Elective Descriptions
Summer 2019

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

Thomas M. Mertens is a Senior Research Advisor at the Federal Reserve Bank of San Francisco where he has worked since 2015. Prior to joining the Federal Reserve, Thomas was on the faculty at NYU Stern and, during a one-year visit, the Wharton School. He has taught several courses in finance and continues to teach at UC Berkeley’s Haas School of Business. Thomas’ research primarily focuses on the pricing of risk and its impact on the macroeconomy. He has published numerous articles in academic journals and contributed in book chapters to the policy discussion during the Great Recession. Thomas received a Ph.D. and M.A. in Economics from Harvard University and an undergraduate degree in mathematics from the University of Bonn.

Equitable and Inclusive Leadership (2 units)

New EMBA course for Summer 2019!

Equitable and inclusive leadership competency is essential to being a successful leader in the 21st century. The goal of this course is to familiarize students with the data-driven benefits of diversity, equity and inclusion (DEI), and to provide students with language, concepts, insights, and tools to use best practices in order to harness the competitive advantage embedded within diverse teams. This two-unit course will empower students to become more effective leaders by strengthening their skills, knowledge and ability to increase DEI within their industry. The pedagogy in the course includes a blended approach that combines lectures, discussions, case
studies, guest speakers, and the development of a pitch for increasing DEI at Haas School of Business. We will identify key equitable and inclusive leadership competencies and provide opportunities to practice them. We will use readings and cases along with class discussion to facilitate knowledge transfers, and develop practical insights into creating inclusive workplaces where everyone feels welcomed, respected, and supported to achieve their full potential. Throughout this course, cases and our discussions will hold as their focal point the experience of professionals who are often confronted with significant challenges related to their intersectional identity, a fragile sense of belonging within their organization, bias, and how inequitable and non-inclusive environments influence a set of complex career decisions. By the end of this course, students can expect to have comprehensive understanding of DEI best practices, self-awareness of their own agency in leading cultural shifts and areas for improvement, and tangible tools with tactics to help create equitable and inclusive environments. This course can be valuable for students who work in industries where the demographics of the country are not reflected within their organization’s leadership team or workforce. This course can be valuable for students who aspire to work in diverse, equitable and inclusive environments.

Professor Jennifer R. Cohen

A research scientist turned diversity, equity and inclusion (DEI) professional, I am passionate about increasing DEI within higher education and have devoted my career to creating inclusive communities for traditionally underrepresented students and professionals to feel welcomed, respected, and supported to achieve their full potential. I have a unique academic background that includes training at a community college, historically black university, and a research I institution. My professional experience includes expanding DEI initiatives across a range of non-profit, academic institutions, federal and museum environments. My teaching philosophy is to collaboratively set learning outcomes, and is exemplified through the student-informed creation of this new Equity & Inclusion Leadership course. I see my role not as the "sage on the stage," but as a facilitator in the transfer of knowledge on best practices and actionable steps that we can make towards increasing equity and inclusion in higher education and in business. My goal is to empower student agency for positively impacting diversity, equity and inclusion in their industry.

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.

DRAFT: Subject to Change
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 Cheit Award for Excellence in Teaching by the EMBA18 cohort.
- 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 preterm 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)**

*Previously Taught (EMBA - Kariv): Summer 2018, Summer 2017, Summer 2016, Summer 2015*

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
- 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).

**Professor Steven Tadelis**

- Educated at Harvard University, where he received a PhD in Economics
- James J. and Marianne B Lowrey Chair in Business
- Research focuses primarily on e-commerce and the economics of the internet.
- Previously Visiting Professorships at MIT Sloan, Columbia
- Previous Club Six status for Managerial Economics (EMBA15s, EMBA16s)
Advanced Marketing Elective - TBD

Information coming soon!

Presentation Design for Analytical Communications (1 unit)

New EMBA course for Summer 2019!

In 1986, after the Space Shuttle Challenger exploded 73 seconds post-liftoff, analysis revealed that a breakdown in communication was a culprit in the accident that caused the deaths of seven astronauts and shut down space programs for nearly two years. It was known before the accident that a small mechanical O-ring could fail in colder temperatures, such as those predicted for launch day. That fact did not get through, the launch went ahead, and the entire crew died while 17% of the US population watched on live television.

Just so, critical information often gets drowned in other information or missed. Many analytical business communications lack the clarity to allow businesses to act on insights, and burden decision-makers and other parties with too much irrelevant information. In this course, we will explore through hands-on projects the best practices for communicating analytical information and insights in a business context. By the end of this course, students will know frameworks to drive business decisions through impactful communication of analytical information.

LEARNING OBJECTIVES 1. Practice critically examining data sets to develop a) meaningful insights and b) a convincing argument on how these insights are relevant to the business situation. 2. Study how data visualization techniques amplify understanding. Implement them through hands-on projects, class lab work, and a final “slidedocs” document. 3. Identify frameworks to consistently create analytical communications that are clear, concise, and relevant.

Alison Meyer

Leadership Coach and Educator Alison Meyer helps organizations and leaders increase human performance across people, organizations, and cultures. She is a Continuing Lecturer in Leadership Communications at UC Berkeley’s Haas School of Business, where she received her MBA, and Lecturer at the UC San Diego Rady School of Management. In her private practice, Unconditional Leadership, LLC, she provides designed learning programs as well as executive coaching, speaker coaching and team facilitation and strategy to clients such as Microsoft, Salesforce, Ubisoft, SAP, PayPal, Google/Nest, Ziff-Davis and numerous start-ups. Prior to leadership coaching, Alison worked at Apple/iTunes where she helped build the global digital content business, and before that ran a consultancy in accounting and operations for SMEs. Once upon a time she was an award-winning actor/singer.
Red Teaming

Previously Taught (EMBA): Summer 2018 (week-long course)

This 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 real-time case study 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.

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

Whitney Hischier
- Lecturer at Haas School of Business and Partner at Red Team Thinking, LLC
- 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.
- Has taught business courses around the world and helped a number of major global corporations develop in-house executive education programs.

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.
Condensed Week-Long Courses

Turnarounds (2 units, 2 sections available)


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.

Gender Equity and Leadership in the 21st Century (2 units)

Previously Taught (EMBA): Summer 2018, 2017,

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.

DRAFT: Subject to Change
Online Non-Haas Courses

Online Healthcare Finance (School of Public Health)

Previously Taught (School of Public Health with EMBAs enrolled): Summer 2018

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.

Off-Block Non-EMBA Courses

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Program</th>
<th>Faculty</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Data Science</td>
<td>EW MBA</td>
<td>Greg LaBlanc</td>
<td>June 17 -21, 2019</td>
</tr>
<tr>
<td><strong>Corporate Business Model Innovation</strong></td>
<td>Executive Education</td>
<td>Henry Chesbrough, Andre Marquis</td>
<td>July 15 - 17, 2019</td>
</tr>
<tr>
<td>Innovation Navigation and Management</td>
<td>EW MBA</td>
<td>Angele Beausoleil</td>
<td>July 15 - 19, 2019</td>
</tr>
<tr>
<td>Sustainable Supply Chains (Food)</td>
<td>EW MBA</td>
<td>Helene York</td>
<td>July 15 - 19, 2019</td>
</tr>
<tr>
<td><strong>Communications Excellence</strong></td>
<td>Executive Education</td>
<td>Adam Leipzig, Penny Kreitzer, Richard Frieshtat</td>
<td>August 1-2, 2019</td>
</tr>
</tbody>
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The full Summer 2019 EW MBA class schedule will be posted [here](#) in mid March.
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

Jennifer A. Chatman is the Paul J. Cortese Distinguished Professor of Management at the Haas School of Business, University of California, Berkeley and the Co-Founder of the Berkeley Haas Culture Initiative. Professor Chatman’s recent research focuses on the organizational problems caused by narcissistic leaders, how a culture emphasizing innovation and adaptation buffers firms from economic volatility, and how diverse groups perform in high pressure situations. Professor Chatman is a leading researcher in the area of organizational culture and leadership and she has developed the Organizational Culture Profile (OCP) to assess the gaps between an organization’s current and desired culture and how well a person fits with their organization’s culture.

Professor Chatman's research and consulting work focuses on the business advantages of leveraging organizational culture and leading strategic change, and she has worked with a variety of organizations including Adobe, Boise-Cascade, British Telecom, Chiron, Citigroup, Cisco Systems, The Coca-Cola Company, ConocoPhillips, The Draper, Kaplan, Richards Foundation, DNV, eBay, Fannie Mae, First Data, First Republic Bank, Franklin Templeton, Freddie Mac, Gallo Winery, Genentech, Goldman Sachs, Hotwire, Intel, Kaiser-Permanente, Maersk, Mars Inc., Mercedes Benz, Microsoft, New York Life, Novartis, Office of Hawaiian Affairs, PG&E, Pixar, the Portland Trail Blazers, PricewaterhouseCoopers, Qualcomm, the Raiders, Roche, Sandia National Laboratories, Salesforce, Silver Spring Networks, Statoil, the U.S. Postal Service, the U.S. Treasury, True Ventures, Warburg Pincus, and Wolters Kluwer.

She is a member of the Board of Directors of Simpson Manufacturing (NYSE: SSD) and a Trustee of Prospect Sierra School. She is an academic partner with The Trium Group. She teaches a variety of executive management and MBA courses focusing on leveraging high performance cultures and leading change. She currently directs the Leading High-Performance Cultures (LHPC) executive program in Berkeley Executive Education (BEE), was for 10 years the faculty director of UC Berkeley’s flagship program for senior executives, The Berkeley Executive Leader Program, and has served as the faculty...
director of BEE, the Ph.D. program at Haas, and was the chair of the Management of Organizations Group at Haas.

Professor Chatman’s research has been highlighted in The Atlantic, Business Week, Business 2.0, The Financial Times, Fortune, Inc., Glamour, The Jungle, the New York Times, the San Francisco Chronicle, the Los Angeles Times, the Wall Street Journal, and Working Mother. She was a keynote speaker for the Private Equity Women’s Conference, the AACSB Dean’s Conference, and the Economist Innovation Summit. She interviewed Jack Welch for the Commonwealth Club, Comcast, and NPR, and has appeared on television and radio over the years to talk about her research and consulting work. She has published research articles in numerous academic journals.

Professor Chatman has won a variety of research and teaching awards including Haas’ Cheit Award for Excellence in Teaching, and from the Academy of Management: the Outstanding Dissertation Award, the Best Paper of the Year Award, the Scholarly Impact Award and the Cummings Scholar Award. She was honored as the Ascendant Scholar by the Western Academy of Management. She won the Administrative Science Quarterly Scholarly Impact Award and the Accenture Award from the California Management Review and the award for the best paper of 2014 in Groups and Organization Management. She is a member of the American Psychological Association, the American Psychological Society, and is a Fellow of the Academy of Management and has been an Editorial Board member of a number of journals. She recently designed and hosted the Berkeley Culture Initiative’s inaugural Berkeley Culture Conference in January, 2019.

**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)**

*Previously Taught (EMBA): Fall 2018, 2016, 2015, Summer 2014 (sabbatical in Fall 2017)*

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.

**New Venture Finance (2 units)**

*Previously Taught (EMBA): Summer 2018, Fall 2017, Summer 2016, Summer 2015, Fall 2014*

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, starting with sweat equity and friends/family to Angels, VCs, private equity, venture debt, Internet Coin Offerings and Strategic Investment. The goal is to equip students with the concepts, tools, risks and considerations for financing a business through its life stages. You will learn about the minefields and strategies to negotiate...
It can also be valuable for people who work or aspire to work at high growth startups to understand stock options, financing and exits.

Professor Maura O’Neill

Maura O’Neill is on the faculty of the Haas School of Business at UC Berkeley where she was honored with 2016, 2017, and 2018 Cheit Award for Excellence in Teaching. In addition to NVF, she has taught the DC Immersion and Entrepreneurship in the EMBA and E/W programs, as well as, programs in Executive Leadership, Innovation and Blockchain Strategy for Executive Education. An entrepreneur, she started four companies in the fields of electricity efficiency, customer info systems and billing, e-commerce and digital education. In 1989, Maura was named the Greater Seattle Business Person of the Year. Currently, she advises and invests in early stage companies, participating on a number of founding Advisory Boards. Industries range from consumer goods to cryptocurrency/blockchain in media storage and food tech to life sciences, and others in between. Successes and flameouts, she has experienced all of them, and live to share the lessons.

In 2010 Maura was named the first Chief Innovation Officer at the US Agency for International Development and served as the Senior Counselor to the Administrator where she had responsibility for inspiring and leading breakthroughs innovations in foreign assistance and development worldwide. In addition, she co-led the Agency’s major reform initiative as well as created groundbreaking public-private partnerships in supply chain sourcing, mobile money, gender equity, entrepreneurship and new models for sourcing and scaling development interventions. She served on the White House Innovation Cohort assisting the Administration in innovation across federal government.

Maura through her work in the public, private and academic sectors, has created entrepreneurial and public policy solutions for some of the toughest domestic and global problems. Before coming to USAID, she authored President Obama’s Biofuels Strategy while at US Department of Agriculture, and as Chief of Staff for Sen. Maria Cantwell (D-WA) tackled the 2008 financial crisis, oil price explosion and renewal of clean energy tax credits. She will serve as a Senior Domestic Policy Advisor to the US Senate Finance committee in Spring 2019, working on women's access to capital, AI/machine learning algorithms and reimagining unemployment insurance in a gig economy.

O’Neill has M.B.A.s from University of California at Berkeley and Columbia University. She earned her PhD at the University of Washington, with a dissertation focused on narrow-mindedness and the errors it leads to in science, medicine, business and political decision-making

Opportunity Recognition
Previously Taught (EMBA):  Fall 2018, Fall 2017, Summer 2016

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).

Running a Multinational Corporation - Capstone Simulation (FORAD)

Previously Taught (EMBA):  Fall 2018, 2017

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

DRAFT: Subject to Change
- 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 preterm 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)**

*Previously Taught (EMBA): Fall 2018, 2017*

**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.

**Professor Sara Beckman**

Sara Beckman has spent her years as a boundary spanner at UC Berkeley where she has held faculty appointments in both the Haas School of Business and the Department of Mechanical Engineering. She served as Chief Learning Officer for the newly formed Jacobs Institute of Design Innovation and facilitated the creation of a multi-disciplinary Certificate in Design Innovation. She teaches courses such as Collaborative Innovation which integrates Art Practice, Theater and Dance Performance Studies and Business perspectives on both collaboration and innovation.

Sara’s research focuses on the pedagogy of teaching design and on the role of diversity on design and innovation teams for which she developed a Teaming with Diversity curriculum that is being used in classes in engineering, biological sciences, humanities and business courses at UC Berkeley as well as at a local high school. She has published
case studies on design for sustainability, design roadmapping, and leveraging design approaches in sales processes.

Sara directs the Product Management Program for the Berkeley Center for Executive Education, serving over 350 product managers from around the world each year and works with a wide variety of companies teaching and helping them implement design and innovation practices. In her time at UC Berkeley, she has received three Distinguished Teaching Awards at Haas, the campus-wide Distinguished Teaching Award, and in 2018 the Carol D. Soc Distinguished Graduate Student Mentoring Award for Senior Faculty.

Before joining UC Berkeley, Sara worked in the Operations Management Services group at Booz, Allen & Hamilton and ran the Change Management Team at Hewlett-Packard. Sara received BS, MS and PhD degrees in Industrial Engineering and Engineering Management and an MS in Statistics from Stanford University.

**Online Courses**

**Organizational Behavior and Management in Health Care (3 units)**

*Previously Taught (School of Public Health with EMBAs enrolled): Summer 2018*

A solid understanding of organizational behavior is critical for managing complex demands and arrangements in public health organizations. Through exploring the active theories and perspectives in management and organizational theory, you will gain a solid comprehension of a diverse set of frameworks and theories relevant to understanding healthcare delivery and public health organizations.

Professors [Hector Rodriguez](#) and [John Myovich](#)

**Off-Block Non-EMBA Courses**

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<tr>
<th>Course Title</th>
<th>Program</th>
<th>Faculty</th>
<th>Dates</th>
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</thead>
<tbody>
<tr>
<td><strong>Executive Decision Making</strong></td>
<td>Executive Education</td>
<td>Don Moore, Robert Strand, Juliana Schroeder, Ned Augenblick</td>
<td>November 4 - 6, 2019</td>
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<tr>
<td><em>must take Executive Leadership concurrently</em></td>
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The EW MBA and FT MBA Fall 2019 class schedules will be posted [here](#) in mid April.
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

Corporate Innovation Sprint - Netherlands (August 19th - 23rd)

New Course for Summer 2019!

Corporate Innovation Sprint: Netherlands is centered around design thinking and reinforces and builds off many of the concepts introduced during Sara Beckman’s Applied Innovation Week. The Innovation Sprint will be both experiential and immersive. You'll be working, hands on, on a real-life design challenge for a Dutch corporate partner. Past partners have included Jumbo, Holland’s second largest supermarket, on the topic of domestic food waste; ING, one of the largest European banks, on the financial needs of millennials; and the sports shoe maker ASICS on how to get more people to move. And, of course, there will be opportunities to get to know the Netherlands, both on a professional and a personal level.

Professor Rajiv Ball
● Earned a PhD in Economic History and Economic Development at the London School of Economics
● Lecturer at Haas with focus on leadership
● Former McKinsey Partner who worked on strategy and organization
● Now an entrepreneur who runs an innovation leadership school in Amsterdam

**DC Immersion Week (December 9th – December 13th)**

*Previously Taught (Maura O’Neill):  Fall 2018, 2017, 2016; (Laura Tyson):  Fall 2015, Summer 2014*

This is the final Immersion for the 2019 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 faculty and course details forthcoming.