

Students must complete a total of 6 credit hours of additional electives outside of the RGME core and science electives.

BAFI 444 (ENTP 440) (3 credit hours): *Entrepreneurial Finance*

The objective of this course is to introduce students to the issues of financial management and capital formation in new ventures. The course will address issues of estimation of cash requirements, development of pro forma financial plans, firm valuation and the process and tools used in raising debt and equity financing. Bootstrapping, angel investing, venture capital, strategic alliances and initial public offerings will be covered. The emphasis is on the entrepreneur and how he/she can assess financial needs and develop a sensible plan for acquiring financial resources in a manner that is consistent with their financial needs and other strategic goals. Offered as BAFI 444 and FNCE 444.

Prereq or Coreq: BAFI 420, MBAC 504, MBAP 405, MSFI 401 or MEM students.

HSMC 404 (3 credit hours): *Managing People and Organizations*

Examines the behavioral sciences relevant to the effective management of people and the effective design of human resources system, structure and policies. Topics include leadership, change management, motivation and pay systems, team dynamics, staffing, decision making, organizational communications, employee participation, performance appraisal, conflict management, negotiation, work design, organizational design, and organizations culture. A variety of methods, including experiential and interactive learning methods, are used to study these topics.

IIME 450 (3 credit hours): *Engineering Entrepreneurship*

Entrepreneurship is an area of importance to business leaders, educators, politicians, and individual members of the society. It is a driver of economic development and wealth creation in organizational units ranging in size from the individual company to entire nations. Technology-based entrepreneurship is particularly important to economic development due to its impact on productivity (innovations in action) and its potential for exponential growth. This course will emphasize and explore a variety of issues related to innovation and

entrepreneurship, demonstrating that there are not many "absolute truths," but there are numerous best practices. Successful students will conclude this course with new knowledge about opportunity analysis and insight on entrepreneurship & innovation, as well as having demonstrated measurable improvement in their critical thinking skills. This course is a one-semester version of a course taught alternatively as a two-semester course. Recent growth in CWRU curricula centered on entrepreneurship and related subjects enables students to specialize in, say, wealth creation, leadership, and finance topics once included under the broader two-semester umbrella. The current Fall version of the course culminates with student projects and presentations on opportunity analysis.

IIME 472 (3 credit hours): *BioDesign*

Medical device innovations that would have been considered science fiction a decade ago are already producing new standards of patient care. Innovation leading to lower cost of care, minimally invasive procedures and shorter recovery times is equally important to healthcare business leaders, educators, clinicians, and policy-makers. Innovation is a driver of regional economic development and wealth creation in organizational units ranging in size from the start-up to the Fortune 500 companies. In a broader context, the pace of translational research leading to product and service innovation is highly interdisciplinary, thus, new products and services result from team efforts, marked by a systematic, structured approach to bringing new medical technologies to market and impacting patient care. In this course we examine medical technology innovations in the context of (A) addressing unmet clinical needs, (B) the process of inventing new medical devices and instruments, and (C) subsequent implementation of these advances in patient care. In short, the student learns the process of "identify, invent, implement" in the field of BioDesign. Offered as EBME 472, IIME 472 and SYBB 472.

OPMT 420 (3 credit hours): *Experiential Learning with Six Sigma Green Belt*

The Six Sigma process is the standard for quality improvement in organizations around the globe. In this course, we study the details of the five steps in the Six Sigma process: DEFINE, MEASURE, ANALYZE, IMPROVE, and CONTROL (DMAIC). Many tools, concepts, and processes that are often an integral part of Six Sigma projects in companies are included in the course content. They range from the very

basic tools of quality (such as cause-and-effect diagrams for brainstorming) to complete processes (such as benchmarking, quality function deployment, failure mode and effects analysis-FMEA). Statistical concepts with software applications that are central to Six Sigma including statistical process control and introduction to design of experiments are also included. Once the Six Sigma process and its various components are understood, we study quality management including quality control, quality planning, quality improvement, strategic quality management, and quality strategy. A major requirement of the course is an action learning component in which the students are assigned in groups to work on unpaid real projects of Six Sigma in local industries. Students meeting the required standards of performance will earn a Green Belt Certification in Six Sigma and Quality Management from the Weatherhead School of Management. Offered as OPMT 420 and SCMG 420.

ORBY 403 (3 credit hours): *Developing Interpersonal Skills for Managers*

This course is intended to sharpen students' skills in the art of relating successfully to other individuals and groups. The course uses an intensive group experience to make students more aware of how their actions affect others, more capable of giving and receiving interpersonal feedback, and more cognizant of processes through which groups work. Several Saturday classes.

ORBH 430 (3 credit hours): *Quantum Leadership: Creating Value for You, Business, and the World*

This course is designed to help you develop your leadership skills and capabilities aimed at flourishing, defined as "to grow well, to prosper, to thrive, to live life to the fullest." It emphasizes the growing desire by people everywhere for greater purpose and well-being through practices that cultivate the self. The goal is changing who leaders are, not only what they are doing, through daily practices that increase their awareness of how their actions impact others and the world. Through the course, students will learn mindfulness-type practices in an action learning process that allows them to experience a greater connection to self, others, and nature. Recent research shows that such direct-intuitive practices support personal well-being, team collaboration, and organizational resilience as part of an upward spiral in leadership effectiveness and life satisfaction. The most

exciting aspect of this class is encouraging students to see themselves as positive change agents, with the ability to make a positive impact on the world through living their most fulfilling and flourishing selves. Offered as ORBH 330 and ORBH 430.