EXECUTIVE MBA
ALUMNI LIFELONG LEARNING OPPORTUNITIES

2022

Kellogg
EXECUTIVE MBA GLOBAL NETWORK
Miami Weekends
Friday, January 14 – Sunday, January 16
Thursday, February 10 – Sunday, February, February 13

Morning (8:30am – 11:45am EST):
Entrepreneurial Finance & Venture Capital – Professor Paola Sapienza
Intellectual Capital Management – Professor James Conley

Afternoon (1:00pm – 4:45pm EST):
Advertising Strategy – Professor Derek Rucker
Human and Machine Intelligence – Professor Adam Pah
Launching and Leading Startups – Professor Andee Harris

Miami February
Wednesday, February 2 – Monday, February 7

Morning (8:30am – 11:45am EST):
Investment Banks, Hedge Funds & Private Equity – Professor David Stowell
Creating and Managing Strategic Alliances – Professor Edward Zajac
FinTech Strategy: Innovations in Financial Services – Professor Sarit Markovich

Afternoon (2:00pm – 5:15pm EST):
World Economy – Professor Sergio Rebelo
Business Strategy, Behavioral Biases & Deep Uncertainty – Professor Nabil Al-Najjar
Advertising Strategy – Professor Derek Rucker

Miami April
Tuesday, April 26 – Sunday, May 1

Morning (8:30am – 11:45am EST):
Leadership Development Models and Practices – Professor Bernard Banks
Growing Businesses, Growing People – Professor Sanjay Khosla

Afternoon (2:00pm – 5:15pm EST):
Strategic Marketing Decisions – Professor Tim Calkins
Strategy Beyond Markets – Professor Nicola Persico
Leading and Managing Diverse Organizations – Professor Nicholas Pearce

Family Enterprise Week (Miami)
Wednesday, May 4 – Sunday, May 8

All Day Course (8:30am – 4:15pm)
Family Enterprises: Success and Continuity – Professor Jennifer Pendergast
Entrepreneurial Finance & Venture Capital - Professor Paola Sapienza

Alumni Seats Available: 3

Course Description:
Entrepreneurial activity has been a potent source of innovation and job generation in the global economy. In the U.S., the majority of new jobs are generated by new entrepreneurial firms. The financial issues confronting entrepreneurial firms are drastically different from those faced by established companies. The focus on this course will be on analyzing the unique financial issues faced by high growth entrepreneurial firms (think: high growth startups), including the different sources of financing and the type of contracts offered to these type of firms. We will focus on the source of financing and growth available in the US (and often absent in international setting) to early stage firms (such as Groupon, Zipcar, RightNow, etc…) as opposed to Global Corporate Restructuring (FINX448) which focuses on later stage firms in an international context. These courses could be taken in tandem and students would benefit from learning how the different context changes financial decisions and economic opportunities for firms.

The course is aimed primarily at people who may be involved in an entrepreneurial venture at some point in their careers whether in a startup, a spinoff from a large organization, or a turnaround. The course is also useful for venture capital careers and students interested in Venture Capital as an asset class (Limited Partners).

There are four main topics covered using case studies:

(1) Evaluating Entrepreneurial Opportunities in Startups—evaluating the qualitative attractiveness of investing in a start-up. Qualitative Framework for evaluating an entrepreneurial firm; Quantitative Valuation, DCF, and the venture capital Model. Evaluating high growth startups, evaluating a spinoff opportunity. The focus will be on high growth ventures. Learning this tool would be useful for entrepreneurs who want to understand how to evaluate their business idea and to investors who want to decide whether to invest and at what terms.
(2) Source of financing for startups: bootstrapping, family and friends, or professional investors. In the context of different case studies, we will study the pros and cons of analyzing these decisions.
(3) The Structure of VC Deals – Early stage venture capital deal decision, VC investment in a capital intensive industry. Term Sheet, Valuation of the Contract and Negotiation in a VC deal. VC Term Sheets. Negotiating Term Sheets.
(4) Exit decisions, either to IPOs, or buyouts. Different perspectives: the entrepreneur’s view and the investor perspective.

Course Requirements:
This course links together finance, marketing, and strategy. Startups are very lean firms led by entrepreneurs who have to make decisions on many different aspects of the life of a company. Finance decisions will be linked to every other managerial decision. For this reason, your overall training will be used in class. Also, students who do best in class are those who have no problems with ambiguity and who are able to think creatively and innovatively. The course places a strong emphasis on class participation and discussion. It is challenging and time-consuming. You should expect to prepare an average of one case per class. Class attendance is critical to the learning process. As in all case-based classes, learning will come from class discussion.

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: 4.5/6.00  Overall Course: 4.7/6.00
**Intellectual Capital Management** – *Professor James Conley*

**Alumni Seats Available:** 17

**Course Description:**
This course covers the specific agenda of using intellectual capital for competitive advantage in multiple market contexts. In the contemporary economic environment, intellectual assets like know-how, inventions, content, brands, trademarks (forms of intellectual property), contractual agreements etc. are the largest proportion of a firm’s total wealth. And yet, many firms do not proactively manage these assets. In this course, we adopt a “lifecycle” approach to the management of an intellectual asset. Methods and frameworks developed in lecture are exercised in case studies from multiple contexts including Consumer electronics (Dolby, tools, Apple), Agriculture, pharmaceuticals (AZ), consumer durables etc.

**Teacher-Course Evaluation:** (Based on the latest results)
Overall Instructor: 5.49/6.00   Overall Course: 5.18/6.00


**Advertising Strategy** – **Professor Derek Rucker**

**Alumni Seats Available:** 5

**Course Description:**
This course hones critical thinking skills related to the strategic planning, executing, and evaluating advertising. To accomplish these objectives, the course emphasizes the proper construction of a creative brief. This entails deciding to advertise, target selection, consumer insight, brand positioning, execution, and evaluation. At each stage, questions faced by brand managers, advertisers, and marketers are examined. Both classic and contemporary advertising campaigns are used to illustrate key concepts. Assignments focus on skills sets used by brand managers to develop campaigns.

**Teacher-Course Evaluation:** (Based on the latest results)
Overall Instructor: 5.7/6.0  Overall Course: 5.5/6.0
Human and Machine Intelligence – Professor Adam Pah

Alumni Seats Available: 10

Course Description:
Human and Machine Intelligence covers cutting edge research on machine-learning and artificial intelligence and its applications for business leaders. Machines help solve complex problems, lessen decision bias, scale human effort, and spot hidden patterns in big data. However, they lack the creativity and insight that top executives possess. Together, executives and machines have the potential to make powerful “thought partnerships.” Using hands-on cases and applications --- including IBM’s Deep Blue and Google’s AlphaGo that beat Chess and Go Grand Masters --- this course shows how to use a critical set of machine learning decision tools, such as natural language processing, sentiment analysis, and pattern recognition to discover new competitive strategies, turn raw numbers into convincing stories, and make less biased judgments. The overarching goal is to enable you to confidently lead data science and design teams, know the expansiveness and limits of machine-learning complex decision support tools, and be capable of applying human+machine thought partnerships to grow businesses or disrupt Grand Masters in any field.

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: 5.4/6.0  Overall Course: 5.4/6.0
Launching and Leading Startups – Professor Andee Harris

Alumni Seats Available: 6

Course Description:
Launching and Leading Startups is a case-driven survey course that examines what it’s like to be in the shoes of an entrepreneurial CEO. Students explore some of the biggest and most challenging topics facing entrepreneurial CEOs, such as how to reduce the risks that are inherent in starting a new business, determine the best go-to-market strategies to gain customer adoption, and execute with precision. The course targets not only entrepreneurs who want to start or buy their own businesses, but also entrepreneurially minded students who, in short order, will be seeking to work within early-stage startups. The course also proves beneficial for “intrapreneurs” who will be innovating inside larger firms.

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: New Faculty Overall Course: 4.9/6.0
Investment Banks, Hedge Funds & Private Equity – Professor David Stowell

Alumni Seats Available: 13

Course Description:
This course focuses on private equity (LBO funds) and hedge funds, their influence on corporate decision-making, and measures taken to counter threats and exploit opportunities represented by these investors. Competition and cooperation between investment banks, LBO funds and hedge funds will also be analyzed. Finally, post-financial crisis changes in regulations governing these institutions will be considered. The course uses six Kellogg cases to facilitate discussion regarding hedge fund and LBO fund investment strategies, and corporate initiatives to either keep these investors at bay or utilize them to enhance shareholder value.

Teacher-Course Evaluation:
Overall Instructor:  4.5/6.0  Overall Course: 4.6/6.0
Creating and Managing Strategic Alliances – Professor Edward Zajac

Alumni Seats Available: 6

Course Description:
In a world characterized by global competition, increased technological change, and intensified resource constraints, firms are increasingly using cooperative relationships with other organizations as an essential tool for achieving their overall strategic objectives. However, both large and small corporations are finding that successful "strategic alliances" are often difficult to achieve. Creating and Managing Strategic Alliances (CMSA) examines the theory and practice of creating and managing different types of strategic alliances, such as joint ventures, licensing agreements, buyer-supplier partnerships, and consortia.

This course will enable the student to better understand the costs and benefits of strategic alliances (and why such alliances may be preferred over other strategies such as internal development or mergers and acquisitions). In addition, the course covers how to design alliances, and how to avoid the many potential problems and complications in managing these relationships. The course also provides a framework for managing the complex but increasingly common situation in which organizations are involved in multiple alliances. CMSA should prove useful for students interested in understanding the role of strategic alliances in contemporary strategic management

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: 5.1/6.0  Overall Course: 4.7/6.0
**FinTech Strategy: Innovations in Financial Services** – **Professor Sarit Markovich**

**Alumni Seats Available:** 17

**Course Description:**
Financial Technology (FinTech) firms are changing the type, frequency, and the way we use financial services. FinTech innovations have a great capacity to transform the financial system because many of these innovations are at a deeper level than traditional financial innovation. Blockchain, for example, can speed up clearing while keeping it secure, as opposed to an introduction of a new type of security which only changes small features of an existing product. While FinTech companies attract a lot of VC money, many of these initiatives will likely turn out to be not sustainable. In this course we will use economic frameworks that both new entrants and conventional financial institutions can use to differentiate the potential gold from the glitter. In addition, we will assess the viability of partnerships and other win-win strategies conventional financial institutions and new non-financial institutions can employ.

**Teacher-Course Evaluation: (Based on the latest results)**
Overall Instructor: 5.1/6.0  Overall Course: 4.8/6.0
World Economy – Professor Sergio Rebelo

Alumni Seats Available: 5

Course Description:
The world economy is undergoing a period of very rapid change. Understanding this change is essential to make sound investment decisions that position companies for future profitability. In this course we study the most important business regions in the world, including the U.S., Europe, Japan, China, India, Russia, Eastern Europe, Latin America, and Africa. The goal of this course is to provide students with a working knowledge of the economic drivers, challenges and opportunities that are present in these regions. The course also discusses the performance of equity and bond markets in different countries and the economic forces underlying oil and other commodity markets.

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: 6.0/6.0  Overall Course: 5.9/6.0
Course Description:
This course focuses on high-stakes, real-world situations when statistical tools are inapplicable or of limited value. This arises whenever you make a one-of-a-kind strategic decision that is impacted by forces, like viral social media, herd mentality, and network effects, that are difficult to measure or quantify. In these environments of deep uncertainty, the usual tools of data analysis are inapplicable since little or no data exists.

No use of formal statistical methods is made in this course. Instead, the course relies on tools from behavioral economics, social psychology, virality in social networks, among others, to provide a practical map for developing better decisions in these environments. We identify forces that lead to frequent and predictable forecast failures, then introduce tools to help individuals and groups to anticipate and avoid these failures.

The course concepts are developed using real-world cases and examples illustrating consolidation strategies, herd behavior in investment decisions and in financial crises, virality in marketing strategies, pricing in network-driven markets, developing a risk-culture in high-volatility industries, and monitoring the risk of rare disasters.

For additional information, visit the course website.

Teacher-Course Evaluation:
Overall Instructor: 5.77/6.0  Overall Course: 5.11/6.0
Advertising Strategy – Professor Derek Rucker

Alumni Seats Available: 14

Course Description:
This course hones critical thinking skills related to the strategic planning, executing, and evaluating advertising. To accomplish these objectives, the course emphasizes the proper construction of a creative brief. This entails deciding to advertise, target selection, consumer insight, brand positioning, execution, and evaluation. At each stage, questions faced by brand managers, advertisers, and marketers are examined. Both classic and contemporary advertising campaigns are used to illustrate key concepts. Assignments focus on skills sets used by brand managers to develop campaigns.

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: 5.7/6.0  Overall Course: 5.5/6.0
Leadership Development Models & Practices – Professor Bernard Banks

Alumni Seats Available: 17

Course Description:
This course concentrates on how we as leaders in organizations can develop team members to realize their potential. Growing others' talents helps managers to accomplish the mission and improve their organizations. The course integrates theories and frameworks associated with constructs related to organizations, leadership, and adult development in order to provide you a more complete understanding of how leaders are nurtured. By the end of the course, you will be able to more cogently analyze and address team members' developmental needs and situations.

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: 5.4/6.0  Overall Course: 5.1/6.00
Growing Businesses, Growing People – Professor Sanjay Khosla

Alumni Seats Available: 15

Course Description: This course offers an actionable framework on how to deliver transformational growth for your business, for yourself, and for your team. The discussion covers how to focus and make choices, foster entrepreneurial leadership, and create a nimble, agile organization. Success is 10 percent strategy and 90 percent execution. This course focuses on execution and making things happen. But, if everything is going well, something is wrong. Failure happens. A key element of discussion is how you, individually, as well as your business, can learn from failure and course-correct. This is a discussion-based course with group projects and no final exam. The course features speakers who are senior leaders in industry.

Teacher-Course Evaluation:
Overall Instructor: NEW COURSE   Overall Course: NEW COURSE
Strategic Marketing Decisions – Professor Tim Calkins

Alumni Seats Available: 7

Course Description:
Business simulations are one of the best ways to learn; simulations are challenging, engaging and fun. In the Strategic Marketing Decisions course, you will participate in one of the most famous marketing simulations, Markstrat. Working with your global team, you will manage a company, launch brands, work with P&Ls and study competitors. During the simulation you will also develop and implement marketing plans. You will build your skills in developing strategy, influencing a team and creating powerful plans. This is not an easy course but it is certainly memorable; many students say it is a highlight of the MBA program.

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: 5.5/6.0  Overall Course: 5.1/6.0
Strategy Beyond Markets – Professor Nicola Persico

Alumni Seats Available: 17

Course Description:
All economic systems are defined by "rules of the game:" laws, regulations, and implicit norms of behavior that structure market competition. Examples include: antitrust legislation; regulatory compliance requirements; privacy regulation and norms; intellectual property rules; product liability rules; barriers to exports; etc.

Successful companies excel at reacting to, and influencing, these rules. Disney, for example, successfully lobbied to extend the duration of copyright protection, thus prolonging its exclusive ownership of the Mickey Mouse character. In another example, Monsanto has long been seeking to overcome European Union regulatory barriers to genetically modified crops. Often, success in these "non-market" endeavors is critical for sustaining market competitiveness of a single firm or of a whole industry.

In this class you will learn how to think strategically about the rules of the game, and how to make the rules of the game work for your company.

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: 5.4/6.00  Overall Course: 5.4/6.0
Leading and Managing Diverse Organizations – Professor Nicholas Pearce

Alumni Seats Available: 11

Course Description:
Today's global marketplace is more diverse than ever before - on multiple dimensions. Leaders need specific tools & techniques to effectively understand, lead, and leverage others in these increasingly complex, more diverse organizations and markets. This course blends theoretical and practical, evidence-based insights to provide you with proven strategies & frameworks to successfully harness the power of diversity in organizations and markets.

Teacher-Course Evaluation: (Based on the latest results)
Overall Instructor: NEW COURSE  Overall Course: NEW COURSE
Family Enterprises: Success and Continuity – Professor Jennifer Pendergast

Alumni Seats Available: 27

Course Description:
This course is intended for those from business-owning families, whether they work in the family business or not. Topics range from values driven culture, to succession and family vision and dynamics, to continuity planning, leadership and strategic performance and family constitutions and business governance. The course is also appropriate for those who have family foundations, family investment companies and/or family office.

Teacher-Course Evaluation:
Overall Instructor: new instructor  Overall Course: 5.9/6.0