MINOR IN BUSINESS CLASSES
Spring 2015

CORE CLASSES

ACC 300
Financial Accounting (3)
Financial Accounting provides students with their first exposure to what is essentially the language of business. Students will learn how the economic activities of a business are reported in a set of financial statements and how the information in financial statements can be used to assess the risk and performance of the business. Emphasis will be placed on fundamental concepts and principles of financial accounting and the ability to apply those concepts and principles in business-related decision making.

MKT 300
Marketing Management (3)
An introductory course utilizing the case method of instruction to develop skills in marketing decision making. Topics include marketing planning and strategy; buyer behavior; product distribution, promotion and pricing strategies; and the development of integrated marketing programs.

Updated 3/26/15
This list is subject to change, please review course availability on Wolverine Access.
MINOR IN BUSINESS CLASSES
Fall 2015

CORE CLASSES

ACC 300
Financial Accounting (3)
310 MoWe 8:30 – 10:00AM (Bird)
318 MoWe 10:00 – 11:30AM (Bird)
319 MoWe 1:00 – 2:30 (Bird)
Financial Accounting provides students with their first exposure to what is essentially the language of business. Students will learn how the economic activities of a business are reported in a set of financial statements and how the information in financial statements can be used to assess the risk and performance of the business. Emphasis will be placed on fundamental concepts and principles of financial accounting and the ability to apply those concepts and principles in business-related decision making.

ACC 471
Accounting Principles (3)
001 TuTh 8:30 – 10:00AM (Williams)
002 TuTh 10:00 – 11:30AM (Williams)
003 Tu 7:00 – 10:00PM (Edwards)
This course covers both financial and managerial accounting with an emphasis on an external or a user perspective of accounting. The course is designed for students who seek to gain an understanding of how accounting information is used by organizations (businesses and nonprofit organizations) and by investors. The course is designed to answer questions such as: "What types of information are included in financial statements?" "As a manager, how can accounting information help me operate my organization more effectively?" "As a business owner, how can I use this information to run my operations more profitably?" As a borrower, how will my banker use my accounting information when evaluating a loan request for my business?" and "as an investor, how can I use a company's financial information to make better investment decisions?" Students will learn the basic rules that companies must follow when preparing their financial statements. The course also highlights some of the differences between U.S. accounting rules and the general rules that non-U.S. companies follow. The financial statements of actual companies will be used frequently during the semester. Also, breaking headlines in financial news will often be discussed in class.

FIN 302
Making Financial Decisions (3)
Lec MoWe 10:00 – 11:00AM (Kaul)
002 Fr 9:00 – 10:00AM
004 Fr 10:00 – 11:00AM
006 Fr 11:00 – 12:00PM
Financial analysis provides a structure to estimate and compare the costs and benefits of decisions made in both our personal lives and within an organization, such as a firm. Students taking this course will develop a foundational understanding of rational-decision making using financial analysis and the ability to apply that framework to make personal investing decisions, allocate capital within an organization or firm, and to determine the value of a firm or any asset that produces cash flow. Students will also learn how to assess risk understand the relationship between risk and return when investing as well as gain a general understanding of financial markets. This course will utilize extensive examples, problem solving, and case studies both in class and in smaller discussion sections.

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MKT 300  
Marketing Management (3)  
040 MoWe 1:00 – 2:30PM (Schwartz)  
050 MoWe 2:30 – 4:00 (Rick)  
An introductory course utilizing the case method of instruction to develop skills in marketing decision making. Topics include marketing planning and strategy; buyer behavior; product distribution, promotion and pricing strategies; and the development of integrated marketing programs.

MO 302  
Positively Leading People and Organizations (3)  
311 TuTh 10:00 – 11:30AM (Sandelands)  
312 TuTh 1:00 – 2:30PM (Sandelands)  
This course prepares you to lead high-performing, successful teams and organizations. The course will introduce framework to help you identify organizational problems and opportunities, develop solutions that leverage strengths, and lead your team or organization to success. Drawing on key principles of positive organizing, you will learn how to influence others without formal authority, negotiate and make effective decisions, and build your social capital. You will learn how to manage conflict and lead change to help you and your organization thrive in today’s dynamic, competitive, and global marketplace. The course draws on a variety of teaching tools including cases, video, simulations, discussions, and exercises to enrich student learning.

TO 302  
Managing Business Operations (3)  
MoWe 1:00PM - 2:30PM (Staff)  
Technology and Operations studies the business processes by which inputs of materials, labor, capital, and information are transformed into products and services which customers want and are willing to pay for. Effectively managing these processes will enhance firms’ competitive advantage in the marketplace. This course prepares students to think managerially and analytically about business processes, and provides students with the tools to analyze and continuously improve these processes.
ACTION BASED LEARNING CLASSES

ES 395
Entrepreneurial Management (3)
311 MoWe 10:00 – 11:30AM (Middleton)
Entrepreneurship is about overcoming ambiguity, risk and failure, embracing it, and learning from it. This course will explore entrepreneurship and identify many contexts in which entrepreneurship manifests, including start-up, corporate, social, and public sector. It will prepare students for starting and succeeding in an entrepreneurial venture. The main course deliverable is a complete business plan and a presentation to an outside group of investors.

This course will enable participants to sharpen their ability to find and evaluate opportunities for a new venture, as well as to think creatively and solve problems in highly unstructured situations. A broad range of topics essential to entrepreneurial ventures will be covered, including idea generation, feasibility analysis, raising capital, marketing strategies, financial modeling, attracting a capable team, creating a culture, and preparing for growth. In addition, the course will cover buying a business, franchising, and family business.

TO 482
Action Based Learning Project in Operations, Procurement, and Supply Chain Management (7.5)
311 Mo 7:00 – 10:00PM (Duenyas)
Mo 6:30 – 9:30PM (Kapuscinski)
This course provides an opportunity for students to deepen their knowledge in operations, procurement and supply chain management through action learning projects. Students will address a major operations or supply chain problem in a company through a 14-week action learning project. The course is taught in cooperation with AT Kearney, and students will also be provided guest lectures (by AT Kearney and Fortune 500 company executives) on how to approach consulting in operations and supply chain and on recent developments in these areas from different industries.

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APPROVED ELECTIVE COURSES

ACC 312
Intermediate Financial Accounting (3)
311 TuTh 8:30 – 10:00AM (Kama)
312 TuTh 10:00 – 11:30AM (Kama)
313 TuTh 1:00 – 2:30PM (Kama)
This is an intermediate financial accounting course that focuses on asset, liability and owners' equity measurement and timing of recognition issues, together with the associated income determination problems. The course is designed to serve as the first post-introductory course for those who wish to obtain substantial training in financial accounting. The course is also designed to serve the needs of financial statement users who wish to obtain additional training beyond the introductory level.

ACC 315
Cost Accounting (3)
311 MoWe 1:00 – 2:30PM (Klemstine)
An intermediate course about the managerial use of accounting data to plan and control personnel and operations in the firm. The focus is on planning, decision-making, and control by organizations, and on the accounting systems that managers have to assist them in their decisions about resource allocation and performance evaluation. In addition to students in accounting, the course is designed for those who plan careers in management at all levels and in all functions and who will need to motivate other employees and evaluate both managers and business units in the organization.

BA 201
Business Thought and Action (3)
311 MoWe 1:00 – 2:30 (Sinclair)
This course introduces students to business. In this course we foster development of the key skill of learning via reflection on one's own experience. The course will rely heavily on examination of individual organizations or industries from which generalizations can be made. Specific situations will be selected to convey the excitement of business situations, the role of business in society and the global scope of business. The primary purpose of this class is to educate students about the broad range of problems and opportunities that businesses face and the tools and skills that are necessary to face them. A secondary purpose is to show the students the richness of business activity by 'peeling back the onion' via case discussions of situations and companies they have experienced in their lives. Students will gain familiarity with different kinds of information resources: from trade magazines to mass market books to research journals.

BE 440
Risk Management and Insurance (3)
001 TuTh 2:30 – 4:00 (Natarajan)
Exploration of insurance as a means of replacing uncertainty with certainty; use of mathematical models to explain theory of interest, risk theory, credibility theory and ruin theory; how mathematics underlies important individual and societal decisions.
BL 305
Legal Environment of Business (3)
001 MoWe 2:30 – 4:00PM (Banas)
002 MoWe 4:00 – 5:30PM (Banas)
003 TuTh 11:30 – 1:00PM (Rogala)
004 TuTh 1:00 – 2:30PM (Rogala)
It is essential for future business leaders and entrepreneurs to have an understanding of the role of the law and legal risk in shaping business decisions, achieving competitive advantage, and avoiding legal pitfalls. This course provides an introduction to the Anglo-American legal system and the development of substantive and procedural law with emphasis on the idea that business relationships are based upon contractual agreements. The course covers numerous pertinent business laws and regulations that shape business activities, including common law contracts, the Uniform Commercial Code (sales and leases), tort law (including negligence and products liability), international business transactions, environmental law, intellectual property law, jurisdiction, constitutional law, accountants legal liability, criminal law, and the relationship between law and ethics. Legal cases are studied to trace the development of the common law and to illustrate actual business problems that business professionals will encounter throughout their careers.

BL 310
Negotiation and Dispute Resolution (1.5)
311 TuTh 2:30 – 5:30PM (Siedel)
The ability to negotiate effectively is essential to business success. This course emphasizes negotiation strategies and skills that enable managers, functional specialists (for example, in finance, marketing and accounting), consultants, entrepreneurs and others to create and claim value in a manner that enhances long-term business relationships. Among the specific topics in the course are cross-cultural negotiations, legal and ethical frameworks for negotiation, and psychological tools that enhance negotiation effectiveness. The course also includes negotiation strategies and tactics for dispute resolution, including the use of third party processes (such as mediation and arbitration) in resolving business disputes. This course builds on the frameworks and concepts presented in LHC 309.

ES 250
Introduction to Entrepreneurship
311 MoWe 11:30 – 1:00PM (Middleton)
Introduction to Entrepreneurship is designed for all freshman, sophomores and juniors, including non-business students, who wish to learn about entrepreneurship, its role and importance in our society, and how to bring new ideas to marketplace both in the startup and corporate setting. This is an introductory course intended to provide students with a solid foundation on how entrepreneurs and entrepreneurship play a key role in the 21st century global economy.
In the course, we will assess, explore, and critique the world of entrepreneurship. Entrepreneurship is approached as a way of thinking and acting, as an attitude and a behavior. Our emphasis is on entrepreneurship as a process that can be applied in virtually any organizational setting.
The principle focus will be on the creation of new ventures, the ways that they come into being, and factors associated with their success.
This is a course of many ideas and questions, and you will be encouraged to develop and defend your own set of conclusions regarding each of these issues. This course mixes theory

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with practice, and you will be challenged to apply principles, concepts and frameworks to real world situations.

**FIN 317**  
**Corporate Financing Decisions (3)**  
311 TuTh 8:30 – 10:00AM (Wang)  
This course develops the conceptual foundation for making corporate financing decisions. Capital structure theory is explained in detail with an in-depth analysis of market imperfections such as taxes, cost of financial distress, agency and informational issues. The next portion of the course covers different securities used to raise external capital with an emphasis on the institutional aspects of acquiring capital (Initial public offerings, seasoned equity offerings, public debt, convertible debt, private equity & venture capital). The causes and effects of financial distress and the bankruptcy process are explained. Payout policy and different payout strategies (dividends versus stock repurchase) are discussed. The course ends with a brief discussion of risk management. Throughout the course, financial theory will be integrated with the use of specific case studies.

**FIN 329**  
**Financing Research Commercialization (3)**  
311 We 7:00 – 10:00PM (Brophy)  
This course is a practicum, offering an opportunity to apply collective team work of a student/mentor alliance to building a launch pad for a technology-based venture. This course is open to Ross School MBA and BBA students as well as all UM graduate students. Student teams will work with mentors and principal investigators (PI) from UM faculty in the Medical School, College of Engineering and other divisions to build a business and marketing plan for a new technology or invention. Projects are based upon disclosures made to UM Office of Technology Transfer, other universities and industrial companies.

**FIN 334**  
**Applied Quant/Value Portfolio Management (3)**  
010 Mo 7:00 – 10:00PM (Petainen)  
This course provides a quant and action-based learning approach to quant/value active portfolio management, using a practical teaching approach with the resources located in the trading floor at the John R. and Georigene M. Tozzi Electronic Business and Finance Center. The first part of the course will focus on developing a systematic approach to choosing/analyzing stocks from a quant/value perspective. The second half of the course will focus on 'leading in thought and action,' as participants will critique and analyze stocks, risk, and holdings in existing mutual funds. The final project will combine the lessons learned throughout the course. Students will critique 4 real portfolios from the "lens" of a fund of funds, a senior quant analyst and portfolio manager.

**FIN 415**  
**Entrepreneurial Finance (3)**  
311 Mo 10:00 – 1:00PM (Hall)  
312 Mo 1:00 – 4:00PM (Hall)  
This course focuses on analysis of corporate investment decisions. Since the emphasis is on application of the concepts learnt in the core courses, the course is case-oriented. The course begins with the valuation tools of financing statement analysis, financial forecasting, and cash flow estimation and then shows how to estimate of cost of capital. The major emphasis of the course is valuation in different contexts.

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such as resource allocation, mergers and acquisitions, and cross-border acquisitions. The course provides the student an opportunity to learn and practice spreadsheet skills. The course also provides an overview of working capital management.

**FIN 480**  
Options and Futures (1.5)  
321 TuTh 1:00 – 2:30PM (Carmel)  
This course addresses futures, options, and other financial derivatives. Students will develop a framework for analyzing and using these instruments in financial decision making. First, the characteristics of individual derivative securities and their markets will be examined. Second, students will study the fundamental economic principles for the pricing and hedging of these derivative securities. Finally, the applications of derivatives securities in different areas of finance will be discussed. These include hedging and risk management, portfolio insurance, index arbitrage, and corporate finance. The teaching will be done through lecture, case presentations, and discussions of major disasters in derivative applications and current market conditions in different derivative markets.

**MKT 313**  
Consumer Behavior (3)  
311 MoWe 8:30 – 10:00AM (Angell)  
Formulation of appropriate and effective marketing strategies must begin with a clean and accurate understanding of consumers. This includes an understanding of consumer needs and wants, the process by which they are satisfied, and the environment in which the behavior occurs. The objectives of the course are as follows: (1) to introduce the student to concepts developed in psychology, economics, and sociology and their relationship to consumer behavior, (2) to involve the student directly in the study and analysis of consumer behavior, and (3) to develop in students the ability to translate what can be learned into marketing action implications.

**MKT 408**  
Pricing (3)  
321 MoWe 4:00 – 5:30PM (Krishna)  
The 4 Ps of the marketing mix are - (1) the product, (2) its promotion, (3) its distribution, and (4) its pricing. The first three elements are a company's attempt to create value while the last is an attempt to capture some of that value. If effective product development, promotion and distribution sow the seeds of business success, effective pricing is the harvest. The contemporary business world is full of examples of companies that create great value for their customers yet fail to capture that value in their earnings. A common reason is their failure to integrate their value-creating activities with their pricing decisions.

The objectives of this course are: (1) To familiarize you with the concepts, theory and latest thinking bearing on the key issues in pricing, taking the perspective of the marketing manager. This will be done primarily through lectures, class discussions and assigned readings. (2) To provide you with an opportunity, through case analyses and problem solving, to apply concepts and theory to the solution of pricing problems in marketing settings. (3) A major component of the course is a group project where students choose a company/product and develop its pricing strategy. This is a very effective way to tie all
the concepts of the class together and get a practical perspective on things.

**MKT 411**
**Advertising Management (3)**
321 TuTh 2:30 – 4:00PM (Burson)
322 TuTh 4:00 – 5:30PM (Burson)
This course covers the management of a firm's advertising effort (with some coverage of related topics like direct marketing, public relations, and sales promotions). It covers the institutions, theoretical principles, and managerial decisions relevant to advertising management, and is designed for managers in marketing positions and in advertising agency account management. The course uses lecturers, cases, computer models, and outside speakers.

**MKT 418**
**Marketing Analytics (3)**
321 TuTh 2:30 – 4:00PM (Aribarg)
This course focuses on managing the marketing research process, which provides information as an input to marketing decision-making. This requires an understanding of the components of the marketing research process, how to utilize it effectively to obtain relevant information, and how to integrate such information into the marketing decision-making process. We will discuss both the "production" and "consumption" of information for marketing decisions.

**MO 321**
**Leadership in Organizations (3)**
001 TuTh 10:00 – 11:30AM (Mayer)
This course is designed to increase students' conceptual understanding of leadership in organizations. The course is highly experiential. It is designed to help students discover insights about themselves as leaders, fostering the development of a self-awareness regarding strengths and opportunities for personal growth. In addition the course provides a context for enhancing the skills and competencies that enable a student to become an effective leader in today's highly dynamic, diverse and adaptive organization.

**MO 414**
**Managing Change (3)**
321 MoWe 1:00 – 2:30PM
Planning, managing, evaluating, and surviving organizational change are challenges that you will confront as an employee, manager, consultant or analyst. In this course, we will explore the forces that have been driving organizations to change, examine the impediments to change, and survey a range of approaches for making organizational change more effective. We will ask why organizational change is often so difficult, how organizations institute and institutionalize change, and what organizations might look like in the future. Case studies, articles from the popular press, videos, and research papers provide our course material. The practical implications of this understanding will be underscored by a 6-week action project, in-class case discussions, and participative exercises. In research projects, students will test and extend their understanding of change by analyzing an organization's experience with the change process.

**STRATEGY 310**
**The World Economy (3)**
311 MoWe 1:00 – 2:30PM (Hughes-Cromwick)
When a firm conducts business internationally, it encounters problems and challenges not found in its domestic market. These arise from two different aspects of the international
business environment. One aspect involves the crossing of national boundaries, which involves financial, legal, and political differences. The second aspect of the international environment arises from the unique cultural, economic, and political situation within each foreign market where the firm conducts business. This course introduces the student to the various dimensions of the world economy and to the characteristics of foreign countries that are important for economic activity.

**STRATEGY 411**

**The Corporation in Society (3)**

311 MoWe 11:30 – 1:00 (Walsh)

We live in extraordinary times. Corporations are among the wealthiest and most powerful institutions on the world's stage today. At the same time, corporations are more vulnerable than ever before. Globalization unleashed a set of competitive forces that place firms at risk, no matter their size. Managers face enormous pressure. Their firms' wealth and power act as a kind of magnet. Civil society routinely asks corporations to invest directly in our social life. Regardless of their productive capabilities, firms field requests to invest in such areas as education and health care. Managers must decide what, if anything, to do. And, at the same time, these same managers need to marshal their resources to produce and deliver high quality and profitable goods and services in a very competitive global marketplace. Leading a business that is at once socially responsive and economically competitive is a daunting challenge. This course will examine the role of the corporation in society and in so doing, begin to develop the leadership capability we need to meet these challenges.

**TO 411**

**Decision Support with Excel (3)**

312 TuTh 10:00 – 11:30AM (Etzion)

321 TuTh 8:30 – 10:00AM (staff)

Spreadsheets are among the most widely used decision support tools in business today, and have advanced to the point of providing powerful, general-purpose functionality. The first half of the course introduces decision support modeling using spreadsheets, including: what-if analysis; financial, statistical, and time/date functions; graphical presentation of data; organizing and extracting information from spreadsheet databases; and cross-tabulation of data. The second half of the course includes importing information into spreadsheets from external sources; goal seeking; one and two way data tables; the use of a solver to find optimal solutions to problems; designing macros to develop semi-automated and fully automated spreadsheet applications; and probabilistic modeling to support risk analysis in the context of spreadsheets. Lecture/demonstrations illustrate the features of spreadsheet software. Lab work involves carrying out hands-on tutorials in a supervised setting, then reinforcing and extending conceptual and operational aspects of the material by doing follow-on cases. Windows-based spread-sheeting software (such as Excel for Windows) is typically studied in the course.