



Academic & Career Advising Guide

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Academic & Career Advising Guide

The Katz Academic & Career Advising Guide is a program roadmap that enables students to customize and tailor their MBA experience based upon their individual strengths and weaknesses. Used in coordination with the MBA assessment tool [CareerLeader](#) and regular appointments with your career and academic advisors, the Katz Academic & Career Advising Guide guides you through what suggested courses and co-curricular activities will most benefit you and further allows you to individualize your MBA.

You can use this document throughout your time at Katz to refer to particular concentrations, certificates, and co-curricular activities that are suited for your academic and career goals.

Advising

At Katz, we have a multi-faceted advising approach that is designed to provide every MBA student the best opportunity to achieve post-MBA success. The faculty, career advisors, and academic advisors work together to provide integrated advice.

You may have wondered why you heard from your career advisor before you even started the program. Katz career advisors are acutely aware that MBA students that have been successful in the past were singularly focused on post-MBA goals before they arrived on campus. With this knowledge in hand, we begin the process of focusing on your ultimate career goals as early as possible.

As career goals come into focus, career advisors can then discuss the goals of each MBA student with their academic advising counterparts. Career advisors explain to the academic advisors the ultimate goal of each MBA student along with the skill sets the MBA student will require to meet his/her goals. The academic advisors can then work with each student to construct curricular and co-curricular courses and activities specifically tailored to the individual MBA student.

Faculty will also have frequent interaction with both career and academic advisors to further enhance this comprehensive effort. Career advisors provide recruiter feedback to faculty in regard to specific topics that give MBA students a competitive advantage. Academic advisors then work with the faculty to determine which courses provide the student with specific knowledge that is most important to recruiters for the success of that individual student.

This process continues throughout the Katz MBA experience and is designed to be completely transparent to the student, staff, and faculty thus creating an MBA advising process that is nimble and proactive. The MBA student enters the job market ready to achieve immediate success.

Career Management Center

The 3 Pillars

- **Career Advice:** Career advising resources to put students on the right path based on their strengths & realistic career objectives
- **Professional Development:** Ensuring that students develop appropriate interpersonal skills, sophistication and business savvy that are critical to their success.
- **Employer Engagement:** Guiding students to securing a position that FITS with their professional objective & employers' needs

MBA Curriculum

In order to make the most of your Katz MBA experience, it befits each student to work closely with your academic advisor, career advisor, and Katz faculty to assist you with appropriate course selection and sequencing that aligns with professional aspirations. You may reference course offerings on StudentNet under the 'Schedules and Course Abstracts' section for [full-time students](#) and [part-time students](#).

Core courses

Core courses are required of all MBA students and are intended to provide students with the breadth of knowledge to build a solid business foundation.

Required courses for all MBA students	Credits	Term likely to be offered
BACC 2401-Financial Accounting	3.0	Fall
BECN 2401-Economic Analysis for Managerial Decisions	3.0	Fall
BQOM 2401-Statistical Analysis: Uncertainty, Prediction & Quality Improvement	3.0	Fall
BOAH 2409-Organizational Behavior Leadership and Group Effectiveness	1.5	Fall
BFIN 2409-Financial Management 1	1.5	Fall
BMKT 2409-Marketing Management	1.5	Fall
BMIS 2409-Information Systems	1.5	Spring
BQOM 2421-Decision Technologies in Manufacturing and Operations Management	1.5	Spring
BSPP 2409-Strategic Management	1.5	Spring
BSEO 2401-Business Ethics & Social Performance	1.5	Spring
BIND 2444-Competitive Management Simulation	3.0	Spring

Exemption exams

Students have the opportunity to take exemption exams if they have a high proficiency in a given core course. Students who successfully exempt from a core course are exempt from the course, but not the credits and will still be required to complete the requisite number of credits that have been prescribed for their MBA. Exemption exams may only be taken once in a give subject area.

Full-time students are only able to take exemption exams at the following times:

Fall semester (during the Transition Module)

BACC 2401-Financial Accounting
BECN 2401-Economic Analysis for Managerial Decisions
BQOM 2401-Statistical Analysis: Uncertainty, Prediction & Quality Improvement
BOAH 2409-Organizational Behavior Leadership and Group Effectiveness
BMKT 2409-Marketing Management
BFIN 2409-Financial Management 1

Spring semester (Monday, January 7, 2013)

BMIS 2409-Information Systems
BQOM 2421-Decision Technologies in Manufacturing and Operations Management
BSPP 2409-Strategic Management

Part-time students should contact their academic advisor to schedule time to take an exemption exam.

Elective courses

Elective courses are intended to provide depth in a particular concentration. Concentrations are defined as taking nine credits within a given area excluding core courses. Students typically choose one or two concentrations to focus on while at Katz. Concentrations are not official and will not show on your university transcript. However, concentrations allow you clearly define your academic and career goals and should be listed on your resume to distinguish yourself from other career seekers. All full-time students and part-time student who are seeking employment are required to declare a concentration within the first semester of starting at Katz.

The Academic & Career Advising Guide allows you to read more about the areas students are able to concentrate in while at Katz including the co-curricular activities that are recommended for students in those areas. We have also specified particular career tracks that are the most pursued areas within a concentration and we have listed the recommended courses that students should take within those tracks.

You are able to concentrate in the following areas:

[Finance](#)

[Management of Information Systems](#)

[Marketing](#)

[Operations](#)

[Organizational Behavior/Human Resources](#)

[Strategy](#)

Finance

Typically the amount of prior work experience plays an integral role in the level with which you are hired within an organization. Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in finance are hired into the following functional areas:

[Corporate Finance](#)

[Banking & Financial Institutions](#)

[Investment Management](#)

[Consulting](#)

BFIN 2409 Financial Management 1 (core) and BFIN 2410 Financial Management 2 are required for all students concentrating in finance. Both of these courses are pre-requisites for any finance elective.

Various marketing, procurement and operations hiring managers may seek to hire MBAs with strong analytical skills and a finance concentration.

Co-Curricular activities

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

Professional organizations

Outside of Katz, there are some local professional associations that can provide excellent networking opportunities and also look good on your resume.

[American Institute of CPAs \(AICPA\)](#)

[CFA Institute](#)

[CFA Society of Pittsburgh](#)

[Association for Corporate Growth Pittsburgh \(ACG Pittsburgh\)](#)

[Pittsburgh Association of Financial Professionals](#)

External Certifications

CFA Charter: Equips you with the practical and fundamental knowledge you need for a wide variety of career choices in the investment profession.

[Candidate Body of Knowledge](#): As a CFA partner school, the finance curriculum covers 70% of the topics on the CFA exam. If you have additional questions regarding the CFA exam, please contact Professor Manoharlal Sukhwani at 412-624-1575, office 213 Mervis Hall.

Certified Public Accountant (CPA): Equips you with the practical and fundamental knowledge you need for a wide variety of career choices in the accounting/finance profession. Learn about [the CPA exam](#).

Clubs

Finance club, Real Estate club, and Consulting club are ideal for finance concentrations.

Additional Professional Resources

Many of the finance fields are difficult to break into, especially if you are anything but a career enhancer. Below are some additional resources to prove to potential employers that you are serious about your career and also will test your knowledge and ability to perform in the environment.

[Training The Street](#)

[Wall Street Prep](#)

Corporate Finance

Financial management within a corporation. Positions include accounting, tax, treasury, financial planning & profitability analysis, investor relations, strategic planning /M & A. Internal contacts typically include sales, marketing, IT, operations, and human resources. External contacts typically include investment banks, law firms, accounting firms and credit rating agencies.

Accounting/Tax -Manages corporate accounting & financial reporting function or tax management functions, each potential leading to corporate controller position.

Treasury- Manages capital, long and short term funding, credit facilities, liquidity, cash and investment portfolio of a company. Also manages foreign currency exchange exposure for financing transactions as well as investments. Manage relationships with credit rating agencies, commercial banks, broker dealers and all credit providers & counterparties.

Financial Planning & Profitability Analysis – Develops financial targets & budgets for individual business units and cost centers that reflect the overall financial goals of the board of directors & CEO of the organization. Analyze actual and forecasted results against these goals and present analysis of performance to CFO, CEO, and Business unit heads. Help develop business action plans to address performance issues.

Investor Relations – Manages relationships with sell side analysts, buy side analysts and large institutional investors. Clearly articulate company strategy to enhance shareholder value/share price. Formally review quarterly performance with these constituencies.

Strategic Planning – Works closely with CEO, CFO, business heads and Investment banks to identify targets for M&A. Lead business case development, financial and business analytics and all valuation and negotiation activities

Suggested courses

Courses	Credits	Term likely to be offered
BFIN 2015-Short-term Finance	1.5	Spring
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2039-Investment Management/Capital Markets	3.0	Fall/Spring
BFIN 2043-International Financial Management	3.0	Fall/Spring
BFIN 2048-Applied Corporate Finance	1.5	Spring
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2056-Derivatives: Applications to Valuation and Value Creation	1.5	Spring
BFIN 2123-Commercial Banking	1.5	Fall
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BACC 2525-Financial Statement Analysis	3.0	Fall
BACC 2254-Advanced Financial Accounting	3.0	Spring
BSEO 2553-Strategic Management of Acquisition and Divestment	1.5	Spring
BACC 2258-Strategic Cost Management	3.0	Fall
BACC 2528-Manual Accounting	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Banking and Financial Institutions

Investment Banking/Corporate Finance – Works to raise money for corporate clients and public institutions in the form of equity, debt, convertible, or other derivative securities through a public issue or private placement.

Investment Banking/ Mergers and Acquisitions – Generates proposals for and advises companies seeking to sell or purchase whole companies, divisions, or certain assets

Investment Banking/ Merchant Banking – Acts as a principal in a transaction, either by buying or selling a stake in an M&A transaction or by purchasing newly issued securities of a firm.

Investment Banking- Advisory/Financial Consulting – Linked to all of the above. Includes capital structure analysis, comparable analysis, industry research, and various forms of fairness opinions.

Investment Banking/ Sales & Trading – Distribution arm of the investment bank; looks to create a market for the financial products created on the investment banking side of the firm. Sales & Trading jobs are primarily on the sell side (JPMorgan Chase, UBS, Goldman Sachs, etc.)

Commercial Banking - Builds profitable relationships with clients based on selling of broad range of financial products: Interest income generating credit and loan arrangements, fee-generating services, like cash management, transaction processing and securities servicing.

Suggested courses

Courses	Credits	Term likely to be offered
BFIN 2015-Short-term Finance	1.5	Spring
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2131-Valuation 2	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2039-Investment Management/Capital Markets	3.0	Fall/Spring
BFIN 2048-Applied Corporate Finance	1.5	Spring
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2056-Derivatives: Applications to Valuation and Value Creation	1.5	Spring
BFIN 2068-Markets and Trading	1.5	Spring
BFIN 2069-Fixed Income Securities	1.5	Spring
BFIN 2123-Commercial Banking	1.5	Fall
BFIN 2124-Investment Banking and Venture Capital	1.5	Fall
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BACC 2525-Financial Statement Analysis	3.0	Fall
BACC 2258-Strategic Cost Management	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Investment Management

Portfolio Manager – Manages equity or fixed income securities for institutions and individuals. CFA is typically preferred.

Portfolio Trader – Trade equity and fixed income securities in support of portfolio manager. CFA is typically preferred.

Portfolio Research - Investment research of equity and fixed income securities in support or portfolio manager. CFA is typically preferred.

Investment Sales and Marketing – Drives effort for investment management firms to attract new investors and increase assets under management and revenue by highlighting investment track records in various asset classes and promoting new funds.

Private Wealth Management - Assists high-net-worth individuals with meeting their individual and estate planning objectives. Private Wealth Management associates look to build a book of clients and serve as the primary point of contact with clients, pulling on the resources of the entire bank. May provide some asset allocation and investment management advice.

Independent Investment Research- Analyzes company and industry fundamentals, predict earnings and cash flows, determine valuations, and recommend investments to buy-side clients. (*from Vault Guide to Investment Management*). Research professionals can work on the sell side (Morningstar, etc).

Private Equity/ Venture Capital- Private equity is a type of alternative investment that involves investing in privately held companies or the activity of buying a public company and transferring it to private ownership. Investments in private equity most often involve either an investment of capital into an operating company or the acquisition of an operating company, with an objective of selling the company at a significantly higher price in the future. Venture capital investments are typically early stage startups.

Suggested courses

Courses	Credits	Term likely to be offered
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2131-Valuation 2	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2039-Investment Management/Capital Markets	3.0	Fall/Spring
BFIN 2043-International Financial Management	3.0	Fall/Spring
BFIN 2068-Markets and Trading	1.5	Spring
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2056-Derivatives: Applications to Valuation and Value Creation	1.5	Spring
BFIN 2069-Fixed Income Securities	1.5	Spring
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BACC 2525-Financial Statement Analysis	3.0	Fall
BFIN 2124-Investment Banking and Venture Capital	1.5	Fall
BSEO 2553-Strategic Management of Acquisition and Divestment	1.5	Spring
BFIN 2140-Real Estate Finance	1.5	Fall
BFIN 2145-Financial Modeling	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Financial Consulting

Financial Advisory- Advises clients on executing deals, business valuation, managing business controversy and disputes, and maintaining regulatory compliance. CFA is typically preferred.

Audit/Assurance- Evaluates business processes, accounting policies, internal controls, and financial reporting issues to ensure compliance with changing regulations and professional standards. Individuals with accounting backgrounds tend to be hired into these types of roles. CPA is typically preferred.

Risk- Includes the identification, assessment, and prioritization of risks, and the impact mitigation of events that have the potential to adversely impact a company's capital and/or reputation. This area allows for improved risk intelligence and strengthened decision making and business strategy, thus driving corporate governance, business performance and increasing value through changing the business model to mitigate client's risk.

Suggested courses

Courses	Credits	Term likely to be offered
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2131-Valuation 2	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2048-Applied Corporate Finance	1.5	Spring
BFIN 2124-Investment Banking and Venture Capital	1.5	Fall
BFIN 2145-Financial Modeling	3.0	Fall
BFIN 2555-Practicum in Portfolio Management and Security Analysis	3.0	Fall/Spring
BACC 2525-Financial Statement Analysis	3.0	Fall
BSEO 2553-Strategic Management of Acquisition and Divestment	1.5	Spring
BACC 2258-Strategic Cost Management	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Management Information Systems

Typically the amount of prior work experience plays an integral role in the level with which you are hired within an organization, especially in the big consulting firms. Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in MIS or those who decided to pursue the dual degree MBA/MS-MIS are hired into the following functional areas:

[Business Analysis](#)

[IT Consulting](#)

[IS Management](#)

Co-Curricular activities

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

Professional organizations

Outside of Katz, there are some local professional associations that can provide excellent networking opportunities and also look good on your resume.

[The Association of Information Technology Professionals](#)

[Information Systems Security Association](#)

[Information Systems Audit and Control Association](#)

[International Institute of Business Analysis](#)

[Pittsburgh Technology Council](#)

External Certifications

[PMP Certification](#)

[SAP Certification](#)

Clubs

Both the Business Technology club and Consulting club are ideal for MIS concentrations.

Additional Professional Resources

[MBACASE](#) – David Ohrvall, former consultant and CASE interview expert has a book entitled, *“Crack the Case: How to Conquer Your Case Interviews, 5th Edition”* that currently costs \$38, but the website also contains some useful case information.

[Case in Point](#) – Marc Cosentino, President, has over 23 years of case interview prep experience. His book is entitled, *“Case in Point: Complete Case Interviewing Preparation”* at is currently is \$25 plus shipping and handling.

[SAP student website](#)

[SAP student career resource center](#)

Consulting interviews usually have a case interview component. Because of this, it is recommended that you practice and master your case interviewing skills. Here are some of the most helpful resources:

[Vault Guides on Case Interviewing and Case Interviewing Practice](#) – FREE through Katz login.

Business Analysis

Within consulting firms, business analysts work with experienced consultants to develop models, perform complex analyses, and work on research assignments at both the office and client sites. Analysts often travel while on assignments, undertaking a broad range of activities, while gaining exposure to the business world. They may also participate in marketing activities and the preparation of proposals for new engagement opportunities. With experience the natural progression includes titles such as sr. business analyst, associate and senior associate. Outside of consulting, corporate titles include systems analyst, IT analyst, business/systems and analyst/developer. Business analysts need to be able to demonstrate excellent competencies in planning and prioritization, project management, analytical problem solving and quantitative analysis, budgeting, forecasting, and trend analysis.

Suggested courses

Courses	Credits	Term likely to be offered
BMIS 2034-Information Systems Planning	3.0	Fall
BMIS 2551-Project Management Concepts and Processes	3.0	Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Spring
BMIS 2537-Business Systems Platforms	3.0	Spring
BMIS 2588-Database Management	3.0	Fall
BMIS 2678-E-Commerce	3.0	Fall
BMIS 2679-Technology Innovation, Adoption, and Diffusion	3.0	Spring
BMIS 2689-Technology Enabled Business Transformation	3.0	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Information Technology (IT) Consulting

IT consultants help clients find real and lasting solutions to problems by providing new information and advice. Through in-depth thought, brainstorming, and analysis, they help organizations become better by challenging them and persuading them to adopt new ideas. Some of the more notable IT consulting firms include Deloitte, Accenture, PricewaterhouseCoopers (PwC), Ernst & Young (E&Y), IBM, and KPMG. Other job titles include, but are not limited to, IT developer, IT project consultant, consultant, and with experience, senior consultant. IT consultants need to be able to demonstrate excellent competencies in planning and prioritization skills, project management, business/technical savvy, analytical problem solving and critical thinking and possess strong verbal and written communication skills. Also, keep in mind that IT consultants tend to work long hours and travel extensively.

Suggested courses

Courses	Credits	Term likely to be offered
BIND 2400-Consulting Field Project	3.0	Fall/Spring
BMIS 2034-Information Systems Planning	3.0	Fall
BMIS 2551-Project Management Concepts and Processes	3.0	Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Spring
BMIS 2537-Business Systems Platforms	3.0	Spring
BMIS 2588-Database Management	3.0	Fall

Information Systems (IS) Management

Computer and information systems managers play a vital role in the technological direction of their organizations because they do everything from constructing the business plan to overseeing network and internet operations. IS professionals not only apply their broad knowledge of information technologies and business issues, but speak to their vision of where technology can take organizations. Some common job titles include project manager, senior project manager, program manager, IS manager, senior IS manager, IT manager and senior IT manager. Natural career progressions usually lead to senior management and chief information officer (CIO) and chief technology officer (CTO) level positions. IS managers need to demonstrate excellent core competencies in leadership, planning and prioritization skills, project management, business/technical savvy, finance, human resources and possess strong verbal and written communication skills. IS Managers do not tend to travel as much as IT Consultants, but they do tend to work longer hours and can sometimes be on call 24/7. As you take a closer look at what you'd like to do within MIS, it is recommended that you not only look at sample job descriptions for some of the above job titles, but one of the most recognized resources available for career exploration and industry perspectives are the Vault guides. Use the link below to enter the Vault site for free access to both the Consulting and Technology Careers guides.

Suggested courses

Courses	Credits	Term likely to be offered
BMIS 2034-Information Systems Planning	3.0	Fall
BMIS 2551-Project Management Concepts and Processes	3.0	Spring
BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Spring
BMIS 2679-Technology Innovation, Adoption, and Diffusion	3.0	Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BMKT 2531-Marketing Research	3.0	Spring
BQOM 2549-Strategic Cost Analysis	1.5	Spring
BOAH 2522-Compensation	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	variable
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
BSEO 2315-Business Law	3.0	Spring
BOAH 2521-Staffing Organizations	1.5	Spring
BOAH 2411-Human Resources for Competitive Advantage	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Marketing

Whether you are a career starter, career switcher, or career enhancer, Katz alumni research shows that those who concentrated in marketing are hired in the following functional areas:

[Brand Management](#)

[Marketing Research](#)

[Product Management](#)

[Consumer Insights](#)

[Digital Marketing](#)

Co-Curricular Activities

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

Professional organizations

Outside of Katz, there are some local professional associations that can provide excellent networking opportunities and also look good on your resume.

[American Marketing Association \(AMA\)](#)

[Category Management Association](#)

External Certifications

[Nielsen Certification](#) is available through BMKT 2544-Shopper Marketing Certifications in Category Management.

Clubs

The Marketing club is ideal for marketing concentrations.

Additional Professional Resources

[Careers-in-Marketing](#)

[SmartBrief](#)

Brand Management

Brand managers apply marketing techniques to a specific product, product line or brand and are often likened to small business owners because they assume responsibility for a brand or brand family. They are always focused on the big picture. It is their job to distill the brand's essence, map out their competitors in their brand's category, identify marketing opportunities, and be able to effectively communicate the unique benefits of that product or service. Positions available in brand management include brand manager, assistant brand manager, product manager, product development manager and marketing manager.

Suggested courses

Courses	Credits	Term likely to be offered
BMKT 2569-Brand Management	1.5	Fall/Spring
BMKT 2544-Shopper Marketing	3.0	Spring
BMKT 2531-Marketing Research	3.0	Spring
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2522-Sales Management	1.5	Fall
BMKT 2513-Consumer Behavior 1	1.5	Fall/Spring
BMKT 2514-Consumer Behavior 2	1.5	Fall/Spring
BMKT 2509-Marketing Planning and Strategy	1.5	Fall/Spring
BMKT 2033-International Marketing	1.5	Spring
BMKT 2515-Marketing and Social Media Strategy	3.0	Spring
BMKT 2528-Advertising	1.5	Summer
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Marketing Research

Market research involves researching the intended target. That target can be companies or individuals. In order for a company to capture a market it must first be able to understand that market. Research involves the first process of understanding the consumer, what their needs are, what their purchasing habits are, and how they view themselves in relation to the rest of the world. Market research is conducted by using surveys, focus groups, and reviewing studies. Doing this enables researchers to collect data on a specific brand's target. Market research can be done in-house, or a company may hire a specialized firm to conduct the research. Positions available in market research include market research director, market research manager, market research supervisor, market analyst, consumer behavior analyst, and client manager for a syndicated researcher.

Suggested courses

Courses	Credits	Term likely to be offered
BMKT 2531-Marketing Research	3.0	Spring
BMKT 2544-Shopper Marketing	3.0	Spring
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2513-Consumer Behavior 1	1.5	Fall/Spring
BMKT 2514-Consumer Behavior 2	1.5	Fall/Spring
BMKT 2509-Marketing Planning and Strategy	1.5	Fall/Spring
BMKT 2533-Business-to-Business	1.5	Fall
BMKT 2515-Marketing and Social Media Strategy	3.0	Spring
BMKT 2530-Services Marketing: Strategies and Tactics	1.5	Summer
BMKT 2532-Pricing Strategies and Tactics	1.5	variable
BQOM 2578-Data Mining	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Product Management

Product management is a [retailing](#) and [supply management](#) concept in which the range of products purchased by a business organization or sold by a [retailer](#) is broken down into discrete groups of similar or related products; these groups are known as product categories (examples of grocery categories might be: tinned fish, washing detergent, toothpastes). It is a systematic, disciplined approach to managing a product category as a strategic business unit. Positions available in product management include product development manager, customer insights analyst, merchandise manager, and customer account manager. Product management roles are often found in business-to-business marketing.

Suggested courses

Courses	Credits	Term likely to be offered
BMKT 2569-Brand Management	1.5	Fall/Spring
BMKT 2544-Shopper Marketing	3.0	Spring
BMKT 2531-Marketing Research	3.0	Spring
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2509-Marketing Planning and Strategy	1.5	Fall/Spring
BMKT 2513-Consumer Behavior 1	1.5	Fall/Spring
BMKT 2514-Consumer Behavior 2	1.5	Fall/Spring
BMKT 2033-International Marketing	1.5	Spring
BMKT 2533-Business-to-Business	1.5	Fall
BMKT 2530-Services Marketing: Strategies and Tactics	1.5	Summer
BMKT 2532-Pricing Strategies and Tactics	1.5	variable
BMKT 2515-Marketing and Social Media Strategy	3.0	Spring
BMKT 2522-Sales Management	1.5	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Consumer Insights

Consumer insights involve the analysis of market data and sharing the insights in a meaningful way across a company. The role can also include doing market research but what makes it different is the focus on interpreting the results into an actionable understanding of the consumer.

Suggested courses

Courses	Credits	Term likely to be offered
BMKT 2569-Brand Management	1.5	Fall/Spring
BMKT 2544-Shopper Marketing	3.0	Spring
BMKT 2531-Marketing Research	3.0	Spring
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2509-Marketing Planning and Strategy	1.5	Fall/Spring
BMKT 2513-Consumer Behavior 1	1.5	Fall/Spring
BMKT 2533-Business-to-Business	1.5	Fall
BMKT 2532-Pricing Strategies and Tactics	1.5	variable
BMKT 2528-Advertising	1.5	Summer
BMKT 2522-Sales Management	1.5	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Digital Marketing

Suggested courses

Courses	Credits	Term likely to be offered
BMKT 2544-Shopper Marketing	3.0	Spring
BMKT 2526-Product Development and Management	3.0	Spring
BMKT 2513-Consumer Behavior 1	1.5	Fall/Spring
BMKT 2514-Consumer Behavior 2	1.5	Fall/Spring
BMKT 2515-Marketing and Social Media Strategy	3.0	Spring
BMKT 2569-Brand Management	1.5	Fall/Spring
BMKT 2532-Pricing Strategies and Tactics	1.5	variable
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Operations

Operations management is the heart of an organization. This burgeoning field influences the design and management of products, processes, services, and supply chains. Those specializing in operation management roles consider the acquisition, development, and utilization of resources that firms need to deliver the goods and services their clients want. Career opportunities within the operations field are plentiful and diverse, but an individual's skills, experience, interests, and personal decisions will ultimately influence his/her career path. Additionally, the size, industry type, geographic scope, and organizational structure of a firm will help determine the best career path.

Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated operations are hired into the following functional areas:

[Supply Chain/Logistics Management](#)

[Project Management](#)

[Operations Consulting](#)

Co-Curricular activities

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

Professional organizations

[Supply Chain Council \(SCS\)](#)

[Council of Supply Chain Management Professionals \(CSCM\)](#)

[Association for Operations Management \(APICS\)](#)

[Project Management Institute \(PMI\)](#)

[European Operations Management Association \(EUR OMA\)](#)

[Production and Operation Management Society \(POMS\)](#)

[Supply Chain Asia](#)

External Certifications

[Certified Six Sigma Black Belt](#)

[Certified Six Sigma Green Belt](#)

[Project Management Professional](#)

[Certified in Production and Inventory Management \(CPIM\)](#)

[Certified Supply Chain Professional \(CSCP\)](#)

Clubs

Operations club and Consulting club are ideal for students concentrating in operations.

Supply Chain/Logistics Management

Supply chain/logistics managers plan and manage all activities involved in sourcing and procurement, conversion, and all logistics management activities. They also coordinate and collaborate with channel partners (i.e. suppliers, intermediaries, third-party service providers, and customers). In other words, supply chain managers integrate supply and demand management within and across companies. Some supply chain management positions are action-oriented roles, involved in the day-to-day management of people and product flows. Those individuals will likely be working in a distribution facility, port, terminal, or operations center. Other supply chain management positions are planning-oriented. These office-based opportunities focus on supply management, demand forecasting, inventory control, performance analysis, or troubleshooting customer problems.

Suggested courses

Courses	Credits	Term likely to be offered
BQOM 2039-Six Sigma	3.0	Fall/Spring
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BQOM 2537-Forecasting	1.5	Fall/Spring
BQOM 2549-Strategic Cost Analysis	1.5	Spring
BQOM 2700-Supply/Value Chain Management Project	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Project Management

Project managers (also called analysts, logistics engineers, and industrial engineers) plan, organize, and manage resources to bring about the successful completion of specific project goals and objectives. This highly visible supply chain role drives and monitors progress and report deviations when necessary. This is a hands-on position responsible for developing and executing Demand Plan and inventory plans that will enable the division to meet sales and service objectives. Collaboration with other members of the supply chain, sales, marketing, and customer support teams is paramount to achieve these sales and service objectives. The primary challenge of project management is to achieve all of the project goals and objectives while honoring the project constraints (i.e. scope, time, and budget).

Those pursuing a career in project management should possess strong leadership skills, knowledge of and experience in project development, the skills to track, forecast, and report project metrics, and experience identifying risks and resolving conflicts.

Suggested courses

Courses	Credits	Term likely to be offered
BQOM 2039-Six Sigma	3.0	Fall/Spring
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring
BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BQOM 2537-Forecasting	1.5	Spring
BQOM 2549-Strategic Cost Analysis	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Performance Improvement Consulting

Performance improvement consultants typically work with client project teams and are responsible for supply chain/operations analysis, problem solving, financial modeling, general business analysis, research, and report or presentation generation for the client or project team. Operations Consultants also assist various types of businesses to assess the current status of internal procedures and strategies, and enhance the overall operation of the company. While operations consulting is often thought to focus on manufacturing plants or production facilities, the scope of operations consulting is actually broader than that. Even businesses that are service-based rather than product-based can benefit from operations consulting. An operations consultant will normally begin the evaluation process by examining the workflow structure of the business. This begins with the structure and division of labor among the management of the company and moves on to the various divisions and departments and how they relate to one another in order to ultimately supply customers with goods or services. The idea is to understand how each component of the business currently impacts that process, directly or indirectly.

Suggested courses

Courses	Credits	Term likely to be offered
BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring
BQOM 2424-Production Management and Process Improvement	1.5	Fall
BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BQOM 2537-Forecasting	1.5	Spring
BQOM 2700-Supply/Value Chain Management Project	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Organizational Behavior/Human Resources

Typically the amount of prior work experience plays an integral role in the level with which you are hired within an organization. Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in finance are hired into the following functional areas:

[HR Management](#)

[General Management](#)

[HR/Management Consulting](#)

Co-Curricular activities

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

Professional organizations

Outside of Katz, there are some local professional associations that can provide excellent networking opportunities and also look great on your resume.

[Society for Human Resource Management \(SHRM\)](#)

[American Society of Training and Development \(ASTD\)](#)

[Academy of Human Resource Development \(AHRD\)](#)

External Certifications

[Professional Human Resources \(PHR\)](#)

[Senior Professional Human Resources \(SPHR\)](#)

[Global Professional Human Resources \(GPHR\)](#)

Clubs

The Human Resources club and Consulting club are ideal for HR/OB concentrations.

Additional Professional Resources

[Interview Prep](#)

HR Management

There are many different areas within Human Resources Management that MBAs can specialize. The career path usually leads to VP level positions. Some potential job titles include: HR generalist, staff recruiter/talent acquisition manager, employment practices manager, senior HRIS analyst/HRIS administrator, HR coordinator (benefits/payroll), employee benefits manager, training and development manager, labor relations manager, human resources manager/HR director, senior corporate human resources manager. To be in human resources management, you need to be able to have empathy and compassion for others and also have the ability to discipline and even terminate employees if necessary.

Suggested courses

Courses	Credits	Term likely to be offered
BHRM 2023-Human Resources Planning and Strategy 1	1.5	Fall
BHRM 2024-Human Resources Planning and Strategy 2	1.5	Fall
BOAH 2421-Human Resources for Competitive Advantage	1.5	Spring
BOAH 2522-Staffing Organizations	1.5	Spring
BOAH 2522-Compensation	1.5	Spring
BOAH 2532-Negotiations, Teamwork, and Change 1	1.5	Fall/Spring/Summer
BIND 2400-Consulting Field Project	3.0	Fall/Spring

HR/Management Consulting

These types of positions usually lead to partner/senior partner in a professional services firm. Some notable firms include: Deloitte, Mercer HR Consulting, McKinsey, Towers Watson, PricewaterhouseCoopers, IBM Global Services, and Buck Consulting. However, there are numerous HR Consulting firms. Some potential job titles include: senior executive compensation consultant, HR effectiveness (HRIS/senior associate, human capital consultant/talent management, business transformation/change management consultant, principal consultant/human capital group. Also, keep in mind that HR consultants tend to work long hours and travel extensively.

CORE competencies that need to be demonstrated for careers in human resources include: planning and prioritization, project management, technical/business savvy, analytic problem solving and critical thinking, leadership & team skills, change management, talent management and negotiations.

Suggested courses

Courses	Credits	Term likely to be offered
BHRM 2023-Human Resources Planning and Strategy 1	1.5	Fall
BOAH 2421-Human Resources for Competitive Advantage	1.5	Spring
BOAH 2522-Compensation	1.5	Spring
BOAH 2527-Cross Cultural Dimensions of International Management	1.5	Spring
BOAH 2532-Negotiations, Teamwork, and Change 1	1.5	Fall/Spring/Summer
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Strategy

A career in strategic planning involves helping a corporation design a path to growth and profitability amidst competition and constant change. The strategic planner's role consists of helping the organization to gather, analyze, and organize information. They track industry and competitive trends, develop forecasting models and scenario analysis, examine strategic performance, spot emerging market opportunities, identify business threats, look for novel strategic solutions, and develop creative action plans. Strategic planning involves understanding what the organization's current strategy is, what has been tried in the past, and what it will be in the future. **Please note that the Katz Graduate School of Business requires students pursuing a concentration in strategy to select a second area of concentration. Strategy may not stand alone as a sole area of concentration.**

Jobs in strategic planning are best suited to mid to upper-career personnel or to persons who have had previous strategic consulting experience. Some companies however, do recruit less experienced candidates into strategic planning roles and will often target the best and brightest students from top MBA programs. Those interested in pursuing a career in strategy should possess outstanding communication and listening skills, be flexible and adaptable, and have a level of energy. Additionally, professionals in strategy should be problem solvers, possess the ability to synthesize and analyze information, display great initiative, possess sound business judgment, as well as possess exceptional leadership ability.

Whether you are a career starter, career switcher or career enhancer, Katz alumni research shows that those who concentrated in strategy are hired into the following functional areas:

[Entrepreneurship](#)

[Management Consulting](#)

[Business Development](#)

Co-Curricular activities

Since your ultimate goal is to find a job upon graduation, you should pay particular attention to things that differentiate you from other MBA candidates on your resume. The below co-curricular activities can be utilized to not only differentiate you, but to also showcase your teamwork and leadership abilities.

Professional organizations

[The Association for Strategic Planning](#)

[Institute of Management Consultant](#)

[Strategic and Competitive Intelligence Business Professionals](#)

[Association of Management Consulting Firms](#)

[Association of Professional Consultants](#)

Clubs

Both the Consulting club and Toastmasters club are ideal clubs for students interested in strategy.

Entrepreneurship

Suggested courses

Courses	Credits	Term likely to be offered
BSEO 2500-Commercializing University Technologies	3.0	Spring
BSEO 2531-Entrepreneurship and New Venture Initiation	3.0	Fall/Spring
BSPP 2111-Commercializing New Technologies	3.0	Fall
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Management Consulting

Management consultants (also called analysts, researchers, junior consultants, junior associates, associates, team leaders, senior consultants, consulting managers, junior partners, and senior partners) are analysts and advisors of business. They are problem solvers, brought in for independent expertise and opinions. Management consultants bridge gaps in expertise for companies, and are brought in for independent expertise and opinions.

Suggested courses

Courses	Credits	Term likely to be offered
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BSPP 2111-Commercializing New Technologies	3.0	Fall
BSEO 2553-Strategic Management of Acquisitions and Divestment	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Business Development

Business developers evaluate a business and then realize its full potential, using such tools as: marketing, information management (knowledge management) and customer service. Business development is the process of strengthening ties with existing clients as well as cultivating customers in other sectors of the consumer market. To accomplish this goal, business developers normally crosses the traditional barriers between sales, marketing, customer care, operations and management in order to promote this process of expansion on more than one level. One of the foundational aspects of business development is to assess the current assets of the company as they relate to the maintenance and expansion of the business.

Suggested courses

Courses	Credits	Term likely to be offered
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BSEO 2531-Entrepreneurship and New Venture Initiation	3.0	Fall/Spring
BSEO 2553-Strategic Management of Acquisitions and Divestment	1.5	Spring
BIND 2400-Consulting Field Project	3.0	Fall/Spring

Katz Certificates

All full-time students in the one-year and two-year programs are required to declare a certificate in expectation of completing it prior to graduation at Katz. Part-time students and joint/dual degree students are not required to declare a certificate, but may pursue one if interested. You can distinguish yourself with a Katz certificate that gives you additional hands-on experience in a core business area. Certificates provide experience-based learning opportunities and illustrate the importance of collaboration across business areas.

Certificates will be awarded to Katz students when all of the following criteria have been satisfied:

- 10.5 credits, chosen from the approved list of courses
- Grades of 'B' or better for each certificate course
- A minimum 'B+' average (3.250 QPA) across all certificate courses

Global Supply Chain Management

Faculty advisor: James Kimpel (jfkimpel@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BMIS 2074-Strategic Information Technology in Global Supply Chains	1.5	Fall
*BQOM 2700/BOAH 2700-Project Course in Supply Chain Management	1.5	Spring
*BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
*BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BACC/BQOM 2549-Strategic Cost Analysis	1.5	Fall/Spring
BIND 2526-Business Process Redesign	1.5	Spring
BMIS 2591-E-Business Strategy	1.5	variable
BOAH 2527-Cross Cultural Management	1.5	Spring
BMKT 2533-Business-to-Business Marketing	1.5	Fall/Spring
BQOM 2039-Six Sigma: Theory, Practice and Certification	3.0	Fall/Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/Summer

Technology, Innovation, and Entrepreneurship

Faculty advisors: Rabi Chatterjee (rabikar@katz.pitt.edu) and Sue Cohen (suecohen@katz.pitt.edu)

Course	Credits	Term likely to be offered
BSPP 2111-Commercializing New Technologies	3.0	Fall
BMKT 2526-Product Development and Management	3.0	Spring
BSEO 2531-Entrepreneurship & New Venture Initiation	3.0	Fall/Spring
BMIS 2679-Technology Innovation, Adoption, & Diffusion	3.0	Spring
BSEO 2500-Commercializing University Technologies	3.0	Spring
BSEO 2525-Competitive Intelligence	1.5	Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BQOM 2904-Creativity and Problem Solving <u>or</u>	1.5	Spring
BQOM 2521-Decision Making in Complex Environment	1.5	Fall/Spring/Summer
BIOENG 2150-Medical Product Ideation <u>or</u>	3.0	Fall
BIOENG 2151-Medical Product Development	3.0	Spring

Project Management

Faculty advisor: Bill Hefley (wehefley@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BMIS 2551-Project Management Concepts and Processes	3.0	Spring
*BQOM 2546-Project Management Fundamentals and Analytics	1.5	Spring
*Choice of (1.5 credits minimum and faculty approval to ensure a project management component is involved):		
BMIS 2056-Management Information Systems Practicum	3.0	Fall
BQOM 2039-Six Sigma: Theory, Practice and Certification	3.0	Fall/Spring
BIND 2024-Consulting Field Project	3.0	Fall/Spring
BOAH 2551-Organizational Leadership Project Course	1.5	variable
BACC 2528-Managerial Accounting	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	Fall
BACC/BQOM 2549-Strategic Cost Analysis	1.5	Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BQOM 2521-Decision Making in a Complex Environment	1.5	Fall/Spring
BOAH 2421-Human Resources for Competitive Advantage	1.5	Spring
BQOM 2537-Forecasting	1.5	Fall/Spring
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/ Summer

Digital Marketing

Faculty advisor: Andrew Stephen (astephen@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BMKT 2515-Marketing and Social Media Strategy	3.0	Spring
*BMKT 2551-Digital and Social Media Analytics	1.5	Spring
*BMKT 2544-Shopper Marketing	3.0	Spring
BMIS 2679-Electronic Commerce	3.0	Fall
BQOM 2578-Data Mining	3.0	Fall

Corporate Valuation

Faculty advisor: Dave Denis (djdenis@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BFIN 2030-Valuation 1	1.5	Spring
*BFIN 2130-Valuation 2	1.5	Spring
*BFIN 2700-Project Course in Finance	1.5	variable
*BACC 2510-Intermediate Financial Reporting & Analysis 1	1.5	Spring
*BACC 2511-Intermediate Financial Reporting & Analysis 2	1.5	Spring
BFIN 2036-Corporate Finance	3.0	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2042-Acquisitions of Privately Held Companies	1.5	Spring
BFIN 2145-Financial Modeling	3.0	Fall

Corporate Financial Management

Faculty advisor: Dave Denis (djdenis@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BFIN 2036-Corporate Finance	3.0	Spring
*BFIN 2015-Short Term Financing	1.5	Spring/Summer
*BFIN 2700-Project Course in Finance	1.5	variable
*BACC 2510-Intermediate Financial Reporting & Analysis 1	1.5	Spring
BFIN 2048-Applied Corporate Finance	1.5	Spring
BFIN 2031-Creating Value Through Restructuring	1.5	Fall
BFIN 2042-Acquisitions of Privately Held Companies	1.5	Spring
BFIN 2145-Financial Modeling	3.0	Fall
BFIN 2030-Valuation 1	1.5	Spring
BFIN 2043-International Financial Management	3.0	Fall/Spring

Investments and Trading

Faculty advisor: Dave Denis (djdenis@katz.pitt.edu)

Course	Credits	Term likely to be offered
*BFIN 2039-Investment Management and Capital Markets	3.0	Fall/Spring
*BFIN 2068-Markets and Trading	1.5	Spring
*BFIN 2069-Fixed Income Securities	1.5	Spring
*BQOM 2537-Forecasting	1.5	Fall/Spring
BFIN 2555-Portfolio Practicum	3.0	Fall/Spring
BFIN 2043-International Financial Management	3.0	Fall/Spring
BFIN 2145-Financial Modeling	3.0	Fall
BFIN 2051-Introduction to Derivatives	1.5	Spring
BFIN 2056-Derivatives: Applications to Valuation	1.5	Spring

Global Management

Faculty advisor: Jo Olson (jolson@katz.pitt.edu)

Course	Credits	Term likely to be offered
*Choice of (3.0 credits minimum unless you can demonstrate this material has been covered in prior courses): BECN 2509-Global Macroeconomics 1 BECN 2510-Global Macroeconomics 2 BECN 2019-Economics for International Business BOAH 2527-Cross-Cultural Management	1.5 1.5 3.0 1.5	Fall/Spring Fall/Spring Fall/Spring Spring
*Choice of (3.0 credits minimum): BIND 270X-Global Research Practicum BIND 2024-Consulting Field Project (international travel required) BIND 2031-Global Business Project BIND 2000-Business & Engineering Collaborations A short-term study abroad component with an experiential component will also be considered with faculty approval	3.0 3.0 3.0 3.0 3.0	Spring Fall/Spring Fall/Spring variable variable
BACC 2253-International Accounting	3.0	Fall
BACC 2466-Risk Management and Compliance Issues	1.5	Fall/Spring
BFIN 2043-International Financial Management	3.0	Fall/Spring
BMKT 2033-International Marketing	1.5	Spring
BOAH 2456-Managing Offshore Outsourcing	1.5	Spring
BQOM 2533-Global Supply Chain Management	3.0	Fall/Spring
BQOM 2534-Strategic Procurement and Sourcing Management	1.5	Spring
BIND 2554-Entering Foreign Markets	1.5	Summer
BSEO 2506-Competing in Emerging Economics	1.5	variable
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BIND 2XXX-India Today, Brazil Today, China Today, or Russia Today	1.0	variable

Organizational Leadership

Faculty advisor: Audrey Murrell (amurrell@katz.pitt.edu)

Course	Credits	Term likely to be offered
*Choice of (3.0 credits minimum): BOAH 2551-Project Course in Organizational Leadership 1 BOAH 2552-Project Course in Organizational Leadership 2 BIND 2024-Consulting Field Project (requires prior faculty approval with documentation of a significant leadership role in the project)	1.5 1.5 3.0	Spring Spring Fall/Spring
BSEO 2012-Social Entrepreneurship	1.5	Spring
BIND 2203-Organizational Transformation	1.5	variable
BSEO 2538-Strategic Leadership	1.5	variable
BOAH 2527-Cross-Cultural Management	1.5	Spring
BSEO 2511-Management of Strategic Alliances 1	1.5	Spring
BSEO 2401-Business Ethics and Social Performance	1.5	Fall/Spring
BSEO 2033-Managing the Natural Environment	1.5	Summer
BOAH 2532-Negotiations, Teamwork, and Change	1.5	Fall/Spring/ Summer
BSEO 2525-Competitive Intelligence	1.5	Spring
BOAH 2537-Conflict Resolution in the Workplace	1.5	variable

Frequently Asked Questions about the Organizational Leadership certificate

Question: *What is the purpose of the Organizational Leadership Certificate?*

Answer: This certificate is to provide you with understanding and experience into the complexity of leadership within dynamic and global organizations.

Question: *Who is eligible to receive the Organizational Leadership certificate?*

Answer: All full-time and evening MBA students currently enrolled at Katz are eligible.

Question: *Do you need to apply in order to pursue the certificate?*

Answer: There is no application process. Only completion of all requirements before graduation is necessary to receive the certificate.

Question: *What are the requirements?*

Answer: The certificate requires you to complete a total of 10.5 credits with 3.0 devoted to a project or experiential learning activity focused on leadership and the other 7.5 credits taken from a list of approved courses.

Question: *How I can get the experiential learning credits?*

Answer: There are three options. You can take with instructor's permission of one of the project courses offered throughout the year that are scheduled based on project availability. Another option is to apply for and be accepted into either the Woodcock Fellows program or the BNY Mellon Fellows program, both open to all full-time or evening MBA students. Third you may submit a request for a consulting field project to count towards this requirement given that either the project or your specific role within the project demonstrates a significant leadership component.

Question: *When are the courses offered for the certificate?*

Answer: The scheduling of courses may vary each term, so please consult your academic advisor or the MBA program office for the most recent schedule.

Question: *Who should I talk with if I am interested in the organizational leadership certificate?*

Answer: The first step would be to discuss with your academic advisor to insure there is a good fit with the leadership certificate and your overall career goals. After consulting with your advisor, contact the faculty certificate coordinator for more additional information.

Question: *Where can I learn more about the Woodcock and BNY Mellon CSR fellowship programs?*

Answer: Consult the Berg Center's website (under the "academic programs" tab) for more information, view deadlines and to submit an online application. <http://www.business.pitt.edu/berg/>

Question: *How can I find out more about the consulting field projects?*

Answer: Consult the MBA program website under "academics" for information on the consulting field projects. <http://www.business.pitt.edu/katz/mba/academics/courses/consulting-project.php>

Question: *How can I find out more information including a list of the approved certificate courses?*

Answer: Consult the MBA program website under "academics" for more information on the leadership certificate requirements and information about other certificate options that are available.

<http://www.business.pitt.edu/katz/mba/academics/certificates/organizational-leadership.php>