

**Darden MBA Program**  
**CONCENTRATIONS**

**Class of 2018**

<b>CORPORATE FINANCE/INVESTMENT BANKING</b>
<b>ASSET MANAGEMENT/SALES &amp; TRADING</b>
<b>ENTREPRENEURSHIP</b>
<b>CORPORATE INNOVATION</b>
<b>BUSINESS DEVELOPMENT AND GROWTH</b>
<b>STRATEGY CONSULTING</b>
<b>MARKETING</b>
<b>SUPPLY CHAIN MANAGEMENT</b>
<b>INNOVATION FOR SUSTAINABILITY</b>
<b>BUSINESS ANALYTICS</b>
<b>GLOBAL BUSINESS</b>

## **CORPORATE FINANCE / INVESTMENT BANKING**

**Updated: 3/3/17**

### **Learning Objectives**

This concentration is designed to extend the valuation and value creation principles learned in the first year curriculum to the solving of complex problems faced by companies and investment banks. This concentration should be of interest to students with professional interests in corporate finance (including CFO type responsibilities, internal M&A groups, strategic planning, business development, and treasury and cash management), investment banking (capital raising, deal structuring, and M&A advisory), commercial banking and financial services, consulting in financial services, and a wide range of other management positions that require advanced understanding of finance.

**Faculty Contact:** Ken Eades, [eadesk@arden.virginia.edu](mailto:eadesk@arden.virginia.edu)

### **Concentration Requirements**

A student will be recognized as having this concentration when they have completed 7.5 credit hours from the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	Valuation in Financial Markets (FY-ELEC)	GBUS 7603
1.5	Corporate Financial Policies	GBUS 8423
1.5	Corporate Financing	GBUS 8470
1.5	Entrepreneurial Finance & Private Equity	GBUS 8453
1.5	Derivative Securities: Options & Futures	GBUS 8426
1.5	Financial Institutions and Markets	GBUS 8490
1.5	Mergers and Acquisitions	GBUS 8625
1.5	Financial Reporting (FY-ELEC)	GBUS 7601
1.5	Taxation of Mergers and Acquisitions	GBUS 8160
1.5	Taxation and Management Decisions	GBUS 8190
1.5	Fin Stmt Analysis & Corp Valuation	GBUS 8410
1.5	Acquisition of Closely-Held Enterprises	GBUS 8106
1.5	International Corporate Finance	GBUS 8171
1.5	Global Capital Markets	GBUS 8173
3.0	Financial Crises and Civic Reaction	GBUS 8172

## ASSET MANAGEMENT / SALES & TRADING

**Updated: 3/3/17**

### **Learning Objectives**

This concentration is designed to extend the valuation principles learned in the first year curriculum to solve complex problems faced by asset managers and sales and trading professionals. The courses expose students to a variety of different financial markets and give students a deeper understanding for how companies are valued, which are critical components for either managing a client's funds or executing security trades.

**Faculty Contact:** Ken Eades, [eadesk@arden.virginia.edu](mailto:eadesk@arden.virginia.edu)

### **Concentration Requirements**

A student will be recognized as having this concentration when they have completed 7.5 credit hours from the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	Valuation in Financial Markets (FY-ELEC)	GBUS 7603
1.5	Derivative Securities: Options & Futures	GBUS 8426
1.5	Financial Trading	GBUS 8623
1.5	Investments	GBUS 8444
1.5	Portfolio Management	GBUS 8445
1.5	Fin Stmt Analysis & Corp Valuation	GBUS 8410
1.5	Financial Institutions and Markets	GBUS 8490
1.5	Impact Investing	GBUS 8497
1.5	Global Financial Markets	GBUS 7602
1.5	Master Seminar in Investment Analysis	GBUS8500MM
1.5	Darden Capital Management I	GBUS 8520IA
3.0	Darden Capital Management II	GBUS 8520IA

# ENTREPRENEURSHIP

## Learning Objectives

Students graduate who understand their affinity for being entrepreneurial, understand the fundamentals of effectual and causal thinking, and when each is appropriate and graduate with a set of skills based on academic study and experiential work that allows them to be confident in starting a new venture.

**Faculty Contact:** MJ Toms, [tomsm@arden.virginia.edu](mailto:tomsm@arden.virginia.edu)

## Concentration Requirements

A student will be recognized as having this concentration when they have completed 7.5 credit hours from the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	Entrepreneurial Thinking	GBUS 7609
1.5	Prototyping and Product Development 1	GBUS 8130
1.5	Starting New Ventures	GBUS 8210
1.5	Venture Capital	GBUS 8290
1.5	Software Design	GBUS 8632
1.5	Acquisition of Closely Held Enterprises	GBUS 8106
1.5	Growing the Smaller Enterprise	GBUS 8230
1.5	Introduction to Business Law	GBUS 8280
1.5	Entrepreneurial Finance and Private Equity	GBUS 8453
1.5	Small Enterprise Finance	GBUS 8454
1.5	Entrepreneurs Taking Action	GBUS 8469
1.5	Leading Innovation	GBUS 8840
1.5	Systems Thinking and Design	GBUS 8430
1.5	Entrepreneur as Change Agent	GBUS 8427
1.5	Digital Marketing	GBUS 8033
1.5	Prototyping and Product Development 2	GBUS 8495
1.5	Software Development	GBUS 8633
1.5	Marketing Technology Products	GBUS 8500D
3.0	Innovation and Design Experience	GBUS 8459
3.0	Darden Venturing Project	GBUS 8700
3.0	Markets in Human Hope	GBUS 8478

# CORPORATE INNOVATION

Updated: 3/22/17

## Learning Objectives

Student graduates who have developed the mindset and skill set to succeed at identifying and implementing innovation in a corporate setting.

**Faculty Contact:** Jeanne Liedtka, liedtkaj@darden.virginia.edu

## Concentration Requirements

A student will be recognized as having this concentration when they have completed 9.0 credit hours from the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	Prototyping and Product Development I	GBUS 8130
3.0	Innovation and Design Experience or	GBUS 8459
1.5	Creativity and Design Thinking (FY Exp/MBAE)	GBUS 8484
1.5	Managing Innovation & Product Development	GBUS 8612
1.5	System Thinking and Design	GBUS 8430
1.5	Leadership and Cultures of Trust and Innovation	GBUS 8439
1.5	Marketing Analytics	GBUS 8630
1.5	Leading Strategic Change	GBUS 8701
1.5	Leadership and Theatre: Ethics, Innovation and Creativity	GBUS 8403
1.5	Entrepreneurial Thinking	GBUS 7609
1.5	The Experience Economy (1 wk)	GBUS 8438
1.5	Innovating and Integrating in Services	GBUS 8404
1.5	GBE Spain: Strategy as Design	GBUS 8510G
1.5	GBE: Sweden	GBUS 8510K
1.5	GBE: Israel (If offered)	GBUS 8510P
1.5	Prototyping and Product Development 2	GBUS 8495
1.5	Behavioral Decision Making	GBUS 8015
1.5	Strategic Thinking	GBUS 8014

# **BUSINESS DEVELOPMENT AND GROWTH**

**Updated: 3/22/17**

## **Learning Objectives**

Sustainable success requires organizations to innovate and grow to maintain or increase profitability. Students in this concentration will learn the fundamentals of managing innovation, organic growth, and acquisition and integration of mergers and acquisitions.

**Faculty Contact:** Jeanne Liedtka, liedtkaj@darden.virginia.edu

## **Concentration Requirements**

A student will be recognized as having this concentration when they have completed 9.0 credit hours from the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	Competitive Dynamics Seminar	GBUS 8310
1.5	Organic Growth: A Challenge for Public Companies	GBUS 8468
1.5	Managing Innovation & Product Development	GBUS 8612
1.5	Strategy Seminar	GBUS 8870
1.5	Marketing Intelligence	GBUS 7606
1.5	Valuation in Financial Markets	GBUS 7603
1.5	Entrepreneurial Thinking	GBUS 7609
1.5	Corporate Governance	GBUS 8090
3.0	General Managers Taking Action	GBUS 8400
1.5	Prototyping and Product Development 1	GBUS 8130
1.5	Darden Consulting Project	GBUS 8699
3.0	Innovation and Design Experience	GBUS 8459
1.5	Strategic Thinking	GBUS 8014
1.5	Strategic Corporate Governance	GBUS 8013
1.5	Eastern Philosophy and Strategic Intuition	GBUS 8016

# STRATEGY CONSULTING

Updated: 3/22/17

## Learning Objectives

This concentration is intended to immerse students in the consulting process and to help them identify and deepen the skill sets necessary for success in that role.

**Faculty Contact:** Mike Lenox, lenoxm@darden.virginia.edu

## Concentration Requirements

A student will be recognized as having this concentration when they have completed 9 credit hours from the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	The Consulting Process	GBUS 7590
1.5	Strategic Thinking: Integrating East and West	GBUS 8305
1.5	Competitive Dynamics Seminar	GBUS 8310
1.5	Organic Growth: A Challenge for Public Companies	GBUS 8468
1.5	Leading Innovation	GBUS 8840
1.5	Strategy Seminar	GBUS 8870
1.5	Strategy Execution	GBUS 8458
1.5	Investigations into the Nature of Strategy	GBUS 8970
1.5	Managing Innovation & Product Development	GBUS 8612
1.5	Valuation in Financial Markets	GBUS 7603
1.5	Marketing Intelligence	GBUS 7606
1.5	Management Decision Models	GBUS 8900
1.5	Operations Strategy	GBUS 8880
3.0	Darden Consulting Project	GBUS 8699
3.0	Innovation and Design Experience	GBUS 8459
1.5	Systems Thinking and Design	GBUS 8430
1.5	Strategic Corporate Governance	GBUS 8013
1.5	Strategic Thinking	GBUS 8014
1.5	Eastern Philosophy and Strategic Intuition	GBUS 8016

# MARKETING

Updated: 4/20/17

## Learning Objectives

The marketing concentration prepares students for careers in marketing by helping them understand how to manage customer relationships (e.g. in consumer packaged goods, consumer durables, consumer services, consulting firms, Not for Profits (NFPs), industrial goods and technology products). Through this series of courses, students will gain insight into how customer-based marketing decisions can create loyal, engaged customers.

**Faculty Contact:** Raj Venkatesan, [venkatesanr@arden.virginia.edu](mailto:venkatesanr@arden.virginia.edu)

## Concentration Requirements

A student will be recognized as having this concentration when they have completed 9.0 credit hours from the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	Integrated Marketing Communications and Promotion (FY Elective)	GBUS 7617
1.5	Marketing Analytics	GBUS 8630
1.5	Pricing	GBUS 8047
1.5	Digital Marketing	GBUS 8033
1.5	Managing Consumer Brands	GBUS 8620
1.5	Hot Topics in Marketing	GBUS 8464
1.5	Marketing Metrics	GBUS 8457
1.5	Deviant Marketing	GBUS 7606
1.5	Consumer Behavior	GBUS 8304
1.5	Darden Independent Study	GBUS 8999
1.5	Business to Business Marketing	GBUS 8610



# SUPPLY CHAIN MANAGEMENT

## Learning Objectives

Obtain additional grounding in Operations Management concepts, develop depth in knowledge of general management- associated supply chain management concepts and principles, and build strength in related cross-functional skills.

**Faculty Contact:** Elliott Weiss [weisse@virginia.edu](mailto:weisse@virginia.edu)

## Concentration Requirements

A student will be recognized as having this concentration when they have completed 7.5 credit hours from the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	Supply Chain Management	GBUS 8830
1.5	Operations Strategy	GBUS 8800
1.5	Business to Business Marketing	GBUS 8610
1.5	Systems Thinking and Design	GBUS 8430
1.5	General Management and Operational Effectiveness	GBUS 7608
1.5	Negotiations	GBUS 8930
1.5	Management Decision Models	GBUS 8900
1.5	Emerging Topics in Technology & Operations Management	GBUS 8466
1.5	Global Innovation and Technology Commercialization	GBUS 8488
1.5	Project Management	GBUS 8621
1.5	Darden Independent Study (must be approved for this concentration)	GBUS 8999
1.5	Darden Consulting Project (must be approved for this concentration)	GBUS 8699

# INNOVATION FOR SUSTAINABILITY

**Updated: 3/22/17**

## **Learning Objectives**

This concentration is designed to equip students with an informed sustainability perspective to strengthen their managerial and decision-making capabilities and their ability to improve society through business. Coursework will: 1) Enable students to design and execute collaborative sustainability strategies intended to increase revenues through innovative products and services, lower costs through efficiencies and design, create and enhance sustainable brands, and mitigate business risk. 2) Instill knowledge about the global and systemic impacts on natural systems and human well-being from important societal trends such as urbanization, industrialization, climate change and population growth; 3) Inform students of regional and global institutions and policy instruments that influence business operations and strategy. This concentration is relevant for students pursuing careers in operations, including supply chain, marketing/brand management, consulting and finance, as well as for entrepreneurs.

**Faculty Contact:** Michael Lenox, [lenoxm@arden.virginia.edu](mailto:lenoxm@arden.virginia.edu)

## **Concentration Requirements**

A student will be recognized as having this concentration when they have completed 9.0 credit hours from the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	Transforming Societies	GBUS 8022
1.5	Business and Sustainability	GBUS 8463
1.5	Global Economics of Water	GBUS 8626
1.5	Business Ethics through Literature	GBUS 8203
1.5	Business-Government Relations	GBUS 8330
1.5	Creative Capitalism (FY Elective)	GBUS 7610
1.5	Leadership, Values and Ethics	GBUS 8704
1.5	Leading Strategic Change	GBUS 8701
1.5	Managing Innovation and Product Development	GBUS 8612
1.5	Philosophy and Business: Business in Society	GBUS 8489
1.5	Supply Chain Management	GBUS 8830
1.5	Systems Thinking and Design	GBUS 8430
1.5	Strategic Corporate Governance	GBUS 8013
1.5	Strategic Thinking	GBUS 8014
4.5	Darden Capital Management (Rotunda Fund)	GBUS 85201-A
3.0	Markets in Human Hope	GBUS 8478
3.0	Climate Change: Science, Markets & Policy	EVSC 7040/LAW 9013

# BUSINESS ANALYTICS

**Updated: 4/3/17**

## **Learning Objectives**

The Business Analytics concentration will prepare students to participate in organizations that make abundant use of data/quantitative/mathematical techniques (“data science”) as part of their business processes. It is a more general version of the “Market Analytics” concentration in that the areas of application are more than marketing. We expect completion of this concentration to be a useful signal to potential employers of the analytic and quantitative abilities of the student.

**Faculty Contact:** Robert Carraway. [CarrawayR@arden.virginia.edu](mailto:CarrawayR@arden.virginia.edu)

## **Concentration Requirements**

A student will be recognized as having completed this concentration when (s)he has met the following constraints:

Completed at least 7.5 hours of the courses listed below.

Completed at least 1.5 hours of an Independent Study with a Quantitative Analysis faculty member.\*

\*This requirement may under certain circumstances be relaxed. For example, if a student is doing an Independent Study with another professor but it includes a significant analytical component, this might be approved as a substitute. To waive this requirement, you must receive permission from Robert Carraway.

**NOTE: Not all courses may be offered in a given year.**

**Specific Required Courses:** None. Although we expect students will take Data Analysis and Optimization (7600) as it is a pre-requisite for some of the courses below.

Credit hrs.	Course title	Course number
1.5	Data Analysis and Optimization	GBUS 7600
1.5	Optimization	GBUS 8631
3.0	Data Science in Business	GBUS 8496
1.5	Project Management	GBUS 8621
1.5	Systems Thinking and Design	GBUS 8430
1.5	Marketing Analytics	GBUS 8630
1.5	Investments	GBUS 8444
1.5	Games and Auctions	GBUS 8424
1.5	Behavioral Decision Making	GBUS 8015

## GLOBAL BUSINESS

Updated: 3/22/17

### Learning Objectives

Students with the global business concentration have taken advantages of Darden's many global offerings to take a deep dive into a particular region, topic or phenomenon related to global business issues. This concentration is well suited for students who look for jobs with a strong international component.

**Faculty Contact:** Peter Debaere [debaerep@arden.virginia.edu](mailto:debaerep@arden.virginia.edu)

### Concentration Requirements

A student will be recognized as having this concentration when they have completed 5 of the courses listed below.

**NOTE: Not all courses may be offered in a given year.**

Credit hrs.	Course title	Course number
1.5	Global Financial Markets	GBUS 7602
1.5	China in the World Economy	GBUS 8023
1.5	Leadership, Diversity and Leveraging Difference	GBUS 8705
1.5	Ambicultural Strategy	GBUS 8011
1.5	Global Industry Economics	GBUS 8481
1.5	Global Economics of Water	GBUS 8626
1.5	Advanced Global Financial Markets	GBUS 8491
1.5	Managing International Trade and Investment	GBUS 8174
1.5	Economic Inequality and Social Mobility	GBUS 8018
1.5	Philosophy and Business: Business in Society	GBUS 8489
1.5	Strategic Intuition and Eastern Philosophy	GBUS 8016
1.5	Business Government Relations	GBUS 8330
1.5	Transforming Societies	GBUS 8478
1.5	Financial Crises and American Democracy	GBUS 8026
1.5	Strategic Thinking: Integrating East and West	GBUS 8305
1.5	Special Topics Seminar: The Great Depression	GBUS 8005H/I
1.5	Pre-approved Independent Study on Global Topic	
1.5	Global Business Experiences	GBUS 8510
3.0	Global Consulting Project	GBUS 8699