Direct link to the IBID System to select 2011 Electives: https://ibid.chicagobooth.edu/registrar-student/Home.tap

2011 Executive MBA Electives

Two elective courses (half-courses) are required for graduation. To earn a concentration, students must meet the course requirements for their chosen area (strategy, entrepreneurship, marketing or finance). Required courses are scheduled as part of the core curriculum as well as the September electives week and the March concentrations week. Earning a concentration requires the additional week of classes in March and additional tuition. Students must earn a minimum GPA of 2.33 in the courses which count toward a concentration in order to receive the designation on their University transcript. Please note: some courses may be subject to minimum registration numbers.

New Product Development (9AM – Noon)
Sanjay K. Dhar

This Course will qualify for ½ credit for a concentration in Marketing.
Developing new products and services is very important to a firm’s growth. This unique course will provide you with cutting-edge thinking, frameworks, tools, techniques, best practices and perspectives on a number of important topics that will help you to more effectively develop and market new products and services. This course will be helpful to entrepreneurs, marketers and anyone involved with managing and developing new products and services. The topics covered will apply to a wide spectrum of industries including business-to-business, consumer products, high-tech products and services. The course will present a customer-centric view of developing and managing new products and services and will provide students opportunities to have a hands-on learning experience through exercises, simulation, final paper project and cases. In addition, the instructor will draw upon his real-world experience to illustrate the application of different tools and techniques. Topics covered include:

- New product development best practices and developing a framework for making new product decisions;
- Developing a positioning strategy: positioning analysis using perceptual mapping
- Product development using conjoint analysis: incorporating consumer trade-offs into strategic marketing decision making;
- “Marketing oriented” new product development process: What, When and Why?
- Sales forecasting;
- Managing New Product Investments.

Examination Information:
This is a rigorous course and will require an average of 2 hours of work per night during the week. Grading will be based on the following assignments during the week: 1 group case write-up, 1 individual sales forecasting or conjoint analysis case, a new product simulation involving managing product investments, and a short individual take-home final paper to be turned in by October 6 (up to 3 pages long with up to 2 pages of exhibits).
Organizational Economics (9am – Noon)

Michael J. Gibbs

This Course will qualify for ½ credit for a concentration in Strategy

A large part of a general manager’s job is designing the organization to effectively achieve strategy and objectives. This course applies tools from microeconomics (e.g., asymmetric information and moral hazard) to develop a simple framework for thinking about organizational design. We will view the firm as a creator and user of knowledge – for product design, decision making, customer service, etc. We will learn how principles of well-functioning markets are important in designing well-functioning organizations. We will discuss how organizations trade off creativity and risk management. Topics include decision making, decentralization, job design, performance evaluation, and pay for performance. Our approach is complementary to, but distinctly different from, psychological or sociological approaches. The textbook is Personnel Economics in Practice, by Michael Gibbs & Edward Lazear. Grading will be based on a couple of short group homework assignments, class participation, and a final exam at the student’s home campus at the beginning of Autumn Quarter.

Examination Information:
In-class final exam at the student’s home campus at the beginning of Autumn Quarter (XP81 at Gleacher, Thursday, Oct. 13; AXP11 at Singapore Campus, Monday, Oct. 17; EXP17 at London Campus, Monday, Oct. 31)

Service Operations – (9AM – Noon) This class has been canceled

Donald D. Eisenstein

This Course will not qualify for a concentration credit.

This class is concerned with the design and delivery of services: How to design and improve the service offering for sustained excellence, and how to identify and overcome key challenges in the service delivery.

We consider a service one in which the customer is involved, actively or passively, in the production process. In contrast to your core operations course, we first focus on processes in which the customer plays an integral role; and second, 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. Mathematical modeling is not the focus of the course, but plays an important supporting role.

We develop a Service Framework with two main components: A Service Model, and Process Control Networks.

The Service Model has four parts: The Service Offering (what customer needs and expectations does the service emphasize, and which ones will it sacrifice?) the Funding Mechanism (how the offering is funded), the Employee Management System (with emphasis of job design) and the Customer Management System (the role customers are expected to play in providing the service and how they interact with each other).

Process Control Networks are a way to explore the interactions between service entities, such as
between a firm and its customers. While the Process Flows studied in your core Operations class are useful at analyzing flows of customers in aggregate through a capacitated service, they fail to capture the interactions between a firm and an individual customer. Process Control Networks capture this interaction and provide a useful tool for analyzing service innovations. While the course has both lecture and cases, case discussions play a central and critical role in this class. The cases are designed to explore and apply our Service Framework.

Examination Information:
Your grade is based on class contribution, short group case analysis/assignments, and a take-home final. It will be expected that you spend between 1 and 2 hours outside of class to prepare for each class session.

Power and Influence (9AM – Noon)
Heather M. Caruso
This Course will not qualify for a concentration credit.
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.

Note that the reading demands for this class are extensive, and could amount to a few hours of reading and preparation each night. Doing the readings in advance is highly recommended.

Examination Information:
There will be a take-home final paper to be turned in by October 6

Entrepreneurial Finance I- AM & PM sections
The same material will be covered in the AM (9AM – Noon) & PM (2PM-5PM) sessions
Scott F. Meadow
This Course qualifies for ½ credit for a concentration in Finance or Entrepreneurship
Daily discussions will cover issues of private equity finance from seed stage through growth equity to recapitalization. Theoretical valuation techniques, deal structure, the design of securities, creating incentives for all constituencies and 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.
The course will consider ventures representing broad sectors of the economy, including retail (both traditional and online), healthcare, telecommunications, consumer services, and businesses enhanced by the Internet.

Examination Information:
TBA

**Investments I - AM & PM sections**  
*The same material will be covered in the AM (9AM – Noon) & PM (2PM-5PM) sessions.*  
*Tobias J. Moskowitz*

*This Course will qualify for ½ credit for a concentration in Finance.*  
This course is an introduction to security valuation and portfolio design. We discuss the theory and application of the major valuation techniques used in financial analysis. We examine how portfolios of assets should be formed, how to hedge risks, and how to evaluate funds. The first part of the course focuses on common stocks. In the second part of the course, fixed income securities, futures contracts, and option contracts are discussed.  
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), and special topics on the state of quantitative finance.  
Practical implementation issues will be discussed on every topic, and every effort will be made to incorporate the problems and objectives of the practitioner. An array of analytical and statistical skills will be developed throughout the course.

Examination Information:  
There will be a take-home final exam to be turned in by October 6

**Business, Politics & Ethics (2PM – 5PM)**  
*Brian Barry*  
*This Course will not qualify for a concentration credit.*  
This course examines business decisions and practices that raise ethical questions, subject companies to negative publicity or political pressure, or raise other issues related to "corporate social responsibility". We will consider frameworks for dealing with, the wide range of controversies and moral dilemmas that business leaders must often confront, both internationally and in their home markets.  
In many of these situations, arriving at an informed ethical view is only part of the challenge. Managers must also be able to handle criticism from groups who have something to gain by weakening a firm or industry’s reputation. The 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 claims that a business or its leaders are behaving unethically.
Examination Information:
Grading will be based on class participation, a couple of short homework assignments, and perhaps a short summary paper due a week or so after the course.

Global New Venture Challenge I (2PM - 5PM)

Robert H. Gertner & Marc Knez

This Course will qualify for ½ credit for a concentration in Entrepreneurship or Strategy

Students may take this course without competing in the GNVC competition. This course is the first stage of the Global New Venture Challenge. Students will refine their ideas for a new venture and develop a plan to conduct detailed market and competitive analysis which they will undertake in the autumn and winter. We will study how to systematically analyze the numerous sources of risk with scenario analysis and develop a dynamic and flexible business model in response. Additional topics include how to manage and structure a startup and choosing a funding strategy. The course is designed to have minimal overlap with Entrepreneurial Strategy.

GNVC teams are required to have at least two members enrolled in this course. They are encouraged to form teams of at least six students who will take Entrepreneurial Strategy on the same campus (all team members do not have to take this course) so that they can use their GNVC venture as their group project in Entrepreneurial Strategy. This will give teams more time, coaching, and rehearsals with feedback in order to refine their GNVC project.

Examination Information:
GNVC teams will give several pitch presentations in the winter quarter (as part of Entrepreneurial Strategy if they use GNVC project for Entrepreneurial Strategy). In addition, GNVC teams will be required to submit a written business plan that is due during the second half of winter quarter.

Students who do not wish to compete in the GNVC can take this course, but they will still have to submit a written business plan as their course project. Teams that compete in the GNVC and are selected for the finals will have the option to participate in the GNVC II course during concentrations week. The GNVC II is open only to GNVC finalists and is optional.

Team Smarts (2PM – 5PM)

Reid Hastie

This Course will not qualify for a concentration credit.

This short course is designed to make you a more effective leader and member of teams, committees, task forces, and other small groups. Many early career managers discover that they hit "an invisible ceiling," when they reach the highest levels of promotion within their company that they can achieve with purely technical skills. They discover that further advancement in the organization requires social teamwork skills. This course will help you build your skills to manage teams effectively, motivate and lead people, deal with conflict productively, increase team creativity and ingenuity, and to lead problem-solving and decision-making teams. There will be 5 meeting modules: (1) Essential conceptual frameworks to understand teamwork; (2) Building a Team – how to select and motivate members of a new team; (3) Innovation – how to amplify the creative output of a team;
(4) Communication – how to solve the most fundamental problem in all teamwork – effective information-pooling and communication; (5) Problem-solving and Decision Making – how to make decisions effectively and maximize “buy-in” commitment to implement the solution.

Examination Information:
There will be a take-home final exam to be turned in by October 6

**Advanced Negotiations (2PM – 5PM)**

**Ayelet Fishbach**

*This Course will not qualify for a concentration credit.*

Negotiation is the art and science of securing agreements between two or more interdependent parties. The purpose of this course is to enhance your effectiveness in negotiation interactions through practice, discussion and reading. The course is offered for those who have completed “Managerial Decision Making and Negotiations.” It will build on the basic principles you have learned in that class and it is designed to improve your negotiation skills beyond the “basics”. Some of the topics that this course covers include: advanced integrative negotiations, using agents in negotiations, using contingent contracts, detecting deception and overcoming self-serving biases. This course uses simulations and role playing. In-class discussions will serve to supplement these exercises. Participants will be required to prepare for daily negotiation exercises and submit their preparation notes.

Grades: Based on participation in exercises and class discussions, and short written assignments. Prerequisite: Managerial Decision Making and Negotiations.

Examination Information:
There will be a take-home final paper to be turned in by October 6

**Marketing Strategy Simulation (2PM – 5PM)**

**Pradeep K. Chintagunta**

*This Course will qualify for ½ credit for a concentration in Marketing.*

This course will consist of a marketing simulation. The class will be divided into teams that have to manage a firm competing in the market with other firms that are managed by other teams. Each team will make several decisions over the course of the week – creating new products, marketing existing products, and withdrawing products from the market. The elements of the marketing mix at the teams’ disposal are price, advertising and sales force & distribution. In addition, the team will be responsible for production and R&D decisions. To inform these decisions, the teams will be able to commission Market Research studies – positioning maps, distribution coverage, sales force compensation and effectiveness, etc. There is no evening work involved.

Examination Information:
There are no exams. Performance in the simulation during the week determines the grade.
2012 Executive MBA Concentration Week Courses

2012 Concentration Registration
Registration Opens: October 17th 2011
Registration Closes: October 31st 2011
Fee: $5000.00 US Dollars

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Global New Venture Challenge II
Kathleen Fitzgerald
This Course will qualify for ½ credit for a concentration in Entrepreneurship or Strategy

Technology Strategy
Faculty TBD
This Course will qualify for ½ credit for a concentration in Strategy or Entrepreneurship.

TBD Strategy Course
Faculty TBD
This Course will qualify for ½ credit for a concentration in Strategy.

Entrepreneurial Finance II
Scott F. Meadow
This Course qualifies for ½ credit for a concentration in Finance or Entrepreneurship

Investments II
John Heaton
This Course will qualify for ½ credit for a concentration in Finance.

AM Marketing Course
Faculty TBD
This Course will qualify for ½ credit for a concentration in Marketing.
PM Marketing Course  
Faculty TBD  
This Course will qualify for ½ credit for a concentration in Marketing  

Executive MBA Concentration Tuition Penalties for Withdrawal  
After the concentration selection phase (October 10-24, 2011) penalties are assessed for withdrawals* from Executive MBA concentration courses per the schedule below. Courses dropped according to the time periods listed below will be assessed the corresponding tuition penalty (all deadlines are 5pm CST in Chicago):  
October 28-February 15th 2012: Full refund for concentration tuition  
February 16 – March 5th 2012: No refund and Course registration will not appear on transcript  
** March 5th 2012 or later: No refund, W grade on transcript, and $50 change-in-registration charge**  
* A student who is required to withdraw for disciplinary reasons is not entitled to any refund of tuition.  
** Concentration tuition may be applied to one full Executive MBA concentration course (two 50 unit courses or one 100 unit course) in March of the year following the student’s graduation; if the student does not attend concentration week in the year immediately following his or her graduation, the concentration tuition is forfeited. If the student completes the concentration requirements in March of the year following their graduation the official University transcript will not reflect that a concentration has been awarded. Registrations are nontransferable.