

A. B. Freeman School of Business

Course and Faculty Listings

STRATEGY AND ENTREPRENEURSHIP

Professors

Albert A. Cannella Jr., Earl P. and Ethel B. Koerner Chair of Strategy and Entrepreneurship, Ph.D., Columbia University, 1991.

Scott Cowen, DBA, George Washington University, 1975; President, Tulane University.

Associate Professors

Laura B. Cardinal, Ph.D., University of Texas at Austin, 1990.

Gerard E. Watzke, Ph.D., Stanford University, 1972.

Assistant Professors

Raja Roy, Ph.D., University of Pittsburgh, 2003.

Alexander Sleptsov, Ph.D., University of Michigan, 2004.

Carmen Weigelt, Ph.D., Duke University, 2003.

Professors of Practice

James Biteman, DBA, Harvard University, 1979.

John B. Elstrott Jr., Ph.D., University of Colorado at Boulder, 1975.

Jovan Grahovac, Ph.D., UCLA, 1995.

GMGT 410 Entrepreneurial Management

Prerequisite: ACCN 201

GMGT 410 consists of two parts. In the first part, class members team up to choose a business. The teams then create a business plan. By maintaining the books of the firm, students see the financial impact of their decisions. This format emphasizes how day-to-day decisions add to or detract from corporate liquidity and profits or losses. The second part of the course comes from the professor's 37 years of business experience. Topics include developing and recognizing business opportunities; using teamwork to organize a business; building a realistic business plan;

raising capital and borrowing money; interviewing, hiring, and managing people; determining cost structure; analyzing margins pricing; making decisions in groups; considering ethics identifying industry characteristics; evaluating financial statements; negotiating; dealing with labor unions; creating a successful business partnership; understanding the banking system and how it works globally; and developing a philosophy of business. This course is available only in the fall semester.

GMGT 411 Cases in Entrepreneurship

GMGT 411 reviews thirteen actual business cases. A visiting CEC (or other top executive) and the professor teach each case jointly. The class explores problems and opportunities encountered in the search, evaluation, and acquisition of new, as well as ongoing ventures. Students will further develop analytical skills in finance accounting, business analysis, management, and marketing that they have acquired in other courses. Brainstorming sessions will challenge and improve innovative thinking; assignments and presentations hone business communication skills. Discussion of entrepreneurship, family business, and small business management gives the student an overview of the alternatives to traditional corporate employment. Most importantly, students interact with top-level executives as role models from whom they can learn how to be successful entrepreneurs.

STRE 301 Strategic Management

Prerequisites: All 300-level core classes; Senior standing
STRE 301 must be taken concurrently with STRE 490. Together these courses serve as the Business Capstone Experience.

In STRE 301 students will learn to identify and diagnose the strategic issues that companies face in complex and competitive environments. Strategic Management encompasses a series of interrelated steps in which managers conduct analyses at the industry, business and corporate level, decide on strategies to enhance firm competitiveness, put those strategies into action, and constantly evaluate and modify those strategies as needed. This case-based course helps the students to develop skills in conducting industry analysis, identifying the firm's resources and capabilities, and addressing problems in strategy implementation. In STRE 301, students assume the role of the practicing general manager, developing a capacity to propose and implement sound realistic and specific solutions for the firm's strategic problems.

STRE 410 Corporate and Cooperative Strategy

Prerequisites: All 300-level core courses; Corequisite: STRE 301
In STRE 410, students integrate knowledge from the different functional areas and evaluate strategic decisions in a corporate context. This case-based course emphasizes the analysis of the drivers of value creation and value destruction in such corporate tools as mergers and acquisitions, alliances and informal interorganizational networks. Students will learn to apply a set of tools that help to make better corporate-level decisions addressing diversification, integration and internal development issues facing modern multibusiness firms. The course work includes a team project.

STRE 412 The Management of Technology and Innovation

Prerequisites: All 300-level core courses; Corequisite: STRE 301
Technology, innovation, and entrepreneurship are among the most frequently used terms in today's business environment. We are bombarded by products and technologies that are changing the ways we live and work, but how do we analyze the processes that bring them to market? What exactly is technology? What forces shape its evolution? What roles do strategic alliances, standards, and intellectual property play in forecasting? How should we create product development teams? How should we create organizations that foster innovation? What is the role of creativity in the development of new technologies? These are some of the topics that are covered in this course.

STRE 413 Environment, Society, and Capitalism

Prerequisites: All 300-level core courses; Corequisite: STRE 301
This course takes a strategic planning perspective to investigate environmental management issues in the context of assessing and responding to competitive and social forces. This course examines a serious challenge to corporations competing in the global economy: How to maximize profitability and production in such a way that will allow the planet to support operations indefinitely. Emphasis will be on the company's ability to use both traditional management concepts and new sustainability practices to build and sustain a competitive advantage. Students will learn how an enterprise can meet sustainability goals while still fulfilling its financial and market objectives.

STRE 455 Internship

Freeman School majors may elect to do a strategy and entrepreneurship internship that will appear as a one-credit, 400 level course on their transcripts; however, the credit does not apply towards the 122 minimum hours required for a BSM degree. The purpose of the internship must be to apply (within an ongoing business organization) the intellectual capital obtained from first through third-year courses of the BSM program. Before registering for this course, the student must present a proposal describing how the proposed internship will meet the stated objectives and how the student will demonstrate that the objectives have been met. This proposal must be approved by the instructor before course registration. The student is responsible for locating the firm and arranging an internship position. This course is normally offered only during the summer and fulfills the "curricular practical training" option for students with F-1 visa status.

STRE 457 Service Learning Internship

Freeman School majors may elect to do a strategy and entrepreneurship service-learning internship that meets the Newcomb-Tulane College public service requirement for graduation; however, the credit does not apply towards major requirements for a BSM degree. Interested students should consult with their academic advisers.

STRE 460 Strategic Consulting

Prerequisites: All 300-level core courses; Corequisite: STRE 301;
Enrollment limited to students with senior standing

A strategic management consultant provides strategic guidance tactical advice, and implementation support to senior managers in industry and government. Students in this course will learn to make value propositions that reflect their clients' goals and maximize their clients' competitive potential. Topics include industry analysis, consulting skills development, consultant-client relationships, stages of consulting (contracting, data collection and diagnosis, feedback and the decision to act, developing client commitment, implementation, results, and accountability), ethics in consulting, and differences between internal and external consulting. Students will learn to understand resistance and manage meetings; they will study project management and the management of consulting firms.

STRE 461 Managing New Venture Creation

Prerequisites: All 300-level core courses; Corequisite: STRE 301;
Enrollment limited to students with senior standing

Entrepreneurs are concerned with the relentless pursuit of opportunities in the marketplace. This course explores the key characteristics of entrepreneurs and the entrepreneurial process. The course provides students with the concepts, techniques, and skills needed to manage the entrepreneurial process and face the challenges of entrepreneurial companies. By the conclusion of this class students should understand their potential roles as entrepreneurs and have gained a "real-world" orientation to the entrepreneurial process of conceiving and implementing an idea for a new venture.

STRE 490 Strategy Integration Capstone

Prerequisites: All 300-level core courses; Corequisite: STRE 301;
Enrollment limited to students with senior standing, with priority given to graduating seniors.

STRE 490 must be taken concurrently with STRE 301. Together, these courses serve as the Business Capstone Experience.

In STRE 490, students will pull together and integrate the knowledge, skills, and concepts acquired from the core classes and majors in the Bachelor of Science of Management degree. Students will examine the problem of making strategic business decisions through the prism of each of the functional areas and see how they must be pulled together in a coherent whole. A current business event will be examined and analyzed as part of this experience.