab” cannot register for this course: strict.

MATERIALS

The syllabus, readings, cases, and all other information can be accessed on the Canvas site.

Resources

- Canvas Site

GRADES

Grades will be based on class participation, memorandums, and a group project.

Grades

- Graded homework assignments
- Graded attendance/participation

SYLLABUS

Schedule
STORYTELLING AND NARRATIVES IN BUSINESS (42124) - ROLNIK, GUY

CONTENT

Building and sustaining reputation, creating strong brands, acquiring market power, leading organizations, motivating people, and working effectively with politicians, regulators, and the media – many entrepreneurs, manager, and companies that excel in these activates share a commonality: they develop and maintain coherent strategic narratives, they appreciate the importance of stories and they know how to tell them.

How do companies that are yet to turn a profit command a value of billions of dollars; what differentiates the entrepreneurs who succeed in raising money; what is the basis for effective lobbying and rule-shaping; how do managers create trust and change attitudes and behaviors of their team? Many of these stories begin with the importance of good stories and powerful narratives.

To help students develop a clearer point of view about the impact of stories in business, we will start by discussing how much of our reality is “real,” and continue by examining the role of stories in our lives, while also identifying the characteristics of good stories and successful storytellers. We will then add the concept of power and how the combination of power and narrative influences political, economic, and business ideas and structures. Next, we will investigate how companies use stories to gain and maintain dominance and look specifically at case studies of companies that mastered storytelling and strategic narratives. We will finish our journey with a debate on the viability of narratives in the current era and discuss how “alternative facts,” “fake news,” and other “post-truth” world phenomena change the way we use stories in business. What is the future of storytelling when so many people call authoritative information sources into question? Is a new method of storytelling required? These are the major questions that will drive the course.

This course explains and demonstrates the importance of narratives and storytelling tools in most of the efforts and processes that seek to acquire power and influence—not only within organizations, but very often outside of them—when interacting with customers, competitors, regulators, politicians, and the media.

Format

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

MATERIALS

The syllabus, readings, cases, and all other information can be accessed in the Canvas site.
Resources

- Canvas Site

GRADES

Grades will be based on class participation, memorandums, and a group project.

Schedule

- Spring 2018 Section: 42124-81R 6:00PM-9:00PMBooth 455 NBC TowersBooth 455 (NBC Tower) Room 130
- Spring 2018 Section: 42124-85S 9:00AM-12:00PMGleacher CenterLecture Hall 208

THE LEGAL INFRASTRUCTURE OF BUSINESS (42201) - PICKER, RANDAL

CONTENT

Almost every business decision has legal consequences or takes place in an extensive legal framework. Entrepreneurs and managers can no more ignore the laws of the state than they can the laws of physics. This course will provide a general introduction to law and business. It will do so using traditional legal analysis, supplemented by a substantial use of law and economics. Topics to be covered include: choice of corporate form; capital markets laws, including venture capital and IPOs; antitrust; intellectual property; telecommunications and the regulation of natural monopoly; and e-Commerce.

Format

- Lectures
- Discussion

PREREQUISITES

None.

MATERIALS

There is a public website for the course, and a Canvas site.
Resources

- Canvas Site

GRADERS

Based on written assignments on a course blog and a final examination. Cannot be taken pass/fail. Auditors require instructor approval.

Grades

- Graded homework assignments

Testing

- Final exam (take home)

Restrictions

- No pass/fail grades

SYLLABUS

Schedule

- Autumn 2017Section: 42201-81M 6:00PM-9:00PMGleacher CenterLecture Hall 306

STRATEGY LAB (42701) - DAVIS, HARRY

CONTENT

This is the seventh year of a successful project-based course taught by Professor Harry L. Davis in partnership with A.T. Kearney. Joe Raudabaugh (MBA’80), a senior partner with A.T. Kearney and founder of the firm’s Student Lab program, is the sponsor. Joe’s interest in experiential education started at Chicago when he was a student in one of Professor Davis’ original New Product Laboratory classes.

Students have two objectives in this course: to (1) address the complex, strategic business problems brought by clients and develop actionable, data-driven recommendations and (2) to develop their own action and insight skills, both as individuals and as members of a team. In addition to project deliverables, reflection assignments throughout the quarter form the basis of the final grade. (For more on action and insight skills, see “Rethinking Management Education: A View from Chicago” by Harry L. Davis and Robin M. Hogarth.)
Six team projects will be created from up to 40 students. Each project will center on an important strategic challenge and require students to apply a broad set of concepts and tools. A.T. Kearney will coordinate client participation, supplement faculty with consulting resources to coach and support the student teams, and provide collaboration technologies to enable the teams and clients to work virtually. Previous clients have included 3M, Campbell Soup, Georgia Pacific, Nike, Walgreens, Feeding America, Emerson, IDEX, Avendra, Innerworkings, Valkre, Accretive Health, and Walmart. Project descriptions will be posted here the week of February 8.

Interested students are invited to attend one of two informational sessions on Wednesday, February 9:
Harper Center: Classroom C05, 12 PM—1 PM
Gleacher Center: Gleacher 200, 4:45 PM—5:45 PM

This year’s projects and the course structure will be discussed. Students unable to attend this session are welcome to send questions to This is an email link: Send Mail and/or watch a recording of the session (Booth username and password required).

This course welcomes students from all programs (full-time, evening, and weekend).

**Additional meetings:**

In addition to the regular Thursday afternoon meetings, there are three additional **required** meetings. If you cannot commit to attending these sessions, you should not apply for the course. Please note that the first is before the beginning of the spring quarter.

- Thursday, March 9, 2017: 2:00 PM – 5:00 PM
- Friday, March 31, 2017: 8:00 AM – 12:00 PM
- Friday, June 2, 2017: 8:00 AM – 12:00 PM

**Enrollment:**

Apply online for this course. Applications will be accepted until midnight the evening of Monday, February 13. Students will be notified of their acceptance on or by Friday, February 17.

**Class Location:**

This course will be taught at the Gleacher Center and will not meet in a standard room each week. The weekly room assignments can be found below. Please also see the Gleacher electronic boards to confirm location each week.

Class will meet weekly on Thursdays from 2-5pm.

**Format**

- Discussion
- Group Projects
- Group Presentations

**PREREQUISITES**

Students will be enrolled if they apply and receive notice that they have been admitted to the course. Given the importance of forming stable teams, any drops/withdrawals are only with approval.

**MATERIALS**

This course will have a Canvas site.
Resources

- Canvas Site

GRADES

Evaluation Criteria: project deliverables (paper and presentation), reflection assignments, participation in project teams, and engagement in the Thursday class sessions. Cannot be taken pass/fail. No auditors.

Restrictions

- No pass/fail grades
- No auditors

SYLLABUS

Schedule

- Spring 2018Section: 42701-01R 2:00PM-5:00PMBooth 455 NBC TowersBooth 455 (NBC Tower) Room 130

INTEGRATED STRATEGIC MANAGEMENT (42704, 50 UNIT COURSE) - FITZGERALD, KATHLEEN

CONTENT

This course is built around a continuous time simulation that requires players to integrate concepts and tools learned in the Booth MBA program.

Student teams participate in a market environment in which they make and implement financing, investing, product design, production, distribution, and other marketing and operating decisions.

- Supply chain relationships require negotiations with other teams.
- Task allocation within teams requires effective teamwork, decision-making, management and leadership skills.
- Historical data provides a basis for modeling and statistical analysis.
- The final project is based on a summary of the strategic, investing, financing and operating choices made during the simulation period and requires you to perform a valuation of your company.

Similar to a live business environment, the play and outcome of the simulation depends on the actions taken by the market participants. Teams must be able to pivot and adapt their strategies and partnerships in order to succeed.

See syllabus for information about teams, class meeting specifics, website, game play etc.
This course is new in the MBA program, so no course evaluations are available. However, a similar course is taught in the EMBA program and evaluations are available online (CNet credentials required).

Format

- Lectures
- Discussion
- Group Projects

PREREQUISITES

First year students in their first quarter may not take this class: strict. No Non-Booth and no Dougan Scholars students.

This course is designed as a capstone course so students should not enroll in this course unless they have taken most of the following courses: competitive strategy (42001), financial accounting (30000), managerial accounting (30001), corporate finance (35200), marketing (37000) and operations (40000). Having most but not all should be sufficient but you need to make sure that someone on your team has taken the courses you haven’t and you should realize that you may have to do some self-study to get up to speed.

GRADES

Course grades will be based on class participation, peer evaluation, 5 weekly homework assignments and the final project. The first homework assignment is an individual assignment and requires each player to answer a series of questions designed to lead you through the mechanics of simulation play. This will be provided 2 weeks prior to the start of class.

Grades

- Graded homework assignments
- Graded attendance/participation

SYLLABUS

Schedule

- Autumn 2017Section: 42704-01R 1:30PM-4:30PMHarper CenterLehman Brothers Classroom-HCC02nd Half: Week 6 - Week 10
  50 Unit Course
- Autumn 2017Section: 42704-85S 9:00AM-12:00PMGleacher CenterLecture Hall 2062nd Half: Week 6 - Week 10
  50 Unit Course

REPUTATION, REGULATION AND COMMUNICATIONS – HOW MEDIA
INFLUENCES BUSINESS - LAB (42705)  
- ROLNIK, GUY

**CONTENT**

The interaction between business, regulators, and media is of great importance for future decision makers. In business, we see reputation, branding and public discourage having a growing influence on most corporations vis-à-vis all their stakeholders. In regulation, we notice the significance of media in setting the agenda and influencing the regulator’s reputation, and incentives and ideas. When faced as executives with a news story, a media crisis, a media driven economic or business event, it is crucial to be able to map and understand the players, the incentives, and the dynamics, as well to analyze the non-market forces that influence corporations.

This lab course exposes students to live regulatory and media challenges faced by companies and provide them with a set of tools to deal with the media. This course is taught in collaboration with Tusk Ventures, a venture capital company that works with growing startups to help them navigate through governmental, political, and media hurdles. Each group of students will be paired with one of Tusk Ventures’ portfolio startups to create and present a regulatory or media strategic plan, while consistently engaging with the high level of ambiguity surrounding early stage companies. Tusk Ventures will supplement the material taught in class with consulting resources to coach and support the groups. This experience will give the students an opportunity to put into practice some of the skills and strategies that they will learn during the course.

The course will feature three to four 1.5-hour guest lectures by leading experts in the industry. The order of the topics in the class may change according to guest lecture.

Students who took or plan on taking “42123 - Reputation, Regulation and Communications – How Media Influences Business” cannot register for this course.

Provisional grading will be available for graduating non-Booth and joint degree students.

**Format**

- Lectures
- Discussion
- Case Studies
- Group Projects
- Group Presentations

**PREREQUISITES**

Students who took or plan on taking “42123 - Reputation, Regulation and Communications – How Media Influences Business” cannot register for this course.

**MATERIALS**

The syllabus, readings, cases, and all other information can be accessed in the Canvas site.

Resources
GRADES

Grades will be based on class participation, memorandums, and a group project.

Grades

Graded homework assignments
Graded attendance/participation

SYLLABUS

Schedule

Autumn 2017 Section: 42705-01R 1:30PM-4:30PM Harper Center Lecture Hall C09

ENTREPRENEURSHIP: URBAN OPPORTUNITIES AND SOLUTIONS I (42706, 50 UNIT COURSE) - SMITH, ABBIE

CONTENT

Note: This is the weekly workshop for Entrepreneurship: Urban Opportunities and Solutions. Students must apply for this course and will be enrolled in both the workshop (42706) and speaker series (42707). Booth and non-Booth students are welcome to apply. A survey link will be provided here and emailed on November 1. The deadline to apply is Monday, November 13. Students selected will be notified by November 16. Students from all three sections of 42706 will attend the same speaker series (42707-81) on Monday evening at Gleacher from 6-7:20. Students also will be admitted to a workshop session either on Monday 1:30-2:50 (42706-01) or 3:10-4:30 (42706-02) at Harper or 7:40-9 at Gleacher (42706-81).

Course description and motivation (42706/42707):

This is a lab course focused on entrepreneurship in the urban context. Urban challenges require new approaches and players. Entrepreneurs have an expanding and unprecedented opportunity to participate by addressing challenges in city living and governance with new profitable business models. For example, recent start-ups are devoted to making cities safer while earning a profit, making downtown housing affordable by offering a new “iPhone of apartments” and by a matching platform for finding roommates, saving municipalities money by bringing the sharing economy to city government, producing dramatic increases in recycling behavior in urban households, turning inner-city drop-outs to graduates, and providing tailored urban commuting solutions by crowdsourcing routes.
The course was co-developed with entrepreneur and venture capitalist, Stonly Baptiste. Stonly is a Co-Founder and Partner of Urban Us, a venture fund investing in seed and early stage startups that make cities and city life better. He is a member of the investment committee for BMW/MINI’s URBAN-X Accelerator, which invests in pre-seed companies building the future of urban living. He was named in CNN Money’s 2015 Upstart 30 and Govtech Magazine’s 2017 Top Innovators in Government. Stonly has 10 years of experience as a serial entrepreneur, building five ventures spanning different sectors and international markets, including Brazil and Canada. He has taught workshops and classes in software development and entrepreneurship and is a regular speaker at events like TechCrunch Disrupt and LAUNCH Festival.

During the quarter students will work in and out of the classroom in a four-person team to apply design thinking methods and tools to develop insights on an urban problem of choice and to develop, test, iterate, and pitch a proposed for-profit business model to address the problem (“term project”). The weekly workshop (42706) will be used to advance team projects and get feedback from classmates and instructors. A mentor from the urban entrepreneurial community will be assigned to each team for additional guidance on term projects outside the classroom throughout the quarter.

Team pitches will be presented during a specially scheduled two-hour and 40 minute workshop on Monday, March 12 (week 11) (rather than a final exam) as follows:

42706-01 Harper 10 a.m – 1p.m.
42706-02 Harper 1:30-4:30 p.m.
42706-81 Gleacher GC300 6-9 p.m.

Sections 42706-01 and 42706-02 will meet jointly at Gleacher with section 42706-81 on January 15 (Martin Luther King holiday) rather than on Monday afternoon at Harper.

The Monday evening speaker series (42707) will consist of interactive presentations by urban entrepreneurs, VCs, and municipal officials.

The speaker series, workshop, weekly readings, homework exercises, and term project for 42706 / 42707 are designed to provide students with an understanding of:

- Urban challenges
- The expanding entrepreneurial role in improving city life and/or governance
- How entrepreneurs are combining and leveraging new technologies and other “enablers” to address urban challenges with innovative business models that create value for the firm and the public
- How addressing urban challenges can help resolve pressing global issues
- How design thinking methods and tools are used to develop insights into stakeholders’ problems/needs, develop products/services to meet those needs, identify and tests key assumptions, develop and employ prototypes (including, but not limited to a landing page or functioning website with bubble.io (no coding required), and iterate towards a solution
- How to embed a proposed offering in a viable business model that tackles an urban challenge in a new way
- How to identify and test key business model assumptions and assess associated risks
- How to build and test a minimum viable product
- How to assess potential public benefits and market size
- How to work with local Governments (e.g. as supporters, partners, or customers)
- How to build support (e.g. early customers, advisors, corporate partners, other stakeholders)
- How to deliver an effective pitch.
The course also is designed to provide students with connections to key players in the emerging ecosystem in this dynamic space.

**Who should take this class?**

Students interested in entrepreneurship or corporate intrapreneurship are encouraged to consider this course. The course also may be of interest to students planning to work for municipalities or public sector practices of private consultancies and advisory firms.

**Format**

- Speaker presentations and Discussions
- Group Assignments
- Group Presentations

**PREREQUISITES**

Cannot take BUSN 42706 & 42707 if 42703 taken previously: strict. Application required.

**MATERIALS**


Additional materials to be determined.

**Resources**

- Canvas Site

**GRADES**

Grades will be based on individual and team assignments, class participation, and the term project. No auditors. No pass/fail grades.

The combined course grade for 42706/42707 will be computed as follows:

- 25% attendance and class participation (including feedback to other teams)
- 20% evaluation of your effort by teammates
- 20% homework and mini-presentations
- 35% final team project and presentation

Grades
ENTREPRENEURSHIP: URBAN OPPORTUNITIES AND SOLUTIONS II (42707, 50 UNIT COURSE) - SMITH, ABBIE

CONTENT

Note: This is the speaker series for Entrepreneurship: Urban Opportunities and Solutions. Students must apply for this course and will be enrolled in both the workshop (42706) and speaker series (42707). Booth and non-Booth students are welcome to apply. A survey link will be provided here and emailed on November 1. The deadline to apply is Monday, November 13. Students selected will be notified by November 16. Students from all three sections of 42706 will attend the same speaker series (42707-81) on Monday evening at Gleacher from 6-7:20. Students also will be admitted to a workshop session either on Monday 1:30-2:50 (42706-01) or 3:10-4:30 (42706-02) at Harper or 7:40-9 at Gleacher (42706-81).

Course description and motivation (42706/42707):

This is a lab course focused on entrepreneurship in the urban context. Urban challenges require new approaches and players. Entrepreneurs have an expanding and unprecedented opportunity to participate by addressing challenges in city living and governance with new profitable business models. For example, recent start-ups are devoted to making cities safer while earning a profit, making downtown housing affordable by offering a new “iPhone of apartments” and by a matching platform for finding roommates, saving municipalities money by bringing the sharing economy to city government, producing dramatic increases in recycling behavior in urban households, turning inner-city drop-outs to graduates, and providing tailored urban commuting solutions by crowdsourcing routes.

The course was co-developed with entrepreneur and venture capitalist, Stonly Baptiste. Stonly is a Co-Founder and Partner of Urban Us, a venture fund investing in seed and early stage startups that make cities and city life
better. He is a member of the investment committee for BMW/MINI’s URBAN-X Accelerator, which invests in pre-seed companies building the future of urban living. He was named in CNN Money’s 2015 Upstart 30 and Govtech Magazine’s 2017 Top Innovators in Government. Stonly has 10 years of experience as a serial entrepreneur, building five ventures spanning different sectors and international markets, including Brazil and Canada. He has taught workshops and classes in software development and entrepreneurship and is a regular speaker at events like TechCrunch Disrupt and LAUNCH Festival.

During the quarter students will work in and out of the classroom in a four-person team to apply design thinking methods and tools to develop insights on an urban problem of choice and to develop, test, iterate, and pitch a proposed for-profit business model to address the problem (“term project”). The weekly workshop (42706) will be used to advance team projects and get feedback from classmates and instructors. A mentor from the urban entrepreneurial community will be assigned to each team for additional guidance on term projects outside the classroom throughout the quarter.

Team pitches will be presented during a specially scheduled two-hour and 40 minute workshop on Monday, March 12 (week 11) (rather than a final exam) as follows:

42706-01 Harper 10 a.m – 1p.m.
42706-02 Harper 1:30-4:30 p.m.
42706-81 Gleacher GC300 6-9 p.m.

Sections 42706-01 and 42706-02 will meet jointly at Gleacher with section 42706-81 on January 15 (Martin Luther King holiday) rather than on Monday afternoon at Harper.

The Monday evening speaker series (42707) will consist of interactive presentations by urban entrepreneurs, VCs, and municipal officials.

The speaker series, workshop, weekly readings, homework exercises, and term project for 42706 / 42707 are designed to provide students with an understanding of:

- Urban challenges
- The expanding entrepreneurial role in improving city life and/or governance
- How entrepreneurs are combining and leveraging new technologies and other “enablers” to address urban challenges with innovative business models that create value for the firm and the public
- How addressing urban challenges can help resolve pressing global issues
- How design thinking methods and tools are used to develop insights into stakeholders’ problems/needs, develop products/services to meet those needs, identify and tests key assumptions, develop and employ prototypes (including, but not limited to a landing page or functioning website with bubble.io (no coding required), and iterate towards a solution
- How to embed a proposed offering in a viable business model that tackles an urban challenge in a new way
- How to identify and test key business model assumptions and assess associated risks
- How to build and test a minimum viable product
- How to assess potential public benefits and market size
- How to work with local Governments (e.g. as supporters, partners, or customers)
- How to build support (e.g. early customers, advisors, corporate partners, other stakeholders)
- How to deliver an effective pitch.
The course also is designed to provide students with connections to key players in the emerging ecosystem in this dynamic space.

**Who should take this class?**
Students interested in entrepreneurship or corporate intrapreneurship are encouraged to consider this course. The course also may be of interest to students planning to work for municipalities or public sector practices of private consultancies and advisory firms.

**Format**
- Speaker presentations and Discussions
- Group Assignments
- Group Presentations

**PREREQUISITES**
Cannot take BUSN 42706 & 42707 if 42703 taken previously: strict. Application required.

**MATERIALS**

Additional materials to be determined.

**Resources**
- Canvas Site

**GRADES**
Grades will be based on individual and team assignments, class participation, and the term project. No auditors. No pass/fail grades.

The combined course grade for 42706/42707 will be computed as follows:
- 25% attendance and class participation (including feedback to other teams)
- 20% evaluation of your effort by teammates
- 20% homework and mini-presentations
- 35% final team project and presentation

**Grades**
- Graded attendance/participation
Restrictions

- No pass/fail grades
- No auditors

**NO SYLLABUS AVAILABLE**

Schedule

- Winter 2018 Section: 42707-81M 6:00PM-7:20PM Gleacher Center The Amoco Lecture Hall GC30050 Unit Course