Elective Descriptions
Summer 2018

Traditional (Blocked) Courses

**Corporate Finance (2 units)**

Corporate Finance takes as its viewpoint the CFO of a firm. We assume in this course that the CFO’s job is to maximize firm value and deal with three types of decisions: which projects to invest in, how to finance that investment, and how to manage the cash flows of the firm. This is an applied course that will primarily use case studies to introduce financial tools needed to make value-enhancing business decisions.

*Professor Thomas Mertens*

- Currently Research Advisor and Former Senior Economist at the Federal Reserve Bank of San Francisco
- Previously was an Assistant Professor of Finance at NYU Stern School of Business (2009-2015) and a Visiting Assistant Professor of Finance at The Wharton School - University of Pennsylvania.
- Holds a PhD in Economics from Harvard University

**Data Analytics (2 units)**

The purpose of this course is **not** to make you into a Data Scientist. This course is designed for anyone interested in understanding how decisions are made using data, including those with no prior analytics experience. You will learn how to identify, evaluate, and capture business analytics opportunities that drive value, and how to translate business questions into data questions. You will have the optional opportunity to get some hands-on experience solving data problems using Python. You will be exposed to business analytics techniques that are used in data empowered business strategy and you will develop basic data literacy and an analytic mindset that will help you make data-driven strategic decisions.

*Professor Donatella Taurasi*

- Recently joined the data science education startup Galvanize to help design an Applied Business curriculum tailored for Data Scientists. She is also is an adjunct instructor in the Data Science MS program at UNH/galvanizeU in San Francisco
● Earned a PhD in Finance, Financial Markets, and Institutions at the University of Bologna, Italy. During her graduate studies, Donatella worked as a Visiting Scholar at the Westminster Business School in London, Stern School of Business at New York University, and Haas School of Business at the University of California in Berkeley.

● Currently a Lecturer at Haas School of Business and at the Fung Institute for Engineering Leadership at the University of California and a Faculty member at Hult International Business School in San Francisco.

**Financial Information Analysis (2 units)**

The objective of this course is to help you build the expertise required for understanding the information reported in the corporate financial statements and other supplemental disclosures. You will expand the knowledge gained in the core accounting and finance classes and learn how the key numbers are generated and what they mean, how the financial statements are interrelated and what assumptions and facts affect the disclosures. You will learn how to use this financial information to (i) evaluate performance, identify risks and opportunities and make a variety of business decisions and (ii) forecast future performance for valuation and/or budgeting purposes.

The class sessions are designed to highlight the key concepts and clarify the areas of difficulty with exercises. Case studies and other real world examples will be used to illustrate the practical implication of the course topics.

**Professor Veselina Dinova**

● Awarded the Outstanding Graduate Student Instructor Award from the EMBA15 and EMBA17 cohorts.

● Achieved Club Six Status from the EMBA16 and EMBA17 cohorts.

● Taught Full-Time MBA courses at Hult International Business School on Corporate Finance and Business Analysis and Valuation.

● Supported multiple EMBA classes as both instructor (Excel pre-term workshop) and GSI (Corporate Finance, Introduction to Finance, and Financial Information Analysis).

● Previously served as Treasury Manager for Yahoo! Inc., USA.

**Game Theory in Practice (2 units)**

Game theory is about what happens when decision makers (spouses, workers, managers, presidents) interact. In the past fifty years, game theory has gradually became a standard language in economics. The power of game theory is its generality and (mathematical) precision, and because game theory is rich and crisp, it is applicable to many business situations. As Robert Aumann (2005 Nobel Economics Laureate) said "... game theory is a sort of umbrella or 'unified field' theory for the rational side of social science, where 'social' is interpreted broadly, to include human as well as non-human players (computers, animals, plants)."

**Professor Shachar Kariv**

● Educated at Tel-Aviv University and New York University, where he received his PhD in 2003

● Benjamin N. Ward Professor of Economics and Department Chair

DRAFT: Subject to Change
• Faculty Director of UC Berkeley Experimental Social Science Laboratory (Xlab) 2008-2014
• Recipient of the UC Berkeley Division of Social Sciences Distinguished Teaching Award (2008) and the Graduate Economics Association Outstanding Advising Award (2006)
• Has achieved coveted Club Six status at Haas on a regular basis
• Awarded the Earl F. Cheit Outstanding Teaching award for EW MBA (2012)
• Achieved Club Six status for Game Theory (EMBA15s, EMBA16s, EMBA17s).

New Venture Finance (2 units)

This is a course about how to successfully finance a high growth start-up venture. Since the Haas School is principally about professionally managed businesses, the course will focus on businesses that are not small by design (even if they start that way) but on those businesses that with key strategic decisions, smart financing and hard work mixed with little good luck can be expected to create profitable exits for founders, employees and investors. The course will examine a full range of financing options. The goal is to equip the student with the concepts, tools, risks and considerations for financing a business through its life stages. It can also be valuable for people who work or aspire to work at high growth start-ups to understand stock options, financing and exits.

Professor Maura O’Neill

• In 2009 she was appointed by President Obama to be the first Chief Innovation Officer of the US Agency for International Development.
• Most well-known for adapting venture capital and drug discovery methods to global development by co-creating the Development Innovation Venture Fund.
• Served as a member of the White House Innovation Cohort assisting in innovation across federal government.
• Prior to joining the Administration she served as a Chief of Staff in the U.S. Senate.
• Achieved coveted Club Six status for New Venture Finance (EMBA17s, EMBA16s, EMBA15s) and Advanced New Venture Finance (EMBA15s).
• Three-time Cheit Award winner (EMBA17s, EMBA16s, EMBA15s)

Condensed Week-Long Courses

Turnarounds (2 units)

A one week course designed to introduce the student to the world of operational and strategic turnarounds of troubled and underperforming businesses. The intent is to focus on the leadership practices that work in fixing flawed enterprises. The scope of distress will range from rescuing businesses in the grasp of a death spiral to breathing fresh air into sound, but underperforming, enterprises in order to create value. Course calls on all the disciplines and leadership skills you have acquired in your MBA experience and is taught by a PE change agent with vast real world leadership experience.
Professor Peter Goodson

- A pioneer in the private equity discipline as an early stage partner at Clayton, Dubilier & Rice.
- Has taught at Berkeley- Haas for the last 10 years and has taught and / or lectured at Harvard, Kellogg, Tuck, Stanford, NYU Stern, and Columbia.
- Awarded the Earl F. Cheit Outstanding Teaching award by the students of the Haas School of Business on three occasions.
- Frequently achieves Club Six status by receiving an average of 6.0 or higher for course and instructor effectiveness on a 7-point scale.

Women’s 21st Century Leadership (2 units)

**Global Network Week Course (offered through Global Network of Advanced Management): Subject to Change**

Growing scientific consensus has emerged to understand why women’s and men’s career paths continue to diverge in the modern workplace in both predictable and surprising ways. This module will examine the state of gender equality, identify the unique approaches that women use to solve pressing social problems, and equip women with the leadership tools needed to achieve their highest potential.

Professor Laura Kray

- Holds a doctorate in Psychology from the University of Washington and has been on the Berkeley faculty since 2002.
- has published over 30 articles in leading journals on topics pertaining to gender and negotiations, and how counterfactual thinking (reflections on the past of "what might have been") influence creativity, analytical problem solving, learning from experience, and the creation of meaning in personal narratives.
- Has achieved coveted Club Six status at Haas on a regular basis.

Questioning the Status Quo: Using Red Teaming to Make Better Decisions

This one-week course is designed to introduce students to the practice and application of red teaming tools to decision making. In a world where the rate of change continues to increase and the future is harder to anticipate, red team thinking is designed to drive the consideration of alternative futures and associated indicators during the business planning process. Through hands-on exercises, the course addresses three areas of critical thinking: analytical, creative, and contrarian. Students will work in teams throughout the week on both exercises as well as to red team a specific strategy.

The curriculum is designed to stress-test an organization’s strategies and plans by challenging its assumptions, exposing hidden threats, and identifying missed opportunities. These techniques will help students think differently about their organizations and see how customers, competitors, and other key constituencies will react to moves made in the marketplace before actually making them. Red teaming techniques will enable students to turn disruptive events to their advantage.

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Faculty:  Whitney Hischier, Bryce G. Hoffman, Col. Steve Rotkoff

Whitney Hischier
- Lecturer at Haas School of Business
- Previously served as Assistant Dean for Executive Education and has helped a number of major global corporations develop in-house executive education programs.
- Former management consultant at ABN Amro, KPMG UK, and Deloitte.

Bryce G. Hoffman
- Best selling author, speaker, and strategic advisor.
- In 2015, he became the first civilian to graduate from the US Army’s red team leader training program. Since then, he has worked with companies around the world to develop a new model for business red teaming.

Col. Steve Rotkoff
- Former director of the US Army’s University of Foreign Military and Cultural Studies at Fort Leavenworth (a.k.a. “Red Team University).
- After serving as a senior intelligence officer during the invasion of Iraq, Rotkoff led the “lessons learned” team at the Pentagon.
- A West Point graduate with a distinguished 26-year career as an Army intelligence officer.

Online Courses

Healthcare Finance

This 3-unit online course provides the student with an understanding of the importance of finance in healthcare and provides basic financial and accounting skills needed by all health professionals. The course introduces student to concepts in both financial and managerial accounting and teaches students relevant financial techniques used by managers and those charged with key capital investment decisions including: ratio analysis, cost-volume profit analysis, discounted cash flow and forecasting.

Professor Kim MacPherson
- Executive Director of Health Management at the Haas School of Business and Faculty in Health Policy and Management at the UC Berkeley School of Public Health
- Co-Director for the Berkeley Center for Health Technology (BCHT)
- Regularly teaches a variety of graduate level courses at both Haas and SPH including Health Care Finance, Healthcare in the 21st Century, Trends in Biotech/Pharma, Commercializing Biotech, Unlocking Digital Health Innovation, and Health Care Negotiations.

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Opportunity Recognition

This course examines in detail the Opportunity Recognition process as it is applied in Silicon Valley and in other innovative settings in the present day, with an emphasis on venture creation in new and established companies. The class is highly interactive and builds on 18 years as one of the Haas School’s core courses on Innovation.

The course uses a blended approach that combines lectures, discussions, and case studies, together with several senior guest speakers. Most of the case studies used in this course are Berkeley-Haas cases produced by Prof. Isaacs in which the case protagonist joins the class for discussion.

Professor Drew Isaacs

- Former Executive Director of UC Berkeley’s Management of Technology Program.
- President of California Technology International, Inc., a consulting firm he founded in 1990.
- Prior to founding CTI, Isaacs was a marketing executive for public and private high tech companies in Silicon Valley, and was Senior Scientist at the NASA Johnson Space Center in Houston.
- Achieved Club Six status for Technology Innovation (EMBA16s) and Opportunity Recognition (EMBA17s).

Scenario Planning and Futures Thinking (Advanced Strategy)

This course presents a survey of tools, methods and approaches in scenario planning and futures thinking, drawn in large part from the work of the Institute for the Future (IFTF), an independent nonprofit research institute headquartered in Palo Alto. Founded in 1968 as a spinoff of the RAND Corporation, IFTF is known in the field of futures thinking as one of the few institutions to outlive its own forecasts. IFTF considers itself to be “methodologically agnostic,” using a variety of strategies to approach the field of futures thinking. IFTF brings foresight to leaders in government, business and the nonprofit sector to catalyze insights which lead to strategically informed action.

Professor David Evan Harris

- Research Director, Institute for the Future, and Founder, Global Lives Project
- Chancellor’s Public Scholar, UC Berkeley
- Previously worked on the White House Council on Environmental Quality
- Has presented his work to audiences at the Smithsonian, Harvard, Stanford, Apple, Google, Adobe, and United Nations University. His writing has been published by the BBX, Guardian, Adbusters, Focus on the Global South, Hivos, Alternet, Grist, and translated into dozens of languages.

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Professor Whitney Hischier

- Lecturer at Haas School of Business
- Previously served as Assistant Dean for Executive Education and has helped a number of major global corporations develop in-house executive education programs.
- Former management consultant at ABN Amro, KPMG UK, and Deloitte.

**Executive Leadership (2 units)**

This course focuses on helping students become great leaders. The most effective leaders understand that their role is to set the context for others to do extraordinary work and maximize collective success. The overall objective of the course is to increase awareness about individual strengths and opportunities for improvement while gaining an understanding of the essential qualities to be an extraordinary leader. The course will include a 360 degree assessment component.

Professor Jenny Chatman

- Recently named Chair of the EMBA Program Committee
- Serves as Paul J. Cortese Distinguished Professor of Management at the Haas School of Business and was faculty director of the PhD program from 2002 to 2004.
- Prior to joining the faculty at Berkeley in 1993, she served as a professor at the Kellogg Graduate School of Management, Northwestern University from 1987 to 1993.
- Awarded the Earl F. Cheit Outstanding Teaching Award from BCEMBA in 2008
- Achieved Club Six Status for Executive Leadership (EMBA17, EMBA16, EMBA15, EMBA14.)

**Mergers & Acquisitions (2 units)**

The purpose of this course is to teach value creation in acquiring or selling a business. What many find is that this course brings to light is a recipe of leadership crafted over fifty years by a real world master of value creation. Most studies show that the majority of corporate acquisitions destroy the buyer’s value. Sellers enjoy an immense advantage with competitive auctions and the term “winner's curse “is usually very appropriate. Course mission is to offer experience-based curriculum in order to help students create shareholder value and avoid costly pitfalls in future acquisition initiatives. Similarly, insight as to how to maximize value when selling businesses is gained.

Professor Peter Goodson

- A pioneer in the private equity discipline as an early stage partner at Clayton, Dubilier & Rice.
- Has taught at Berkeley- Haas for the last 10 years and has taught and / or lectured at Harvard, Kellogg, Tuck, Stanford, NYU Stern, and Columbia.
- Awarded the Earl F. Cheit Outstanding Teaching award by the students of the Haas School of Business on three occasions.
- Frequently achieves Club Six status by receiving an average of 6.0 or higher for course and instructor effectiveness on a 7-point scale.

**Negotiations (2 units)**

Negotiating is an essential skill across all areas of life. Every one of us is called upon regularly to find compromise with others and this course helps us to do so more effectively. Every time we find ourselves in disagreement with bosses, coworkers, fellow students, spouses, and business partners, we have the opportunity to negotiate. What price we want to pay, how much we want to be paid, who will clean the kitchen…all of these are negotiations. Beyond tangible goods and services, we also negotiate relationships and resist negotiating over issues we regard to be sacred. Why do we sometimes get what we want, while other times we walk away feeling like we got the short end of the stick? How do we navigate this terrain while maintaining (and even strengthening) valuable relationships? The purpose of this course is to develop a general framework around negotiations so that you can be successful in achieving your goals in settings involving competition and cooperation. This course will provide ample practice and guidance in becoming a value creator in your negotiations with others. This course is designed to complement the technical and diagnostic skills learned in other courses in your MBA program. A basic premise of the course is that while a leader needs analytical skills to develop optimal solutions to problems, a broad array of negotiation skills is needed in order for these solutions to be accepted and implemented.

**Professor Laura Kray**

- Achieves coveted Club Six status at Haas on a regular basis.
- Has published over 30 articles in leading journals on topics pertaining to gender and negotiations, and how counterfactual thinking (reflections on the past of "what might have been") influence creativity, analytical problem solving, learning from experience, and the creation of meaning in personal narratives.
- Holds a doctorate in Psychology from the University of Washington and has been on the Berkeley faculty since 2002.

**Running a Multinational Corporation - Capstone Simulation (FORAD)**

The base of this course is a computer-based finance simulation game designed to help the students understand what it takes to manage the operational and financial challenges of a multinational corporation in competitive and unpredictable market environment – subject to the simulation. The management of the company involves decisions in the areas of forecasting, operations and budgeting, choice of financing options, risk management and international taxation strategies, shareholders’ relationship. The teams’ performance is measured by their company’s share price which depends on the earnings per share achieved and a combination of a number of performance measures which include credit rating, success in risk management, effective tax rate, quality of earnings, other.
The course is an excellent capstone course - the simulation allows the students to connect the learning points from a number of business school classes into one challenge – finance, accounting, operations, strategy, economics are a few examples. They will be able to see the big picture and the multiple tradeoffs a complex multinational organization faces in the real world. The students will be challenged to explain and defend their actions to a panel of judges representing their Board of Directors.

Professor Veselina Dinova

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- Achieved Club Six Status from the EMBA16 and EMBA17 cohorts.
- Taught Full-Time MBA courses at Hult International Business School on Corporate Finance and Business Analysis and Valuation.
- Supported multiple EMBA classes as both instructor (Excel pre-term workshop) and GSI (Corporate Finance, Introduction to Finance, and Financial Information Analysis).
- Previously served as Treasury Manager for Yahoo! Inc., USA.

Advanced Innovation (1 unit)

Professor Sara Beckman

Overview: In the Applied Innovation Immersion Week, we did a very fast spin through the innovation process on some very complex projects. While that exposed you to the basic approaches involved, it didn’t give you enough time to deeply explore those approaches or to learn more advanced techniques in the innovation process. In the Advanced Innovation course, you will have an entire term to work through the innovation process, applying it to a project of your choice. The course will be loosely structured so that the schedule can accommodate the needs of the particular projects you choose, and will involve a lot of coaching time with course faculty as well as some feedback and critique time with peers. The course will largely follow the innovation cycle -- observe and notice, frame and reframe, imagine and design, and make and test – but you will follow the process in whatever order your project requires.

Projects: You will choose the project on which you would like to work, and you may work alone or with one to three classmates. Past projects have included: designing an innovation process for the Navy SEALs; developing an app to collect data on construction labor; creating a new socially responsible shoe business; addressing campus safety issues. We will ask you to submit your idea for a project before the class starts so we can accelerate the launch of the project work. Feel free to contact Sara Beckman (Beckman@berkeley.edu) if you want to bounce around ideas, or if you have any other questions about the course.

Independent Study (Summer and/or Fall)

XMBA293 Independent Study (1-2 units)

Faculty TBD
You may enroll in an Independent Study course for one or two units. The XMBA293 course is your opportunity to do research in an area of interest to you, in which there are no existing courses. You must find a Haas faculty member with a current Haas appointment willing to serve as your supervisor, and devise a format and project scope together. This might include a project, a paper, or a set of directed readings and an exam. A maximum of four course units can be taken as Independent Study throughout your degree. Additional guidelines for Independent Study courses include:

- Sponsoring faculty must have a current appointment at Haas during the semester that you are enrolled in the Independent Study.
- You may take more than one independent study course, although no more than four units of independent study can be counted toward your MBA degree.
- Independent study must be taken for a letter grade.
- You may not enroll in an independent study or other for-credit independent study as an "add-on" to an existing or concurrent course with the exception of Advanced Innovation with Sara Beckman.
- You may enroll in independent study as part of a team.
- All independent study courses require Program Office approval prior to enrollment. You will receive application instructions during Terms 4 and 5 registration.

**Required Summer and Fall Immersions (2 units each)**

**Copenhagen Immersion Week (August 20th – August 24th)**

By virtually any measure, the Nordics and Nordic firms lead the world in sustainability and corporate social responsibility performances. Professor Robert Strand is a global expert on sustainability and CSR with extensive experience in the Nordics. In this program, he will lead you on a tour to Copenhagen to meet with the Nordic leaders themselves... and get a good taste of Nordic culture along the way.

**Professor Robert Strand**
- Executive Director for the Center for Responsible Business at Haas
- Assistant Professor of Leadership & Sustainability at the Copenhagen Business School
- Regularly teaches coursework in sustainability, CSR, leadership, and strategic management at the Bachelors, MBA, PhD, and Executive Levels.

**DC Immersion Week (December 10th – December 14th)**

This is the final Immersion for the 2017 EMBA Program and the last week of classes. The U.S. Federal Government plays an important role in business and during this week we will seek to gain a greater and more sophisticated understanding of its operations and policy deliberations at the executive, legislative and regulatory levels. Additional course details forthcoming.

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- Served as a member of the White House Innovation Cohort assisting in innovation across federal government.
- Prior to joining the Administration she served as a Chief of Staff in the U.S. Senate.
- Achieved coveted Club Six status for New Venture Finance (EMBA17s, EMBA16s, EMBA15s) and Advanced New Venture Finance (EMBA15s).
- Three-time Cheit Award winner (EMBA17s, EMBA16s, EMBA15s)