Graduate Certificate: Healthcare Innovation Management

FOX SCHOOL OF BUSINESS AND MANAGEMENT (http://www.fox.temple.edu)

About the Certificate

The graduate certificate in Healthcare Innovation Management is a concise, high-impact program that gives healthcare leaders the tools to become more innovative in their thinking and more focused on non-traditional approaches to delivery. Our healthcare system is undergoing dramatic changes as a result of market forces, consumer expectations, and implementation of the Affordable Care Act (ACA). Also known as Obamacare, the ACA includes direct and indirect incentives to innovate in financing, organizational form, and delivery.

Our graduate certificates are designed for working professionals and leverage hybrid course formats that provide the best of both online and in-person experiences. Rigorous, high-impact courses are taught by world-leading faculty. Credits earned transfer into graduate degree programs, such as the Innovation Management and Entrepreneurship M.S. (http://www.fox.temple.edu/specialized-masters/innovation-management-entrepreneurship) and the M.B.A. (http://www.fox.temple.edu/mba) in Business Administration/Health Sector Management. This certificate is jointly designed by the Department of Risk, Insurance and Healthcare Management and the Department of Strategic Management in the Fox School of Business and Management.

Admission Requirements and Deadlines

Students are accepted into the certificate program in both the Fall and Spring terms; Summer start dates may be available in some years. Faculty and students enrolled in Ph.D., M.S., and M.B.A. programs in Temple University’s College of Science and Technology, College of Engineering, School of Medicine, and Fox School of Business and Management are automatically accepted into the certificate program. Other participants with 10 years of work experience, a 3.0 undergraduate GPA, or GMAT scores in the 75 percentile and above are also typically accepted automatically. Prospective participants with 3 to 9 years of work experience must submit a resume and statement of goals to be considered for admission.

APPLY ONLINE to this certificate program (http://fox.force.com/SiteLogin).

Certificate Requirements

Number of Didactic Credits Required to Complete the Certificate: 9-12, depending on student background, experience, and professional goals

Course Options for the Graduate Certificate:

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>HCM 5601</td>
<td>The Organizational Structure of the US Health System</td>
<td>4.5-6</td>
</tr>
<tr>
<td>HCM 5602</td>
<td>Market Forces, Regulation and Policy in the US Health System</td>
<td></td>
</tr>
<tr>
<td>HCM 5603</td>
<td>Population Health Management</td>
<td></td>
</tr>
<tr>
<td>HCM 5604</td>
<td>Analytic Foundations of Health and Healthcare</td>
<td></td>
</tr>
<tr>
<td>HCM 5605</td>
<td>Healthcare Market Structure and Strategy</td>
<td></td>
</tr>
<tr>
<td>HCM 5606</td>
<td>Financial Analysis and Managerial Accounting for Healthcare Organizations</td>
<td></td>
</tr>
<tr>
<td>HCM 5607</td>
<td>Corporate Finance and Strategy in Healthcare</td>
<td></td>
</tr>
<tr>
<td>HCM 5621</td>
<td>Healthcare Analytics</td>
<td></td>
</tr>
<tr>
<td>HCM 5622</td>
<td>International Health Systems</td>
<td></td>
</tr>
<tr>
<td>HCM 5623</td>
<td>Healthcare Risk Management and Patient Safety</td>
<td></td>
</tr>
<tr>
<td>HCM 5624</td>
<td>Pharmaceutical Trends, Issues and Policies</td>
<td></td>
</tr>
<tr>
<td>HCM 5625</td>
<td>Strategic Context of the Pharmaceutical Industry</td>
<td></td>
</tr>
<tr>
<td>Elective, with approval of the M.B.A. Program Director</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Innovation Management and Entrepreneurship M.S. Courses 4.5-6

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>SGM 5112</td>
<td>Competing on Value: Analyzing and Shaping Your Industry</td>
</tr>
<tr>
<td>SGM 5114</td>
<td>Managing Strategic Alliances: Competing through Collaborations</td>
</tr>
<tr>
<td>SGM 5117</td>
<td>New Venture Creation: Entrepreneurial Opportunities, Resources, and Teams</td>
</tr>
<tr>
<td>SGM 5118</td>
<td>Innovation-Based Strategy: Managing Disruptive Change</td>
</tr>
<tr>
<td>SGM 5121</td>
<td>Emerging Market Innovation: Reinventing the Multinational Firm</td>
</tr>
<tr>
<td>SGM 5122</td>
<td>Business Model Innovation: Profitable and High-Impact by Design</td>
</tr>
</tbody>
</table>
SGM 5123  Corporate Strategy: Managing Diversified Firms
SGM 5124  Creative Problem Solving: Perspectives & Techniques that Improve Creativity in Organizations & Life
SGM 5126  Innovation Adoption and Diffusion: Finding First Customers and Driving Widespread Implementation
SGM 5127  Managing Knowledge Networks: Understanding & Analyzing Social Networks in Organizations & Beyond
SGM 5128  The Crowd, The Cloud, and Open Innovation Strategy

Elective, with approval of the M.S. Program Director

Total Credit Hours 9-12

Contacts

Certificate Program Web Address:
http://www.fox.temple.edu/graduate-certificates/certificates/graduate-certificate-in-healthcare-innovation-management/

Department Information:
Dept. of Risk, Insurance and Healthcare Management
Department of Strategic Management

Department Contacts:

Faculty Directors:
Barbara Manaka
Programs in Healthcare Management
barbara.manaka@temple.edu
215-204-4963

Robert C. McNamee, Ph.D.
MS Innovation Management & Entrepreneurship
robert.mcnamee@temple.edu
215-204-4119

Healthcare Management Courses

HCM 5101. Health Systems Organization and Development. 1.5 to 3 Credit Hour.
This course describes and analyzes the "physiology and fluid mechanics" of national, regional and local delivery systems, exposing students to the flow of funds and the resulting patterns of use, expenditure and health outcomes in these systems. Basic epidemiological concepts and their application to population-based health management are introduced. Current regional data, live case presentations and guest lecturers will be used where appropriate to translate abstract concepts into vivid concrete realities.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5102. Healthcare Organizational Leadership and Strategy. 1 to 3 Credit Hour.
This course covers organizational and management theory, and the application of these principles to health services organizations. Emphasis is placed on current trends in health care organizational structure that will affect performance, quality and inter-organizational relations in the future, and the values and principles of health management as a profession. Responsibility of health systems for the health of populations as well as the provision of high quality clinical services is emphasized. The course utilizes information from the textbook and current management publications; guest lecturers; case analyses, both published and live, that provide important insight into the workings of health services organizations; and personal experiences of the instructors and class participants.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
(HCM 5101|Minimum Grade of B-|May not be taken concurrently)
AND (HCM 5103|Minimum Grade of B-|May not be taken concurrently)
AND (HCM 5106|Minimum Grade of B-|May not be taken concurrently)
HCM 5103. Financial Management of Healthcare Organizations. 3 Credit Hours.
Current practices in financial management of health care operations, including the development of operational and capital budgets, business plans, and methods for measuring financial performance, and assessing the impact of alternative contractual arrangements with third party payers. The live cases studies will deal with the issues related to practice acquisition, and the financial insolvency of health plans and delivery systems.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
(HCM 5101|Minimum Grade of B-|May not be taken concurrently
OR (HCM 5601|Minimum Grade of B-|May not be taken concurrently
AND HCM 5602|Minimum Grade of B-|May not be taken concurrently)
AND (ACCT 5301|Minimum Grade of B-|May not be taken concurrently
OR ACCT 5401|Minimum Grade of B-|May not be taken concurrently
OR ACCT 5001|Minimum Grade of B-|May not be taken concurrently
OR ACCT 5003|Minimum Grade of B-|May not be taken concurrently)

HCM 5104. Healthcare Law and Information Technology. 3 Credit Hours.
This course deals with a shifting agenda of issues faced by health care managers such as those related to acquisition of capital, ensuring regulatory compliance, emerging health markets (e.g. assisted living, focused factories, etc) and health related information technology and e-commerce. The course includes live case studies and group projects related to these topics.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5105. Healthcare Info Systems. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5106. Advanced Hlth Econ & Fin. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
HCM 5101|Minimum Grade of B-|May not be taken concurrently
OR (HCM 5601|Minimum Grade of B-|May not be taken concurrently
AND HCM 5602|Minimum Grade of B-|May not be taken concurrently)

HCM 5170. Special Topics. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5180. Special Topics. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5182. Independent Study. 1 to 6 Credit Hour.
Directed study of health services management projects under supervision of an appropriate graduate faculty member.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5185. Sum Admin Res Sem. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.
HCM 5190. Special Topics-HCM. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5282. Independent Study. 1 to 3 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5601. The Organizational Structure of the US Health System. 1.5 Credit Hour.
This course provides a systematic overview of the United States Healthcare Services System focusing on its historical, current, organizational, human resources, and educational dimensions. Contemporary issues confronting the system's organization and operation are addressed. The purpose of this course is to provide graduate students with a common basis of information about the characteristics, components, and structure of the U. S. Healthcare System, in order to acquaint students with the various institutional mechanisms through which healthcare services are delivered in the U.S. Special emphasis will be placed on the acquisition of a functional knowledge of key technical terms commonly used in health care delivery. At the conclusion of the course, all will have a common ground and knowledge base from which to progress. Thus, this course also provides the student with an awareness of factual information, data and statistics, technology and terms and concepts unique to health care delivery systems.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5602. Market Forces, Regulation and Policy in the US Health System. 1.5 Credit Hour.
Health Policy and Regulatory Analysis began in the 1930's as an area of rigorous systematic evaluation in the United States. It struggled to find ways to finance and organize health services rationally, assuring that the basic health needs of a population were met. Its practitioners had a strong bias towards capitulated financing and regionalized delivery networks. These efforts, however, largely remained academic exercises, attacked by the hospital and medical mainstream. Federal legislation that might have incorporated some form of universal coverage was stymied. In its place a fragmented, voluntary, patchwork system of healthcare financing and delivery evolved. How do you make the system accountable to their purchasers, enrollees and to the public as a whole? How much can you really rely on market forces (as exemplified by the total reliance on private insurance as the vehicle for implementation) where health risks and the ability to pay for their consequences are so unevenly distributed? How do you re-tool the infrastructure to improve health and reduce costs in a community fragmented by provider competition? All of the traditional boundaries are blurring between public health and private health care, between drug and alcohol treatment, mental health and acute care services and even the schools and criminal justice system. Never before has answering such questions been as central to defining our national identity and in determining our long-term social and economic future!

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5603. Population Health Management. 1.5 Credit Hour.
Two of the most important trends facing healthcare providers include increasing responsibility for population health and quality improvement. The Affordable Care Act of 2010 and market forces are compelling healthcare organizations to adopt innovative organizational forms such as accountable care organizations and patient centered medical homes that rely on the use of epidemiological data for purposes of program planning and assessment. Both internal and external health data are used for purposes of managerial decision making. Welcome to the era of "big data." This course will be devoted to the application of managerial epidemiology to the strategic management and quality improvement processes that will assure effective performance.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5604. Analytic Foundations of Health and Healthcare. 1.5 Credit Hour.
This course will address how people purchase health care and the implications of people's purchasing behavior for pricing health care goods and services. We will begin with a discussion of health as something a person invests in, that depreciates over time, and that requires an individual to make decisions now based on future expectations. We will then move into a discussion of some concrete principles for determining the value of a good or service in the health care market. We will include basic concepts of comparative effectiveness analysis (comparing two services regardless of cost) and cost benefit analysis (determining how much people are willing to pay for a service and comparing it to the cost of provision). We will then go through some specific applications of these principles to actual health care services. Finally, we will address how health insurance affects the decision-making process. The course will incorporate health care practitioners to move students through case analyses.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
HCM 5605. Healthcare Market Structure and Strategy. 1.5 Credit Hour.
This course will look at the market structure of the health care industry from a strategic perspective. The health care industry has several unusual characteristics: there are a large number of nonprofit firms, much of the financing comes from government sources, and service quality is difficult to measure (as it also is in markets such as law, auto repair, etc.). We will first examine how nonprofits and for-profits can be expected to behave differently when making decisions. We will then look at how providers and insurers interact with each other, focusing on what strategic tools health care providers and insurers have at their disposal. Next we will look at a key element of integrated healthcare delivery: the bundling of multiple services into single products or product lines. Finally, we will examine the role of principal-agent problems (where a principal hires an agent, but cannot fully observe the agent's actions) in the context of the physician-patient relationship and the provider-insurer relationship. The course will incorporate health care practitioners to move students through case analyses.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5606. Financial Analysis and Managerial Accounting for Healthcare Organizations. 1.5 Credit Hour.
This course focuses on the application of financial analysis and managerial accounting for healthcare organizations. The reading, discussion, lectures, cases, problem sets and presentations (from industry representatives and fellow students) are the main learning tools. Key topics include reimbursement, utilization, quality and healthcare costs. The primary organization type focused on in the text is the hospital, but other types of organizations with different business models, such as pharmaceutical firms, physician group practices, managed care organizations, and insurers, will be considered. Particular attention will be given to the differences between for-profit and non-profit organization types in health. We will also discuss the perspective of payers (governments, employers, individuals).

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5607. Corporate Finance and Strategy in Healthcare. 1.5 Credit Hour.
This course focuses on the application of strategy and financial analysis for strategic and tactical decisions in the health care sector. The course will primarily be case based, but we will also include select readings and problem sets, lectures and presentations (from industry representatives and fellow students) to facilitate learning. The course assumes working knowledge of corporate finance (e.g. NPV/IRR, Modeling Cash Flows in Excel), general managerial accounting (Working Capital, Fixed/Variable Costs, Budgeting) and ability to interpret and use financial statement (Income Statements, Cash Flow Statement, Balance Sheet). A background or prior course on the structure of the US healthcare system is also helpful. In order to ensure that students understand and can apply important financing methods for various health organization types, select cases may include: NPV for a Long-Term Care Expansion of a Non-Profit Academic Health Center; Risk analysis for pharmaceutical development; Cost accounting in Hospitals; Working Capital simulation for a OTC pharmaceutical start-up; M&A and Valuation of health service organizations; International markets and currency risk in pharmaceuticals; Premium development for health insurers. By applying these finance and strategy tools in a health setting, we hope to make students more aware of unique aspects of the health sector and improve their ability to contribute to applied decision-making for organizations that produce and deliver healthcare.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5621. Healthcare Analytics. 1.5 Credit Hour.
The ability to analyze data and interpret the results of statistical analyses is an important skill for all students who plan to enter the health care industry. This course will examine several statistical models that are useful for the analysis of health care data. We will apply these statistical models to problems within health care organizations (such as estimating the effect of a new process change) and within the larger context of health care markets (such as predicting demand for a new hospital program). Although students will be expected to understand the basic statistical foundations of these applications, the focus will be on using statistical tools to find patterns in real-world data. Students will learn how to perform these analyses using Microsoft Excel.
Specific topics covered will include program evaluation, least squares and logistic regression, determining causality, and choice models.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
HCM 5622. International Health Systems. 1.5 Credit Hour.
In most OECD countries, healthcare is an important component of the economy - typically responsible for 10% of GDP or more. Healthcare markets in emerging countries and middle income markets are also growing rapidly and are increasingly important sources of revenue for multinational healthcare firms. This course examines the comparative structure of health care systems/markets in different countries, focusing on insurance mechanisms, financing and delivery systems for healthcare. Prototypical approaches to healthcare in developed countries include National Health Systems (UK, Canada), Social Insurance Systems (Germany, Japan) and Market-focused systems (US, Singapore). We will also discuss systems in middle income and emerging markets (China, India). Important themes include the relative roles of private sector and public sector, the effect of system design on cost, quality, efficiency and equity of medical services, rationing of resources and evaluation of these countries as markets. We will examine how many of the policy/market issues in the US also are relevant for other countries and vice versa.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5623. Healthcare Risk Management and Patient Safety. 1.5 Credit Hour.
Healthcare organizations (HCOs) like all other types of firms are exposed to the uncertainties of facing losses due to substantial risk exposures. The uncertainty of facing losses may prevent the firm from maximizing stakeholder value as well as render it less competitive in the healthcare market. Exposure to future uncertain losses may arise from a variety of uncertainties; the ability to identify and manage these risk so as to maximize the HCOs long range growth, profitability and maximization of stake holder value is the primary goal of healthcare risk management. In the healthcare setting, risk management is essentially inseparable from healthcare law, patient safety and quality. Thus, the course includes modules in healthcare law, patient safety and quality. In addition, we will explore both patient safety and quality as outcomes of the risk management process. This course focuses on the enterprise approach to the risk management process as it pertains to HCOs. The primary focus will be on identification of exposures, applying the risk management paradigm to manage those exposures to loss with an emphasis primarily on loss control methods. General risk financing techniques will also be explored. The relationships and synergies among risk management, quality improvement and patient safety will also be explored.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5624. Pharmaceutical Trends, Issues and Policies. 1.5 Credit Hour.
This course utilizes in-class discussions, guest lecturers, case studies, current published academic research, industry publications, and business policy writing to understand the trends and complex issues facing the pharmaceutical industry. Students will explore business strategies and public health policies that companies and governmental institutions respectively can take to find solutions to critical pharmaceutical issues while mitigating policy implementation risk. Analyses of these trends, issues, and strategic policies will cover the entire life-cycle of a drug, from pre-discovery through to post-patent expiration. Complementary developments that affect the pharmaceutical industry and patient health in areas such as medical devices, imaging and diagnostic equipment, and smart phone technology will be discussed. The ultimate objective is to assist students in developing and applying strategic thinking competencies through study and practice in formulating business and health policy positions on various issues critical in addressing unmet patient medical needs.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5625. Strategic Context of the Pharmaceutical Industry. 1.5 Credit Hour.
This course examines specific topics in-depth critical to the future of the pharmaceutical industry. This course utilizes in-class discussions, guest lecturers, current published academic research, and industry publications to explore the future of this vital industry. While the proportion of national health expenditures spent on pharmaceuticals is significantly less relative than money spent on hospitals and physicians respectively, it is a very critical component for society in achieving its overall health policy goals. Focus will be on factors necessary for growth in R&D productivity, new commercial models necessary to capitalize more efficiently and effectively new drugs, and the formation of an overall regulatory environment necessary for continued drug innovation. An exploration of trends happening in healthcare as well as those occurring externally such as those in the consumer packaged goods industry and technological developments (medical devices, imaging and diagnostic equipment, and smart phones) will be undertaken to determine their effects on the future of the pharmaceutical industry and patient health. This course will be devoted to the application of an interdisciplinary and holistic systems approach to understanding the forces shaping the future of the pharmaceutical industry.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
HCM 5651. Healthcare Leadership and Strategy. 1.5 Credit Hour.
The course utilizes in-class discussion, guest lecturers, case studies, current healthcare management literature and the monitoring of environmental trends all in the context of management and organizational theory to understand issues facing healthcare organizations and managerial actions and strategies that help those organizations to maintain high levels of performance. Emphasis is placed on the application of organization theory and behavior to the analysis and interpretation of factors that will affect performance, quality and inter-organizational relations in the future, and the values and principles of health management as a profession. The ultimate objective is to assist students in developing and applying managerial and leadership competencies through study and practice.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

HCM 5882. Independent Study. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 5892. Special Topics. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 9090. Spec Topic Hlthcar Mgt. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

HCM 9183. Directed Study-Hlth Adm. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

Strategic Management Courses

SGM 5001. Mng New & Small Enterprs. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5002. Business Plan Developmnt. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5051. Business Strategy in a Global Environment. 3 Credit Hours.
This course is designed to present international strategic management concepts and the field of global industry competitive analysis. This seminar combines multiple attributes and analytical frameworks of strategic management to assess an industry and the relevant competitor strategies.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Degree Restrictions: Must be enrolled in one of the following Degrees: Master of Business Admin.
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

Repeatability: This course may not be repeated for additional credits.
SGM 5052. Analytical Foundations of Strategy. 1.5 Credit Hour.
This course is designed to [a] introduce students to core concepts and analytical tools to facilitate strategic decision making in a setting of uncertainty; [b] assess the importance of the external environment (industry, location) in the development of firm strategies and sustainable competitive advantage; [c] examine the responses of competitors, customers and suppliers to a firm’s strategic actions (prices, costs, scope of the market, innovations) and the implications of these responses for firm strategy and performance; [d] clarify the relationship between firm performance and the activities within the value chain, using relative cost analysis and value added analysis; [e] evaluate the domestic and international diversification strategy of firms, including the impact of institutions such as ownership structure on firm performance and cross border valuation. The course will rely heavily on theory, quantitative analysis, and case analysis to develop cutting edge skills for critical analysis in a real world consulting environment.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Degree Restrictions: Must be enrolled in one of the following Degrees: Master of Business Admin.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
(STAT 5001|Minimum Grade of B-|May be taken concurrently)
AND (ECON 5001|Minimum Grade of B-|May be taken concurrently
OR BA 5001|Minimum Grade of B-|May be taken concurrently)
AND (FIN 5001|Minimum Grade of B-|May be taken concurrently)

SGM 5101. Foundations of Strategic Management. 3 Credit Hours.
Conceptual and operational models of strategic planning examined in detail. Emphasis is on strategy formulation, implementation, and control of organizations of all types.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
(ACCT 5001|Minimum Grade of B-|May not be taken concurrently
AND ECON 5001|Minimum Grade of B-|May not be taken concurrently
AND FIN 5001|Minimum Grade of B-|May not be taken concurrently
AND MIS 5001|Minimum Grade of B-|May not be taken concurrently
AND MKTG 5001|Minimum Grade of B-|May not be taken concurrently
AND MSOM 5001|Minimum Grade of B-|May not be taken concurrently
AND STAT 5001|Minimum Grade of B-|May not be taken concurrently)

SGM 5102. Strategic Decision Support Systems. 3 Credit Hours.
Students are exposed to state-of-the-art, PC based decision techniques and approaches for addressing strategic (or unstructured) issues confronting an organization. Skills are developed in structuring complex, strategic decision problems and in the selection and application of appropriate techniques for reaching realistic decisions. Complex, judgmental problems are considered for a variety of organization types, business and non-business. All students perform a team project in strategic analysis using an advanced expert system. No prior computer knowledge is required.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
(ACCT 5001|Minimum Grade of B-|May not be taken concurrently
AND ECON 5001|Minimum Grade of B-|May not be taken concurrently
AND FIN 5001|Minimum Grade of B-|May not be taken concurrently
AND MIS 5001|Minimum Grade of B-|May not be taken concurrently
AND MKTG 5001|Minimum Grade of B-|May not be taken concurrently
AND MSOM 5001|Minimum Grade of B-|May not be taken concurrently
AND STAT 5001|Minimum Grade of B-|May not be taken concurrently)
SGM 5103. Management of Technology and Innovation. 3 Credit Hours.
This course is designed to give students insights into the technological, customer, and management issues that must be considered when developing new products or technologies. This course offers students the chance to understand and apply a number of analytical, decision making, management, and planning tools that can be used to guide the development of new products (and services) from idea to the marketplace (invoice). It is relevant to students who would like to more systematically manage and execute their own innovative ideas as well as those that wish to lead new venture, new product development, and research and development processes and groups. The course will prepare students to take the certification exam for the Product Development Management Association (PDMA) New Product Development Professional (NPDP) Certification.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5104. Management of Growth, Decline and Turnaround. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
(ACCT 5001|Minimum Grade of B-|May not be taken concurrently
AND ECON 5001|Minimum Grade of B-|May not be taken concurrently
AND FIN 5001|Minimum Grade of B-|May not be taken concurrently
AND MIS 5001|Minimum Grade of B-|May not be taken concurrently
AND MKTG 5001|Minimum Grade of B-|May not be taken concurrently
AND MSOM 5001|Minimum Grade of B-|May not be taken concurrently
AND STAT 5001|Minimum Grade of B-|May not be taken concurrently)

SGM 5105. Industry Competitive Analysis. 3 Credit Hours.
An applied examination of recently developed techniques for assessing industry competitive forces and devising appropriate business strategies. Topics include: analysis of industry trends, recognizing types of industries, developing strategic maps of industry competitors, and learning to utilize industry information sources, among others. Students will be required to conduct an in-depth analysis of at least one industry.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
(ACCT 5001|Minimum Grade of B-|May not be taken concurrently
AND ECON 5001|Minimum Grade of B-|May not be taken concurrently
AND FIN 5001|Minimum Grade of B-|May not be taken concurrently
AND MIS 5001|Minimum Grade of B-|May not be taken concurrently
AND MKTG 5001|Minimum Grade of B-|May not be taken concurrently
AND MSOM 5001|Minimum Grade of B-|May not be taken concurrently
AND STAT 5001|Minimum Grade of B-|May not be taken concurrently)

SGM 5106. E-Commerce Strategy. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5107. Management of Mergers and Acquisitions. 3 Credit Hours.
Examines managerial aspects of growth through mergers and acquisitions. Examines pre-merger analysis, strategies for negotiation and bidding, as well as post-merger integration of target firms. Utilizes several techniques valuable for acquisition analysis, including financial valuation techniques and industry analysis. Case studies develop students’ analytical skills.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
SGM 5108. New Venture Creation. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

Pre-requisites:
(ACCT 5001|Minimum Grade of B-|May not be taken concurrently
AND ECON 5001|Minimum Grade of B-|May not be taken concurrently
AND FIN 5001|Minimum Grade of B-|May not be taken concurrently
AND MIS 5001|Minimum Grade of B-|May not be taken concurrently
AND MKTG 5001|Minimum Grade of B-|May not be taken concurrently
AND MSOM 5001|Minimum Grade of B-|May not be taken concurrently
AND STAT 5001|Minimum Grade of B-|May not be taken concurrently)

SGM 5111. Growing Through Mergers & Acquisitions. 1.5 Credit Hour.
Mergers and Acquisitions (M&As) are two key avenues for rapid growth or consolidation, especially when organic growth through R&D, corporate venturing or market development will not suffice. However, research and anecdotal evidence abound that anywhere from 50% to 80% of M&As fail, and end up compromising the competitiveness of even strong firms. This module will answer the following questions: (1) When should M&As be the preferred modes for growth? (2) How should managers identify and evaluate targets realistically? (3) How should the M&A deal be structured and what are the implications for respective shareholders and the combined entity? (4) How can executives anticipate and address the strategic and behavioral challenges of integrating the two parties such that growth objectives are realized? In doing so, this module aims to offer a "soup-to-nuts" overview of the strategic, financial and legal (though, to a lesser extent than a typical finance or law school course), and organizational integration challenges in undertaking M&As.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5112. Competing on Value: Analyzing and Shaping Your Industry. 1.5 Credit Hour.
Value is the essence of strategy. For every position that a firm takes in the industry, the firm creates, adds or destroys value. This course provides the knowledge and perspectives necessary to do an in-depth analysis of various industries and in learning to compete on value and to position their firms within the industry in which they chose to compete. The positioning has implications for resources, core competencies of the firm, its competitive advantage, and performance of the firm. Key questions raised and answered in the module include: How do firms create or add value? How do firms compete on value in slow moving vs. fast moving industries. How does the value frontier evolve and transform the competitive landscapes? Does order of entry matter? When and Why? How are industries created? How to compete on value in Internet-based and networked industries? How to compete on value in science-based industries?

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5113. Strategy Implementation: Designing Organizations for Success. 1.5 Credit Hour.
“Execution is the great unaddressed issue in the business world today. Its absence is the biggest single obstacle to success and the cause of most of the disappointments that are mistakenly attributed to other causes.” That according to a well respected consultant. This module attempts to fill the gap between “saying and doing” that is often seen in organizations. Strategy implementation is operations-oriented. Implementation excellence is both absolutely essential and capable of providing enormous rewards. By learning to bridge the gap between saying and doing and by focusing on the activities that really determine the success or failure of the organization, students appreciate the nature of the work they do. Key questions raised and answered in the module include: How does strategy really work in organizations? How to achieve a good fit between strategy and organization structure? How to align strategy and organization systems? What is the role of organization culture in strategy implementation? How to initiate and complete changes in strategy? What are the roles of CEO, top management teams and board of directors in strategy implementation?

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
SGM 5114. Managing Strategic Alliances: Competing through Collaborations. 1.5 Credit Hour.
Strategic partnerships are formal arrangements between firms that involve significant levels of shared resources and decision-making. In the current context, these inter-firm collaborations, some of which span international boundaries, have become fundamental to competitive advantage. However, alliances are notoriously difficult to manage with failure rates reaching over 70%. The course covers both analysis and design of strategic partnerships, as well as their management and implementation. Various forms of strategic partnerships covered in this course are outsourcing agreements, minority equity investments, equity alliances, and joint ventures. The course will provide concepts, tools and frameworks necessary to develop an organizational capability to manage strategic partnerships; to assist clients with partner selection, deal making and due diligence; decide when a firm should choose internal development over external partnerships; understand the role of corporate venturing in a firm's alliance strategy; and learn how partnerships with the citizen sector can help scale new growth initiatives.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

SGM 5115. Firms in Crisis: Managing Turnaround. 1.5 Credit Hour.
In the life cycle of firms, growth invariably is followed by decline and, possibly, turnarounds. As Jim Collins, the author of “Good to Great” noted, less than 15% of the firms that appeared in the first Fortune 500 list published in 1955 still made the list in 2008. Decline may set in due to “irrational exuberance” during the growth phase, when management challenges and missteps may be masked by superior performance in the short term. Decline also may be caused by external shocks, usually unanticipated changes in the firm's markets and environment. Whatever the causes of decline, it results in liquidity and legitimacy crises and, if not aggressively managed, can lead to failure. Failure, though, does not always mean liquidation. Firms that file for Chapter 11 bankruptcy face the challenge of developing a plan to turn the company around. A number of firms successfully emerge as viable concerns from Chapter 11; others do not. Accordingly, this module will answer the following questions: (1) How can managers recognize the early warning signs and root causes of decline, and take action before crisis sets in? (2) Once decline has begun, how can they take charge and turn around the firm setting it on a course to survival (in the short term) and rejuvenation (in the long-term)?

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

SGM 5116. Non-Profit Governance: Preparing to Sit on a Board of Directors. 3 Credit Hours.
Participation on a nonprofit board is a rite of passage for business leaders. It provides a rich opportunity to study governance, risk management, and leadership development at a strategic level. It also offers rich professional development opportunities and the satisfaction of sharing professional skills with mission-driven organizations. Through active involvement with the board of a nonprofit organization, enriched by a management project for the organization, students will consolidate their MBA skills while exploring issues related to governance, risk management, impact measures and executive development and motivation.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

SGM 5117. New Venture Creation: Entrepreneurial Opportunities, Resources, and Teams. 1.5 Credit Hour.
Whether students are aspiring entrepreneurs bent on launching new businesses or managers bent on growing profitable businesses, the module seeks students to "think big" and "think outside the box". The central focus of the module is on two key success factors: the entrepreneur; and his/her ability to create and recognize opportunities. It examines the concepts, skills and know-how, information, attitudes and alternatives that are relevant for entrepreneurs engaged in start-up and early-stage ventures, managers of new ventures within established organizations, and the relevant stakeholders. Key questions raised and answered in the module include: What are the key aspects of new venture creation process? How to evaluate an opportunity? How do new ventures achieve growth? What are the key elements of deal structure? How to structure a deal? What are the strategies for harvesting new ventures? What are the unique properties of entrepreneurs and their teams?

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

SGM 5118. Innovation-Based Strategy: Managing Disruptive Change. 1 to 3 Credit Hour.
This course discusses the basics every manager needs to organize successful technology-driven innovation in both entrepreneurial and established firms. We start by examining innovation-based strategies as a source of competitive advantage and then examine how to build and design organizations that excel at innovations. Major topics include understanding how disruptive innovations impact existing markets; how organizations can embrace disruptive innovations; creating an organizational environment that rewards innovation; organizing to take advantage of internal and external sources of innovation; and designing structures to reduce resistance to change. Many of the examples also focus on how established firms can become more entrepreneurial in their approach to innovation.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.
SGM 5119. Social Entrepreneurship: Change the World, Profitably. 1.5 Credit Hour.
Social entrepreneurship combines the energy, discipline and innovativeness of private enterprise with the inclusiveness and farsightedness of public enterprise to solve pressing social, environmental and economic problems. Social entrepreneurship sounds wonderful - but how does it play out in reality? And what does it take to manage multiple bottom lines effectively? Through extensive readings, vigorous discussion with classmates and guest speakers, and action research, we will explore the promise and perils of social entrepreneurship as lever for improving the world - and use our experience with social entrepreneurship as a lens through which to understand business and strategy.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5121. Emerging Market Innovation: Reinventing the Multinational Firm. 1 to 3 Credit Hour.
This course is a deep dive into exploring some of the common management challenges and business opportunities in emerging markets. Operating at the intersection of emerging market strategy, innovation and sustainability, this cutting-edge course will explore two key dimensions of managing in emerging markets: One, how emerging markets are forcing firms to take a long hard look at their existing practices and business models due to the need to address inclusive growth objectives; and two, how by doing so, these companies are laying the foundation for the next generation of competitive advantage. This is a must have course for students interested in emerging markets, international business, global marketing, innovation, sustainability and in understanding how doing good can be blended with doing well.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

Repeatability: This course may not be repeated for additional credits.

SGM 5122. Business Model Innovation: Profitable and High-Impact by Design. 1.5 Credit Hour.
Business models describe how an organization creates, delivers, and captures value in economic, social, cultural or other contexts. This course will present the defining characteristics of a business model, the most common types of business models (e.g. subscription, brick-and-mortar, click-and-mortar, razor-and-blades, free, freemium, open, long tail, etc.), and help students learn to assess the viability of an organization through a business model lens. We will then learn how to generate, evaluate, and improve novel business models. We will use the business model canvas methodology as well as rely on the strategic revolution/blue ocean strategy approaches to generate rule-breaking business models. Innovative and original business models have the potential to create new competitive spaces as well as reinvent stagnant or declining industries. Our discussion of business models will also include special attention to issues such as the international context of a business, the hybrid nature (economic and social values) of certain businesses, as well as implementation challenges. The course will use a combination of case studies and hands-on practical exercises in order to develop your creative and critical thinking.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5123. Corporate Strategy: Managing Diversified Firms. 1.5 Credit Hour.
Much of industrial activity is carried out by large companies which compete simultaneously in multiple markets (product, location, business). In 2012, the largest 500 publicly traded companies sold approximately 11 trillion worth of goods and services or approximately 75% of the output of all U.S. public companies. On average these firms engaged in over 10 different lines of business. Hence it is likely that most people will at some point work for, advise or compete against a multi-product, multi-location, multi-business corporation. This course will broadly examine topics such as: why do multi-product, multi-location, multi-business firms exist? How do they create value? What determines firm boundaries? How are these businesses managed?

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5124. Creative Problem Solving: Perspectives & Techniques that Improve Creativity in Organizations & Life. 1.5 Credit Hour.
Being creative is about solving problems or approaching opportunities in novel and valuable ways. This course is designed to help ALL students better harness their full creative potential—whether you think: "I am not creative" or "I already have more ideas than I can handle", this class will help you come up with more creative ideas that offer more value and have greater impact on the world. Students in this course will shift both their perspective and their behaviors as they learn about the psychological and sociological underpinnings of creativity while applying practical creativity techniques to real-world challenges during class. This course is designed to complement design thinking/inquiry courses offered at Fox and Temple and delves deeper into critical creativity topics like problem formulation, divergent thinking techniques, idea evaluation and convergent thinking, evolving ideas to increase impact and feasibility, and championing your ideas to find acceptance. No matter what career or profession you are going into, being more creative and appreciating how group and organizational environments can foster creativity will help you to be more valuable, employable, innovative, and entrepreneurial.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
SGM 5125. Financing Entrepreneurial and Corporate Ventures. 1.5 Credit Hour.
The ecosystem of startups is changing rapidly, presenting new opportunities and challenges for entrepreneurs and early employees as well as for established corporations seeking fresh entrepreneurial ideas. Against this dynamic backdrop, financing and growing a new venture—as an entrepreneur launching a startup or as a company cultivating entrepreneurial opportunities—requires distinctive knowledge and a skill set that integrates strategic, operational, and financial tools. The goal of this course is to apply the analytical skills and functional knowledge developed in the core curriculum to the opportunities and challenges of emerging business opportunities. This course demands synthesis of strategic and financial analysis in the context of real time applications in a diversity of industry settings, including social media and data analytics, information technology, life sciences, and healthcare and a range of equity and non-equity financing options. One of the biggest hurdles for entrepreneurs is financing their ideas—although securing funding is always difficult, this course helps you appreciate multiple options and implications for each. A special focus will be paid to the investment decision from the perspective of various investors and the entrepreneur, and students will gain insights into factors that influence the viability and financial health of a business as well as the steps that can be taken to increase venture valuation.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5126. Innovation Adoption and Diffusion: Finding First Customers and Driving Widespread Implementation. 1.5 Credit Hour.
The difference between a creative idea and an innovation is that an innovation is put into practice or implemented. However, it turns out that the implementation of innovations is actually quite difficult and has exceptionally high failure rates. This course builds on the theoretical foundations of innovation characteristics, adoption, and diffusion as well as behavioral economics while providing concrete, practical advice and techniques for successfully implementing innovative ideas. It is designed to help entrepreneurs and innovators appreciate barriers to adoption, identify and convert first users, and ultimately, drive change and innovation through networks—whether these are customer groups, organizations, or the public at large. Change can be economically and psychologically costly—whether it involves the adoption of a novel product/service or business model by a user, a new process by members of an organization, or simply a new point of view by a person. However, there are ways in which innovations can be positioned to reduce these costs or barriers and techniques by which early adopters can be leveraged to rapidly diffuse these novelties through networks. These skills are what allow individuals to turn a creative idea into an innovation and an innovation into a competitive advantage.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5127. Managing Knowledge Networks: Understanding & Analyzing Social Networks in Organizations & Beyond. 1.5 Credit Hour.
We all know that it is not WHAT you know but WHO you know that matters most. But this truism is even more relevant as we move into a knowledge-based economy. Most significant innovations are the result of a collaborative endeavor between individuals, groups, and organizations. Thus, understanding social networks can be particularly useful in assessing how information and knowledge flow both within and across specific units or organizations. This course is designed to provide an introduction to how social network analysis can shed light on problems of collaboration and connectivity in organizations and can provide managers a more effective and strategic way to address these problems. The course will teach students about the importance of knowledge in organizations and cover basic social network analytical methods. These techniques can systematically reveal how collaboration, innovation, and learning are occurring—or not occurring—in informal networks. We will then discuss practical ways for managers to improve networks by looking at individual employees and their positions within a network.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5128. The Crowd, The Cloud, and Open Innovation Strategy. 1.5 Credit Hour.
Unbridled advances in technology and connectedness have transformed the relationship between companies, customers, and competitors. With this transformation, the lines between business relationships, social connections, and competitive advantage are increasingly connected to one another. Thus companies across all industries and size classes—from established industry giants to high-growth companies in new technology areas—require the skills and knowledge to strategically harness the power of "the crowd and the cloud". This course addresses the distinct challenges and opportunities posed by the confluence of digital community, powerful and expanding data gathering and analytics, and the intertwining of technological change and business models. This course is relevant for students seeking to expand their skills in harnessing insights from real-time change for the development of powerful and adaptable decision-making and innovation. This class will draw upon current topics including: the crowdsourcing of innovation in established firms and new entrants; the use of technological connectedness and social media strategies in developing innovative user communities; the challenges and opportunities of co-creation; and the emergence of crowd-based funding as a financial tool for launching new projects. The course relies on case analysis and class discussions focused on applying analytical skills to challenges and opportunities in current contexts.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5131. Social Entrepreneurship. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
SGM 5132. Sustainable Business Practices. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

SGM 5133. Management Consulting: Principles and Practices. 3 Credit Hours.
Whether your goal as a management consultant is to join a dedicated firm, operate in-house, or launch your own practice, the factors for success are similar. This course focuses on the skills (hard and soft), methods, and practices of successful consultants. Consulting is highly practical; therefore, the course includes many practical exercises with content from experts in the field. Research projects and project simulations will be evaluated by senior practitioners from industry, including the course instructor. A personal assessment and individual development plan will help you identify and map the best path to a career in consulting. [Note: This course would also benefit aspiring entrepreneurs and students preparing for the capstone.]
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

SGM 5134. Engagement Management. 3 Credit Hours.
In management consulting, project management and change management are two sides of the same coin. This course presents both the tools and practices successful consultants use to manage both the process and the people. The engagement management component of the course focuses on three critical activities: 1) From RFP to scope to exit interview, managing the client, 2) Project planning across the boundaries that divide consultant and client, and 3) How to analyze, manage and report upon the financial components of a project, including project ROI. The second half of the course addresses the need for leaders to manage employees and other key stakeholders through transformational change, and the role the consultant plays in this process. By understanding the challenges of managing people through complex change, as well as the methodologies, tools and proven approaches of successful consultants, students can ensure enterprise-wide understanding, buy-in and collaboration throughout the transformation process.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

SGM 5135. Innovation Intelligence: Plan, Build, Protect, and Monetize a Technology / Innovation Portfolio. 3 Credit Hours.
Almost all firms want to be more innovative, however, few succeed at profiting from their innovations. Furthermore, some of the most interesting technological inventions are commercial failures. This course trains students in approaches to strategically manage an innovation or technology-focused organization or consultancy. Developing ‘intelligence’ in a domain requires accessing relevant information, analyzing it using appropriate approaches, and making informed strategic decisions based on your analysis. This course will demonstrate a number of tools and perspectives that are critical to strategically plan, coordinate, and make decisions relevant to innovation, research and development (R&D), and technology or new product development. You will learn to systematically assess R&D / technology trends and risks, scout for development opportunities, identify technology and product leaders and uncover their strategies, protect and leverage your portfolio of innovations/technologies, and build a coherent innovation plan that aligns with your organization’s strategy.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may not be repeated for additional credits.

SGM 5136. Principles of Strategy and Management. 3 Credit Hours.
Whether you are interested in being a high-performing employee, a manager within an organization, an innovator, or a successful entrepreneur, understanding the core business principles of strategy and management is critical to helping you achieve your goals. This course will provide an overview of traditional as well as cutting-edge, innovation-focused perspectives and tools including: industry and stakeholder analysis, competitive advantage, business models, profitability, organizational design, and the evolving roles of managers and leaders. This is an introductory course for anyone without formal business training or education. It is utilized as an introductory course in a number of certificates and masters programs and can help individuals considering whether or not a Fox graduate degree is interesting or appropriate for them. NOTE: Not open to MBA students but available to all other majors / all schools and colleges.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Degree Restrictions: May not be enrolled in one of the following Degrees: Master of Business Admin.
Repeatability: This course may not be repeated for additional credits.
SGM 5137. Entrepreneurial Thinking and New Venture Creation. 3 Credit Hours.
Whether students are aspiring entrepreneurs bent on launching new businesses or managers bent on growing profitable businesses, the module seeks students to "think big" and "think out of the box". The central focus of the module is on two key success factors: the entrepreneur; and his/her ability to create and recognize opportunities. It examines the concepts, skills and know-how, information, attitudes and alternatives that are relevant for entrepreneurs engaged in start-up and early-stake ventures, managers of new ventures within established organizations, and the relevant stakeholders. Key questions raised and answered in the module include: What are the key aspects of new venture creation process? Where can you look for new opportunities? How do you evaluate an opportunity? How do you generate, evaluate, and evolve your ideas? How do new ventures achieve growth? What are the key elements of deal structure? How should you structure a deal? What are the strategies for harvesting new ventures? What are the unique properties of entrepreneurs and their teams?

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5138. Global Innovation Strategy: Creating Agile, Innovative, Globally-Competitive Organizations. 3 Credit Hours.
This course discusses innovation-based strategies as a source of competitive advantage as well as how to build and design agile / adaptive organizations that excel at innovation. Major topics include understanding how disruptive innovations impact industries, designing an organization that encourages innovation and embraces change, balancing performance and innovation demands, and organizing to take advantage of various sources of innovation. In addition, students will be exposed to a number of cutting-edge topics relevant to next-generation strategy: global R&D and emerging market innovation, organizational learning and knowledge management, and open innovation approaches that engage both your customer base as well as your value system to innovate and create unparalleled value.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5139. Lean Entrepreneurship / Innovation: Fast & Frugal Methods to Launch Startups & Test Innovative Ideas. 3 Credit Hours.
The Lean Startup or Lean Launchpad methodology has transformed the way that entrepreneurship is taught and practiced and has even changed how the most innovative organizations in the world invent new products and services or reinvent themselves via innovation. In this experiential, hands-on course students will learn the 'customer-development' approach that serves as a counterpoint to traditional 'product development' undertaken in most organizations. Students will be immersed in the iterative (build-measure-learn) process and will learn how to accelerate the process via creative approaches to designing minimum-viable products, prototypes, and experiments. Furthermore, they will learn how to more systematically identify and test assumptions so that they can make decisions to pivot, proceed, or restart based on customer insights and evidence gathered.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5142. Business Model Innovation. 3 Credit Hours.
A business model describes how an organization creates and captures value - a business model is like the DNA of an organization. Business model tools and perspectives have recently advanced at a dramatic pace and business model innovations are one of the most significant sources of industry disruption. This course uses the business model canvas methodology as well as the strategic revolution/blue ocean strategy approaches to generate rule-breaking business models. In addition, building on this business model foundation, we will explore theories of innovation characteristics, adoption, and diffusion to provide practical advice and techniques for finding first customers, implementing innovative ideas, and driving acceptance by modifying your products, services, and business model.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5144. Creativity Unleashed: Harnessing Creativity to Solve Real-World Innovation Challenges. 3 Credit Hours.
We all face an innovation imperative - innovate or die. Innovation fuels our ability to be competitive - both on a corporate level and on a personal one. However, innovation remains elusive to many organizations and individuals. Students in this course will shift both their perspective and their behaviors as they learn a set of creativity tools that they will apply to real-world innovation challenges during class. This course delves deep into critical creativity topics like problem formulation, divergent thinking techniques, idea evaluation and convergent thinking, evolving ideas to increase impact and feasibility, and championing your ideas to find acceptance. No matter what career or profession you are going into, being familiar with creative approaches and techniques will help you to be more valuable, employable, innovative, and entrepreneurial. Developing your competencies in this area might be one of the most important investments you can make in yourself. Creativity has become one of the most sought after characteristics of employees and managers and is an important predictor of executive success. Creativity is not simply something you have, it is something that you can develop.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
SGM 5145. Plan, Pitch, and Fund an Entrepreneurial Start-Up. 3 Credit Hours.
For many entrepreneurs securing funding is the most challenging phase of the entrepreneurial process. Although more options than ever before are available for early stage funding, a substantial portion of the entrepreneurial funding landscape involves appealing to potential investors. Increasingly accelerator programs, incubators, and a number of other key players in the entrepreneurial ecosystem are using the same criteria as angel and venture capital investors for selecting investment-worthy ventures. This course focuses on positioning and presenting your venture or concept such that it has the greatest chance to be funded. Your ‘pitch’ or investor presentation is a critical phase in the entrepreneurial process, and you should not underestimate how important it is to the success or failure of your company. The investor presentation is unlike any other business presentation you’ve done: investors are a most demanding and impatient audience. It’s a fact that many companies that truly deserve to be funded don’t get funded because they can’t communicate what they have well enough to engage investors.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5148. Open Innovation and Managing Strategic Alliances. 3 Credit Hours.
It is said that competition is no longer company-vs-company but business ecosystem against business ecosystem. Unbridled advances in technology, connectedness, globalization, and fragmentation of value chains across industries have transformed the relationship between companies, customers, partners, and competitors. Increasingly the knowledge and specialization required by firms to produce new products, gain new resources including strategic intelligence, and to place bets across nascent markets resides outside of firms’ boundaries. To be successful in this context, firms - from established industry giants to entrepreneurial new ventures - must build comprehensive open innovation strategies that engage and mobilize external stakeholders to productive and innovative ends. This course addresses the distinct challenges and opportunities posed by the confluence of digital community (i.e. “the crowd”), powerful and expanding data gathering and analytics, and the ambiguous boundaries of successful modern firms.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5170. Special Topics. 1 to 6 Credit Hour.
Special topics in Strategic Management.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.

Repeatability: This course may be repeated for additional credit.

SGM 5180. Special Topics in SGM. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

SGM 5182. Independent Study. 1 to 6 Credit Hour.
Only available to MBA/MS students. Course provides an opportunity for students to explore the creation of an idea for a new eBusiness, as well the planning and research involved in moving from the idea stage to the startup stage. This course involves preparation of a business plan on the new eBusiness idea. In addition, this course provides students with an on-going platform to develop and integrate concepts presented in previous and concurrent seminars. Prior to taking this course, students will be exposed to an entrepreneurship module in the Fall semester. This module is designed to provide students with an opportunity to present preliminary ideas for a new eBusiness endeavor to be expanded on during this course.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

SGM 5187. Future Franklins: Assessing the Feasibility of Innovative Business Ideas. 1.5 Credit Hour.
Benjamin Franklin was one of the Founding Fathers of the United States but he was also an inventor and entrepreneur. Among other things he founded his own printing company, created the concept of the mail order catalogue, invented the bifocals and the lightning rod, was instrumental in forming both the first public library and first fire department, and is credited with coining the saying “do well by doing good.” This course will help you find your inner Franklin as you explore a number of potentially viable business models in order to write a feasibility plan for an innovative new idea. Based on our partnership with the Technology Commercialization office, students will have access to a portfolio of Temple’s patented, high-potential technology for their projects or they will have the option to work on their own ideas or technologies. Whether you want to start a new high-growth venture, explore a new business model within an existing company, or be a social entrepreneur this course will help you make this a reality.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.
SGM 5190. Special Topics: General & Strategic Management. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may be repeated for additional credit.

SGM 5282. Independent Study. 1 to 3 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
Repeatability: This course may be repeated for additional credit.

SGM 5301. Competitive Strategy. 1.5 to 3 Credit Hour.
The purpose of this course is to build on the concepts introduced in the Foundations of Strategy course and apply them to more advanced applications in a global setting. Using industry structure, strategic profile and complex competitor interaction concepts, students are asked to apply these concepts in a two part simulation.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.
Co-requisites: BA 5301.
Repeatability: This course may not be repeated for additional credits.
Pre-requisites:
(FIN 5301|Minimum Grade of B-|May be taken concurrently)
AND (ACCT 5301|Minimum Grade of B-|May be taken concurrently)

SGM 5302. Strategy in a Global Context. 1.5 Credit Hour.
SGM 5302 is designed to focus on key aspects of globalization, including different cultural, political, economic, and legal systems found in the world and analyze the implications of these differences for business. The course will also examine development of strategies in an increasingly innovation-driven, knowledge-based economy, designing organizational structures (including alliances and networks), and managing operations of companies whose activities stretch across national boundaries.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.
Repeatability: This course may not be repeated for additional credits.

SGM 5401. Competitive Strategy. 1.5 Credit Hour.
The purpose of this course is to build on the concepts introduced in the Foundations of Strategy course and apply them to more advanced applications in a global setting. Using industry structure, strategic profile and complex competitor interaction concepts, students are asked to apply these concepts in a two part simulation.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.
Co-requisites: BA 5401.
Repeatability: This course may not be repeated for additional credits.
Pre-requisites:
(FIN 5401|Minimum Grade of B-|May be taken concurrently)
AND (ACCT 5401|Minimum Grade of B-|May be taken concurrently)

SGM 5402. Strategy in a Global Context. 1.5 Credit Hour.
SGM 5402 is designed to focus on key aspects of globalization, including different cultural, political, economic, and legal systems found in the world and analyze the implications of these differences for business. The course will also examine development of strategies in an increasingly innovation-driven, knowledge-based economy, designing organizational structures (including alliances and networks), and managing operations of companies whose activities stretch across national boundaries.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.
College Restrictions: Must be enrolled in one of the following Colleges: Business & Mngmnt, Fox School.
Repeatability: This course may not be repeated for additional credits.
SGM 5501. International Management. 3 Credit Hours.
Operating policies and procedures; organization, administrative, and operational problems of multinational companies. Required for majors in International Business Administration.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5701. Project in Consulting. 3 Credit Hours.
Develops problem solving and consulting skills as students work in 3-4 person teams on strategic problems for small, medium-sized and large international corporations in the Philadelphia area. An attempt is made to match up student interests with appropriate projects. Formal presentations are made to executives of participating companies. Note: Enrollment is limited to students in the IMBA program.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5702. Multinational Strategic Management. 3 Credit Hours.
Conceptual and operational models of strategic planning examined in detail. Emphasis is on strategy formulation, implementation, and control of organizations of all types. An applied examination of recently developed techniques for assessing industry competitive forces and devising appropriate business strategies. Topics include: analysis of industry trends, recognizing types of industries, developing strategic maps of industry competitors, and learning to utilize industry information sources, among others. Students will be required to conduct an in-depth analysis of at least one industry.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5801. Contemporary Corporate Strategy. 3 Credit Hours.
In this course, you'll increase your grasp of strategic management concepts as they relate to for-profit, not-for-profit and professional organizations. You'll enhance your ability to analyze an industry and develop relevant enterprise-level strategies. In particular, through several real-world case studies, you'll learn about cutting-edge developments in e-business and e-business strategies. You'll apply the concepts to organizations that you and other program participants work for or are interested in.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5882. Independent Study. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

SGM 5890. Special Topics. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

SGM 5901. Mng New/Small Enterprise. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 5902. Managing Bus Planning. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 9001. Seminar: Strategic Form - Environmental Analysis. 3 Credit Hours.
a critical evaluation of the paradigms, theories, and research approaches as well as the current state of knowledge in strategic management. The courses focuses specifically on the theory and current state of research in the analysis of relevant environments and the subsequent formulation of strategy within corporate entities.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.
SGM 9002. Seminar: Administrative Strategic Decisions. 3 Credit Hours.
Design of systems to implement decisions. Examines concepts and theories of organizational design and processes required to transform strategic
decisions into action and desired results. The current research literature in the area of organization decision making is emphasized.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 9003. Seminar: Management Control. 3 Credit Hours.
Survey of control theory and research as it relates to organizational behavior. Examines managerial practices and organizational processes which have
the potential effect of achieving strategic goals.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 9090. Spec Topic Strategy. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

SGM 9183. Directed Study in Mgt. 1 to 6 Credit Hour.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may be repeated for additional credit.

SGM 9211. Theor Fndns in Entrepr. 3 Credit Hours.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.

SGM 9212. Strategic Management of Technology and Innovation. 3 Credit Hours.
This doctoral seminar provides an introduction to the phenomenon of innovation from the strategic management perspective. By introducing some of
the basic theories and concepts of innovation research, this seminar serves as a foundation for building our understanding of how organizations create
new innovations, engage in search, design their organizations optimally, and manage change. The emphasis of the seminar is on understanding the
main theories on innovation and technology strategy and synthesizing research in this area. We will also develop skills to appreciate and construct
theoretically rich empirical research designs.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate.

Repeatability: This course may not be repeated for additional credits.