



Electives Course Descriptions

Full-Time MBA Programs
Academic Year 2019-2020

Updated April 11, 2019



INTRODUCTION

This document provides an overview of the elective courses available and **approved** for Academic Year 2019-2020, and it includes information which relates to pre-requisites required. Access the [Graduate Bulletin for 2019-2020](#) for additional course information.

Course Descriptions

- **FINA 737: Derivative Products and Analysis**
Introduces the wide array of financial derivative products such as forwards and futures, options, swaps, credit default swaps, etc. The emphasis is on arbitrage relations, valuation, and risk management with derivatives. The course also covers the implementation of derivatives trading strategies, the use of derivatives in securities markets and recent innovations in derivative markets.
- **FINA 756: Financial Statement Analysis**
Understanding how a company is really performing is vital to executives, investors, corporate loan officers and potential acquirers. Thus, understanding financial statements in detail is vital. This course educates students on the major differences between earnings and cash flow from operations and between net income and comprehensive income, how financing choices affect operating results, what constitutes reoccurring earnings, how to benchmark your company to other companies in your industry and how company performance is likely to vary with changes in economic and regulatory environments.
- **FINA 761: Advanced Financial Management**
Utilizes the case study method combined with lectures to deepen understanding of key corporate finance concepts such as financial statement analysis, estimating a firm's cost of capital, evaluating capital budgeting projects, optimizing a firm's capital structure, deciding on the appropriate payout policy for a firm and managing risk via derivative securities.
- **FINA 762: Investment Management**
Emphasizes the importance of hands-on data-processing skills and uses evidence-based discussions to understand practical techniques for valuing equity securities. The goal is to develop a sensible portfolio management process using various real-world investment strategies.
- **FINA 770: Fixed Income Securities**
Provides extensive coverage of the wide range of fixed-income products and the tools employed by market participants to analyze them. The level of the presentation is the same as one would experience attending fixed-income training programs at dealer firms on Wall Street (where the instructor has taught). Emphasizes the applications of the material presented in class to problems/situations encountered by market participants. The course, which is fairly quantitative in nature, includes many real-world exercises that require the



student to use the Bloomberg terminal and the CITI Group Yield Book.

- **FINA 772: Student-Managed Investments**
Utilizes the techniques learned in **FINA 762** to analyze and recommend investment opportunities for a portion of the Moore School endowment. The course culminates with a sequence of presentations and recommendations to the Moore School's Business Partnership Foundation board.
- **FINA 773: Project Finance**
Provides an understanding of the following: fundamentals of non-recourse, project financing; financial markets for project finance; infrastructure sectors and their business risks; transaction structures and the documentation used to structure individual project financing; political risk; currency risk and problems with respect to local currency financing; international organizations relevant to infrastructure investment and finance.
- **IBUS 711: Global Corporate Valuation**
Application of key corporate valuation models in evaluating different business situations facing multinational corporations. **Prerequisite: DMSB 715.**
- **MGSC 777: Advanced Quantitative Methods in Business**
Students will gain experience using cutting-edge analytical tools to support business decision-making, including advanced topics in data visualization, geographic information systems, and Excel development with VBA. In addition, this course has a focus on both written and verbal communication of analytical results.
- **MGSC 779: Innovation and Design**
Creation and launch of viable businesses using innovation tournaments. Development of problem solving and design skills. Application to real innovation and entrepreneurial hurdles.
- **MGSC 771: Global Sourcing: Strategies and Applications**
This course covers skills necessary to pursue sourcing related careers in manufacturing, services, retailing, and government agencies, including discussion of cutting-edge negotiation and sourcing strategies pursued in exemplar firms. Course objectives: To expose students to leading edge concepts and principles in strategic sourcing as pursued by leading edge firms; To generate student interest in pursuing sourcing as a viable career opportunity, be it in retailing, manufacturing, government agencies or non-profit organizations; To provide applied learning opportunities in strategic sourcing through a combination of case analyses, negotiation exercises and a field project involving a sourcing strategy for a commodity; To develop student expertise in the areas of team building skills, presentation skills; analytical skills and report writing skills. **Prerequisite: DMSB 718.**



- **MGSC 772: Project Management**
Management of projects including justification, planning, scheduling, monitoring, controlling, and auditing. The course makes extensive use of project management information systems. This course is designed to provide the student with a general understanding of the field of project management. This includes managerial issues as well as technical issues. Emphasis will be given to real-world applications of the materials covered in class. Materials presented in class will include many of the topics related to PMP certification and the Project Management Body of Knowledge.
- **MGSC 875: Supply Chain Coordination and Control**
Design and management of systems that coordinate information and material flows within and between firms in a supply chain. Addresses planning basics, system alternatives, and advanced value stream synchronization. This “APICS” course covers the topical material required by four modules of the APICS Certified in Production and Inventory Management Program. **Prerequisite: DMSB 718 or MGSC 791.**
- **MGSC 790: Data Resource Management**
Overview of data resource management, including database technology and design, information architecture planning, and database administration. A design project is required.
- **MGSC 789: Business Process Analysis, Design and Implementation**
Study of the concepts, tools and issues associated with analyzing and improving modern business processes including quality management, process control, systems and technologies for process support, and case studies. Course objectives include: To understand the “business process perspective of operations” and its critical importance of process management in manufacturing and service organizations in successfully executing their competitive strategies; To learn concepts and tools of “lean” strategy; To learn concepts and tools of “six-sigma” strategy; To learn analysis of complex processes with interactions between various process elements (resources, process logic, customers) and variations through the use of a state-of-the-art computer-based process-modeling software tool; To understand the role of business process management in operations improvement strategies. **Prerequisite or Co-requisite: MGSC 897.**
- **MGSC 897: Graduate Capstone Consulting Project**
This course entails a live consulting project in which student teams under faculty supervision apply GSCOM concepts and techniques to solve significant operational problems and identify improvement opportunities in real-world service and manufacturing firms. Teams write recommendation and implementation reports, oversee pilot or full-scale implementations when feasible, and make presentations of their work to the firm’s management group. Course objectives include: To plan and execute a real improvement project within the global supply chain and operations management domain; To gain an experience of applying technical/analytical and organizational/behavioral concepts and tools learned in previous GSCOM courses to an actual operations and business process; To gain first-hand experience in project execution, including data collection and analysis and effectively working together as part of a consulting project team; To create professional presentations and reports; To



successfully convince client organization of the cost-benefits of suggested operations improvement strategies. **Prerequisite or Co-requisite: MGSC 789.**

*Completing Capstone Project Course Prerequisite Background Information Form required. Form to be provided by Full-Time MBA office.

*Given nature of the class (project based), students must expect the need to schedule student, faculty, and company meetings throughout the semester.

- **CSCE 587: Big Data Analytics**

This course covers foundational techniques and tools required for data science and big data analytics. The course focuses on concepts, principles, and techniques applicable to any technology environment and industry. Tools such as R and MapReduce/Hadoop are covered.

**Note that this is a full-semester course in the computer science department.*

- **MKTG 702: Marketing Research**

Marketing research provides crucial informational inputs to the marketing manager. The quality of marketing research depends on the care taken in executing its various steps, including problem definition, research design, data collection, data analysis, and the extraction of decision-relevant insights. This course focuses on the practice of marketing research, and teaches students how managers implement and use research to reduce uncertainty in marketing decisions. Therefore, this course is designed to make students intelligent users of marketing research, making contacts between managers and marketing researcher as efficient as possible. Topics covered include fundamentals of descriptive, qualitative, and experimental research designs. Experiential research projects for business partners of the Center for Marketing Research may be incorporated.

- **MKTG 704: Theory & Analysis of Consumer Behavior**

As demonstrated in MKTG 702, customer information provides fundamental insights for most marketing decisions. Thus, marketing begins and ends with the customer. This course provides the student with a solid foundation regarding the psychological and socio-cultural factors that drive customer decision-making. The student will take the perspective of a marketing manager who needs consumer insights in order to develop, implement, and evaluate effective marketing strategies.

- **MKTG 705: Marketing Communications**

For many consumers, marketing communications (MarCom) represents the “face” of marketing, the most familiar and ubiquitous tool of marketing management. MarCom includes the planning and execution of promotional strategies using advertising, sales promotion, direct marketing, and public relations tactics, among others. Students will learn how to develop an effective integrated marketing communications plan and may participate in a real communications project for a corporate partner. For those interested in a career in some aspect of marketing communications and brand management, this course provides an excellent foundation for the social and digital media strategy elective course (MKTG 718).

- **MKTG 708: Customer Relationship Management and Data Mining**

Firms have invested considerable resources in setting up customer relationship management



(CRM) programs, while improvements in technology and software have provided the means to analyze key outcomes of CRM programs (as measured by satisfaction, loyalty, and profitability). Implementing a CRM marketing program entails extracting meaningful information from large databases using analytical techniques (commonly referred to as data mining), developing insights and strategies, and then implementing them. The topics that will be covered in this course include Basics of Customer Relationship Management; Customer Lifetime Valuation analysis using transactional data; and Data mining using Excel Miner to perform hands on analytics. Student will develop skills related to Multiple Linear Regression, Classification and Regression trees, Logistic Regression, Neural Networks, Discriminant Analysis, Market Basket Analysis, and Cluster Analysis. Companies use these techniques to evaluate customer profitability, target profitable customers, and implement data driven marketing decisions.

- **MKTG 712: B2B Marketing**

Examines and explores the Business-to-Business Marketing function focusing on applied marketing fundamentals and current industry practices; including digital and content marketing and marketing and sales automation tools. The course emphasizes the challenges of identifying, developing, communicating and commercializing a value proposition between businesses in the form of a product or service. It analyzes how to develop and implement new business models to maximize value creation and extraction and how successful value propositions translate and migrate across international borders.

- **MKTG 715: Pricing Strategy and Analytics**

Setting the price of a product or service is another important decision made by marketing managers. Pricing decisions require an understanding of mathematics, economics and consumer psychology. Topics covered include: Price discrimination, product line pricing, bundle pricing, markdown management, channel pricing, pricing in real time (pricing in auction type markets and incorporating real-time demand observations into pricing decisions), breakeven analysis, measuring price sensitivity, and psychological pricing. Cases will focus on a particular business problem and use data to analyze the underlying problems. Students will get hands-on experience with spreadsheet analytics related to pricing and may participate in a pricing project with a corporate business partner.

- **MKTG 717: Marketing Spreadsheet Modeling**

This course focuses on the conceptual foundations and application of basic econometric and statistical models used in marketing analytics contexts. The understanding of such models should enable students to properly use them in real business settings using commonly available software.

- **MKTG 718: Social and Digital Media Strategies**

This course adopts an intense, boot-camp-style pedagogy in order to teach students how to develop effective social and digital marketing strategies under time pressure, mirroring the contexts in which such decisions are made in the real world. The focus is on developing a creative and effective social/digital marketing plan for a real corporate partner. Students will have the opportunity to present their completed plans to corporate managers and will



compete with other student teams to develop the most effective plan, just as occurs in agency-client relationships. Previous clients have included Bayer, Merck and ESPN. This class should be taken after or in conjunction with MKTG 705-Marketing Communications and it is highly recommended to take it after MKT 712- Social Media Marketing and Analytics. Some key learning objectives of the course include: integrating and exploiting social media within an overall marketing/communication strategy; developing integrated marketing communications with social and digital media as the primary communications platform; creating an actionable strategic social/digital plan, including goals and recommended measurement tools; identifying and describing techniques within social media to create dialogue with consumers and enhance brand equity; and identifying and describing key features across three or more social media platforms.

- **MKTG 750: Marketing Consulting Project**

To leverage and apply the new knowledge acquired in the marketing functional specialization, while at the same time preparing for a career in marketing management, students will have the opportunity to participate in a Marketing Insights Into Action (MIA) Project with a corporate partner. This collaboration will provide students with access to real data, to new analytical techniques, and to actual business issues confronting a business client. Final presentations to the company will allow students to identify important insights and then recommend marketing actions, all the while showcasing student talents to potential employers and career references. These student projects reinforce the entire marketing management experience, from analysis to insights to action.

**The time of the day at which this class takes place varies. A meeting will be held before or during the first week of classes to establish a meeting time(s) that works with the schedules of the students who sign up for the class.*

**Given nature of the class (project based), students must expect the need to schedule student, faculty, and company meetings throughout the semester.*

- **MGMT 777: Innovation and New Venture Analysis**

Examines the principles, tools, and techniques necessary to conceptualize and initiate a new business entity. Prerequisites: MKTG 751 (FINA 760 is a prerequisite or co-requisite) or equivalent MBA/IMBA core courses.

- **MGMT 778: Small Business Management**

This course examines the problems involved in the organization and management of a small business, with an emphasis on entrepreneurship. Course materials and discussions will cover recognizing and creating opportunity, developing a business model, industry and market analysis, strategy development, organizational structure and business forms, sales and marketing, operations, finance, the business plan, and the overall growth, development and exit of a small business. Special topics include founding a small business, acquiring an existing business, franchises and family businesses.

- **MBAD 701: Business Simulation & Case Competition**

This class is designed to develop and enhance the skills required to analyze a business challenge and develop realistic options for the situation. Emphasis will be placed on



differentiating between options a company or individual would like to pursue and those options that can be pursued based on the time, resources, and skills available. Students will learn how to apply specific business models to situations and to develop presentations to convey findings to the management team of a company. Students will enhance presentation skills that can be used in both case competitions and case-based interviews. Class participants will be given the opportunity to compete to be part of teams that represent the Darla Moore School of Business in case competitions.

**The time of the day at which this class takes place varies. A meeting will be held during the first week of classes to establish a class time that works with the schedules of the students who sign up for the class. This will allow the course to work within the schedules of all students.*

- **IBUS 709: International Intellectual Property Management**

Intangible assets represent 65 percent to 82 percent of the S&P 500 (depending on the analysis). The legal protection of an organization's intellectual assets to create intellectual property (IP) is a key element of any strategic plan. Too often, business managers relegate IP strategy and management to creative personnel and legal staff, ignoring a critical opportunity to create strong competitive advantages and optimize the management of their resources and returns on their investments. This is not a law course. However, it will briefly outline the legal framework for IP in the US and major industrial countries as a basis for strategic management of an enterprise. It will also cover IP valuation methodologies and negotiations, international IP prosecution and litigation strategy, defining and managing cooperative arrangements such as joint ventures, partnering/licensing agreements, or manufacturing in different countries.

- **IBUS 710: Global Stakeholder Management**

At the nexus of business and strategy is the management of political and social uncertainty orchestrated by stakeholders (those social, political and economic actors who have a stake in the firm's operations including nongovernmental organizations, governments, multilateral agencies, legal practitioners, environmentalists, development specialists, and local communities). Successful managers of multinational firms require the art and skill to understand not only who these stakeholders are, but also how to favorably influence these stakeholders to create win-win situations for both the firm and these stakeholders. This course surveys the managerial, political economic, sociological and psychological foundations of global stakeholder management and engagement through lectures of extant theory and case study examples of successful and failed stakeholder management strategies in various industries and multiple countries. Participants will explore the foundations of conflict between external stakeholders and investors/operators as well as the best practice tools and frameworks for engaging stakeholders.

- **IBUS 717: Managing Cross-Border Teams**

"What does culture have to do with business? Unlike hard data from market studies and management models, culture is soft, slippery, and, at times, contradictory. Business people often interact with culturally different colleagues, competitors, suppliers, and government officials. They all operate with their own set of 'rules' of how they should act in a meeting, or run a negotiation, or plan a project, or decide whom to recruit. It's often easiest to spot culture at work when things don't go as expected.



In this course, you will learn how to collaborate more effectively in an international team, all the way from using virtual collaboration tools to dealing with cultural and time-zone differences, to being a better global team player and leader. You will also realize that culture is not the only impediment to international teams; a country's economic climate, job market, and the team members' individual work values are equally important.

From a theory point of view, this course is concerned with helping you understand the basis on which culturally different 'others' operate in international teams; it aims to provide you with tools to help you develop intercultural literacy to overcome differences. Contemporary cultural theory provides a framework for you to analyze your own cultural assumptions, behavior of culturally different 'others', and effectively manage cross-cultural differences encountered in the workplace."

- **IBUS 719: Social Networks and Global Leadership**

This course provides a survey of social network theories and evidence, such that you are able to better identify, build, and navigate the social settings in which your career unfolds. Concepts are applied to several case studies of multinational enterprises to illustrate the network coordination challenges of global business.

Few need to be convinced that social capital is important to what does (and does not) get accomplished in organizations and markets. Although it is intuitively clear that successful management of social networks is critical for adding value to the organization and our individual careers, intuition alone is often insufficient for planning and executing a successful course of action. Incomplete or misinformed understandings of how networks channel resources often results in missed opportunities and misplaced attention. A better grasp of network concepts provides a toolkit for identifying more and better information and formulating strategies for executing on that information.

This course provides a framework for how to create value for the organization and one's own career by better understanding how social networks bring people together to create and deliver value. We will see how the social network perspective helps us better understand how to coordinate personal contacts across diverse groups in an organization, coordinate employees within and between functional groups, and coordinate business activities across markets. We will learn how to identify opportunities in the hurly-burly of everyday life and how to mobilize resources to deliver the value inherent in those opportunities. In other words, this is a course about the transition from smart to wise. Smart knows how to compute. Wise knows when and where computation adds value. Wise sets the stage by crafting the questions to which smart provides answers. Smart is an able technician. Wise is a leader.

- **IBUS 720: International Entrepreneurship**

Develop a business plan for a global startup, integrate international strategy into the business model and financing strategy, analyze the costs of internationalization.

- **IBUS 726: The Business Case for Services Offshoring**



How to formulate and present a professional judgment on a corporate initiative (like services offshoring) with a sound business case based on the elements of cost, benefit, risk, and strategic flexibility.

- **IBUS 727: Economic Development and Global Strategy**

Theoretical and comparative empirical perspectives on the roles of state and business in economic development. Politics of economic reform and the impact of business strategies on development. Cases drawn broadly from emerging markets, advanced economies, and economic history.

- **IBUS 731: Global Competitive Analysis**

The past thirty years have been marked by increasing attention to international trade and the emerging global marketplace. What are the impacts of global interconnectedness on businesses? What strategies should firms deploy to stay on top, or to become a dominant international player?

This is an advanced international strategy course. It will place you in the role of an advisor or a management consultant to a firm's key decision maker. Other than helping you understand global business, this course aims at developing two essential consulting skills:

- Integration. Business problems rarely present themselves as discrete issues from either the finance, accounting, strategy, marketing, or human resources discipline. Rather, business problems are complex; they require a management consultant to come up with creative solutions drawing on multiple means at the same time. The course will provide you with a toolbox of concepts and components of international strategic management.
- Communication. Management consultants and business managers alike are not only valued for their functional and technical expertise or their skills at analysis and problem solving, but even more for their ability to extract insight, construct solutions, and communicate to top management for decision making.

As part of this course, you will hone your consulting skills by creating an internationalization strategy for a specific firm from South Carolina.

- **IBUS 735: International Mergers and Acquisitions**

Practical skills to effectively transact international mergers and acquisitions. Focus given to essential strategic financial organizational and legal factors.

- **IBUS 750: Exploring Global Business**

A study abroad elective course offered over spring break 2020.

- **ACCT 702: Application of Advanced Databases to Accounting and Business**

The integration, configuration and operation of accounting information within enterprise resource planning and other databases as applied to current business practices.



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- **ACCT 737: Accounting Information Systems from a Strategic Perspective**
Design and implementation of accounting information systems to achieve strategic objective.
 - **ACCT 739: Enterprise Resource Planning Systems**
Business process integration within Enterprise Resource Planning systems including the use and management of the enterprise core modules within ERP software implemented companies.
 - **ACCT 743: Accounting for Management Control**
Concepts and techniques of accounting and budgeting for management control in the modern organization. Topics include cost control, budgetary control, and performance and evaluation. **Prerequisite: ACCT 729**
 - **ECON 589: Topics in Economics (Competitiveness and Sustainable Development)**
The University of South Carolina's Darla Moore School of Business has joined with Harvard Business School Professor Michael Porter to offer this unique business and economic development course. Professor Woodward attended training seminars with Professor Porter and has fine-tuned the course to the needs of the Moore School program. The course will emphasize Carolina competitiveness, but include many cases from around the world. Essentially, the course will explore the determinants of economic prosperity—stressing the role of industry clusters and innovation. In this microeconomic theory advanced by Porter, firm strategies act as prime movers in economic development. Above all, the course intends to stimulate new thinking about how to increase living standards and improve economic competitiveness.