W.P. Carey Minor in Entrepreneurship and Management

The Entrepreneurship & Management (E&M) program offers Johns Hopkins Arts & Sciences, Engineering, and Peabody students a broad array of courses designed to equip them to lead in business, professional, and academic arenas. Some students simply take a course or two. Many choose to fulfill the seven-course E&M minor, pairing it with their engineering, liberal arts, or public health major. The minor’s three core courses, Introduction to Business, Financial Accounting, and Marketing Principles, provide a strong foundation in the fundamentals of entrepreneurial enterprises. Students can then select any three upper-level courses (plus the required work in statistics) to complete the minor or elect to focus further in Accounting and Finance, Business Law, Leadership and Organizational Behavior, or Professional Communication.

The minor in entrepreneurship and management focuses on business and management from a multidisciplinary viewpoint, with a quantitative emphasis. The program, part of the Center for Leadership Education, offers students a diversified learning experience that emphasizes the concepts, practices, and skills necessary for effective leadership as managers and entrepreneurs in the public and private sectors.

The primary goal of the program is to provide Hopkins students with the knowledge and skills to become effective leaders and entrepreneurs. Individuals with excellent technical training and abilities often move into management positions or start new ventures. As their careers progress, they will be better prepared for success if they have the ability to understand financial reports, interpret statistical data, organize and effectively lead a team, design strategy, analyze and correct problems in the firm’s operations, and understand the dynamics of the marketplace.

The minor is purposely designed to serve different types of students. The program will help prepare students for entrance to law school, an MBA program, or other graduate school. After graduation, other students will start working in engineering or technical positions, then later move into management or start their own businesses. A third group of students is primarily interested in gaining knowledge to follow more generalized careers in finance and business.

Facilities

The CLE Full-time Faculty and staff offices are located in Whitehead Hall, suites 102, 104 and 105. Part-time Faculty and ESL Specialists offices are located in Maryland 16. Course assistants’ office hours are held in room 104.

Minor in Entrepreneurship and Management

The requirements of the minor in entrepreneurship and management can be downloaded from the Center for Leadership Education’s website under the “W.P. Carey Program in Entrepreneurship and Management” tab (http://eng.jhu.edu/wse/cle/page/em_minor). Students wishing to complete a minor in entrepreneurship and management may also obtain more information from the CLE Faculty Support Staff office located in Whitehead 105.

Core Requirements

1. Statistics - These courses expose students to the foundations of statistics that are used extensively in business decision-making. These topics include correlation, estimation, hypothesis testing, linear regression, prediction, and forecasting. Students may take either two elementary statistics courses or one intermediate/advanced calculus-based statistics course from the list below.

Option One: Two Elementary Statistics Courses (EN.550.112 is the required second course). Credit earned for AP Statistics (equivalent to EN.550.111) will satisfy the first of the two required courses.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>EN.550.111</td>
<td>Statistical Analysis I</td>
<td>4</td>
</tr>
<tr>
<td>or AS.230.205</td>
<td>Introduction to Social Statistics</td>
<td>4</td>
</tr>
<tr>
<td>or AS.280.345</td>
<td>Public Health Biostatistics</td>
<td>4</td>
</tr>
<tr>
<td>or EN.550.113</td>
<td>Statistics Through Case Study</td>
<td>4</td>
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Option Two: One Intermediate/Calculus-Based Course (must have Calculus as a prerequisite)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>EN.550.211</td>
<td>Probability and Statistics for the Life Sciences</td>
<td>4</td>
</tr>
<tr>
<td>EN.550.310</td>
<td>Probability &amp; Statistics for the Physical and Information Sciences &amp; Engineering</td>
<td>4</td>
</tr>
<tr>
<td>EN.550.311</td>
<td>Probability and Statistics for the Biological Sciences and Engineering</td>
<td>4</td>
</tr>
<tr>
<td>EN.550.430</td>
<td>Introduction to Statistics</td>
<td>4</td>
</tr>
<tr>
<td>EN.540.305</td>
<td>Modeling and Statistical Analysis of Data for Chemical and Biomolecular Engineers</td>
<td>3</td>
</tr>
<tr>
<td>EN.560.348</td>
<td>Probability &amp; Statistics for Engineers</td>
<td>3</td>
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2. Entrepreneurship and Management Fundamentals - Students must complete three fundamental courses in entrepreneurship and management. These courses are:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>EN.660.105</td>
<td>Introduction to Business</td>
<td>4</td>
</tr>
<tr>
<td>EN.660.203</td>
<td>Financial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.250</td>
<td>Principles of Marketing</td>
<td>3</td>
</tr>
</tbody>
</table>

3. Upper-Level Elective Courses in Entrepreneurship and Management

Students must complete three upper level courses in entrepreneurship and management. Courses may be chosen from a number of areas, including:

Accounting & Finance - These courses educate students about financial concepts, investments, and financial markets. This information is valuable for the entrepreneur starting a new venture, a manger to be effective with a corporation, and management consultants.

Business Law - These courses educate students about legal issues in business and how the law is used to protect intellectual property.

Leadership & Organizational Behavior - These courses provide knowledge of both general principles and specific practices needed for working effectively with people in an organization. These courses focus on leadership, team building, ethics, and psychology.
Students who wish to complete a focus area in one of the areas listed above must complete three courses from that area, with at least one at the 400-level.

Lists of acceptable courses are provided below. These lists are regularly updated and may be obtained at the Center for Leadership Education office or on the center’s website (http://eng.jhu.edu/wse/cle/page/em_minor).

**Accounting and Finance Courses* **

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>EN.660.300</td>
<td>Managerial Finance</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.303</td>
<td>Managerial Accounting</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.401</td>
<td>Advanced Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.410</td>
<td>Computer Science Innovation and Entrepreneurship</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.304</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
<tr>
<td>or EN.660.414</td>
<td>Financial Statement Analysis</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.460</td>
<td>Entrepreneurship</td>
<td>3</td>
</tr>
<tr>
<td>AS.180.263</td>
<td>Corporate Finance</td>
<td>3</td>
</tr>
<tr>
<td>EN.570.334</td>
<td>Engineering Microeconomics</td>
<td>3</td>
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</table>

* The course 232.410 Corporate Finance from the Carey Business School may also be used as an Accounting and Finance course.

**Business Law Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>EN.660.308</td>
<td>Business Law I</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.310</td>
<td>Case Studies in Business Ethics</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.311</td>
<td>Law and the Internet</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.404</td>
<td>Business Law II</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.405</td>
<td>Intellectual Property Law</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.460</td>
<td>Entrepreneurship</td>
<td>3</td>
</tr>
</tbody>
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**Leadership and Organizational Behavior Courses**

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>EN.660.321</td>
<td>Managing &amp; Marketing Social Enterprises</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.331</td>
<td>Leading in Teams</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.332</td>
<td>Leadership Theory</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.333</td>
<td>Leading Change</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.335</td>
<td>Negotiation and Conflict Resolution</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.336</td>
<td>Community Engineering: Interdisciplinary Problem Solving-Community Based Learning</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.340</td>
<td>Principles of Management</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.341</td>
<td>Business Process and Quality Management</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.361</td>
<td>Engineering Business and Management</td>
<td>3</td>
</tr>
<tr>
<td>or EN.660.461</td>
<td>Engineering Business and Management</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.460</td>
<td>Entrepreneurship</td>
<td>3</td>
</tr>
</tbody>
</table>

**Marketing and Communication Courses**

Students may use only one Marketing and Communications course as an upper-level elective for the Entrepreneurship and Management minor.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>EN.660.310</td>
<td>Case Studies in Business Ethics</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.352</td>
<td>New Product Development</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.354</td>
<td>Consumer Behavior</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.355</td>
<td>Sports Marketing</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.358</td>
<td>International Marketing</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.420</td>
<td>Marketing Strategy</td>
<td>3</td>
</tr>
<tr>
<td>EN.660.450</td>
<td>Advertising &amp; Integrated Marketing Communication</td>
<td>3</td>
</tr>
<tr>
<td>EN.661.315</td>
<td>Culture of the Engineering Profession</td>
<td>3</td>
</tr>
<tr>
<td>EN.661.317</td>
<td>Culture of the Medical Profession</td>
<td>3</td>
</tr>
<tr>
<td>EN.661.357</td>
<td>Copywriting &amp; Creative Strategy</td>
<td>3</td>
</tr>
<tr>
<td>EN.661.361</td>
<td>Corporate Communications &amp; P.R.</td>
<td>3</td>
</tr>
<tr>
<td>EN.661.390</td>
<td>Catalyst: A Student-Run Magazine</td>
<td>3</td>
</tr>
<tr>
<td>EN.661.453</td>
<td>Social Media and Marketing</td>
<td>3</td>
</tr>
<tr>
<td>EN.661.454</td>
<td>Blogging and Digital Copywriting</td>
<td>3</td>
</tr>
<tr>
<td>EN.661.456</td>
<td>Marketing Communication Law &amp; Ethics</td>
<td>3</td>
</tr>
</tbody>
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**Course and Grade Rules and Limitations**

The E&M minor requires a minimum of 22 credits.

A maximum of 6 credits of courses taken from outside WSE and KSAS (including transfer course & study abroad) may be applied to the E&M minor.

One course may be taken on an S/U basis.

All courses applied to the E&M minor must be completed with a grade of C- or above.

For current faculty and contact information go to http://engineering.jhu.edu/cle/faculty

**Faculty**

**Director**

Annette Leps  
Senior Lecturer & Director of Entrepreneurship & Management

**Program Directors**

Lawrence Aronhime  
Senior Lecturer & Director of International Programs: accounting, finance, entrepreneurship, technology commercialization.

Julie Reiser  
Senior Lecturer & Director of The Professional Communication Program: technical communication, oral presentations, research writing, dissertation writing, American literature and critical theory.

Eric Rice  
Senior Lecturer & Director of Graduate Programs: organizational behavior, social entrepreneurship, management, negotiation and conflict management, leadership, public speaking, professional writing.

Pamela Sheff  
Senior Lecturer & Director of Master of Science in Engineering Management Program: business and technical communication, marketing, public relations, science and scientific writing, oral presentations, higher education in prisons, community-based learning, entrepreneurship.

**Full Time Faculty**

Bob Graham  
Lecturer: entrepreneurship, professional communication, oral presentations.

Illysa Izenberg  
Lecturer: engineering management.
Leslie Kendrick
Senior Lecturer: marketing strategy, integrated marketing communications, sports marketing, international marketing, internships.

Charlotte O'Donnell
Lecturer: oral presentations, professional communication, visual rhetoric.

William Smedick
Senior Lecturer: leadership theory, leadership in teams.

Part Time Faculty

Michael Agronin
Lecturer: new product development.

Laura Davis
Lecturer: Professional communication for ESL and Oral presentations for ESL.

Marci DeVries
Lecturer: marketing.

Kevin Dungey
Senior Lecturer: oral presentations.

Sean Furlong
Lecturer: Financial Accounting

David Fisher
Lecturer: business law.

Mark Franceschini
Senior Lecturer: business law, business ethics, Internet law.

Mary Beth Furst
Lecturer: Introduction to Business.

Dorothee Heisenberg
Senior Lecturer: Multinational Firms in the International Economy

Jason Heiserman
Lecturer: oral presentations.

Andrew Kulanko
Senior Lecturer: oral presentations.

Denise Link-Farajali
Lecturer: professional communication: financial math for ESL, research writing for ESL.

Bryan Rakes
Lecturer: business law.

Joshua J. Reiter
Senior Lecturer: business process management, total quality management, information technology management, Internet-based business applications, creativity and innovation, entrepreneurship.

Douglas Sandhaus
Senior Lecturer: business law, business ethics, Internet law.

Jay Thompson
Lecturer: professional communication.

Caroline Wilkins
Lecturer: professional communication.

For current course information and registration go to https://isis.jhu.edu/classes/

Courses

**EN.660.101. Writing a Business Plan.**
This one credit, four session course offered as preparation for the JHU Business Plan Competition, will cover the fundamentals of creating and delivering a business plan for a new venture. Topics to include: organizing the business plan, market analysis, competitive analysis, financial projections, strategies to meet the expectations of varied investors, identification of necessary resources and developing and delivering a persuasive, well-articulated pitch. No audits.

**EN.660.103. The Promise and Peril of Microfinance.**
Microcredit, microlending and microfinance are relatively new tools, potentially useful to help alleviate poverty, contribute to local economies, earn a living and make profit. The promise and publicity has generated practices, experiments and businesses worldwide; microcredit even generated a Nobel Prize for Muhammad Yunus and the Grameen Bank in 2006. So too, the spread of the concept has produced excesses and controversy and more recently, scholarship in the practices and ideas. In this course we will explore the theory, practice and possibilities of the ideas with emphasis on both the developing world and western economies. The course uses lecture, discussion, case study and community investigation to explore the content. No audits.

Instructor(s): E. Rice.

**EN.660.105. Introduction to Business.**
This course is designed as an introduction to the terms, concepts, and values of business and management. The course comprises three broad categories: the economic, financial, and corporate context of business activities; the organization and management of business enterprises; and, the marketing and production of goods and services. Topic specific readings, short case studies and financial exercises all focus on the bases for managerial decisions as well as the long and short-term implications of those decisions in a global environment. No audits.

Instructor(s): I. Izenberg; L. Aronhime
Area: Social and Behavioral Sciences.

**EN.660.140. Financial Modeling Using Excel.**
The course will teach basic to advanced level financial modeling techniques within the Excel environment. Students will be exposed to several real-world examples and asked to create models to solve these problems. Some Excel topics include Formulas, Formatting, Charting, Filters, Toolpaks, VLOOKUP, Data Importing, Pivot Tables, IF statements, Macros, VBA.

Instructor(s): M. Kitt.

**EN.660.141. Personal Finance.**
The course in Personal Finance is designed to familiarize the student with the basic concepts and quantitative techniques of personal financial planning and investments. The course begins with a discussion of personal financial statements and the time value of money and moves on to the basic principles of financial planning in the areas of taxation, financial institutions and liquidity management, consumer credit, residential real estate, insurance, investments and retirement planning.

Instructor(s): L. Kendrick; M. Zaft.
EN.660.150. Media and P.R. in the Big Apple.
Gain insight into trends and career opportunities in public relations, advertising and media through one week of in-class learning (Jan. 5-9 half days) followed by a three-day trip to New York (Jan. 13-15) to network with and learn from executives from leading P.R., advertising and media firms.
Instructor(s): L. Kendrick.

Through case studies and an applied group project (developing and presenting a marketing plan for a new product launch), students will gain an understanding (from the Lecturer who is a former Procter & Gamble marketer) of the fundamentals of brand marketing. Learn how to make marketing strategy choices, how to evaluate advertising, and how to hone and perform oral and written communication skills.

EN.660.154. The Art of the Pitch.
Donald Trump, Sergey Brin, and Steve Jobs know how to do it and so will you. "The Art of the Pitch" explores the principles of persuasive dialogue. Getting a job, raising money or selling a product: the basics of a successful pitch are the same. Guest speakers will share their best and worst pitches and what motivates them to act. Together students will craft two pitches, one for themselves and one real-time, real-world example for an outside business.
Instructor(s): J. Pennington.

EN.660.156. Social Media Strategy and Measurement.
Go beyond the textbook and develop a "real-world" social media strategy. Learn how to develop social media goals, align strategies, evaluate social media tactics and measure your results. This step-by-step method can be used for any organization or company and gives you a competitive advantage when looking for your first job. Taught by Nichole Kelly, blogger for Social Media Examiner (ranked #4 in AdAge's top marketing blogs) and CEO of Full Frontal ROI Consulting.
Instructor(s): L. Kelly; L. Kendrick.

Taught by a professional in the field, this course will provide an introduction to negotiation principles and explore various sports negotiations, including, but not limited to, player contracts, trades, and sponsorships. The course will be interactive and include several simulations.
Instructor(s): A. Lares.

EN.660.160. Location, Location, Location.
Taught by a professional in the field and a Hopkins graduate, this course explores the basic principles of real estate development and finance. A special feature for this year encourages student participation in the analysis and project selections of an internationally focused real estate impact investment fund in the global South.
Instructor(s): J. Gorelick.

This course is for freshmen ONLY and will meet on January 24th if snow caused the class not to meet during the week. Like many other cities on the Atlantic coast, the city of Baltimore was settled in the mid-17th century by English colonists because of its prime location on an easily-navigable river. Over the past 300 years, the city has continually evolved along with the rest of the Boston-Washington megalopolis. This course, taught by a Hopkins alumnus with extensive experience in the field of real estate finance and development, will focus on the growth of the City of Baltimore as a case study in urban development. Starting with an interactive exercise exploring the roles of the stakeholders in the development process and meeting with practitioners involved in the area immediately surrounding the Homewood campus, the course will subsequently review the role of government in encouraging/discouraging certain types of development. The third thematic area focuses on the role of the private sector in shaping a city's development, with a look at the primary forces behind the urban renewal of the Inner Harbor, before wrapping up with an exploration of the concept of affordable housing (as it pertains to students) and an examination of the Homewood Master Plan and how it will impact student life, particularly for freshman, over the next four years.
Instructor(s): J. Gorelick.

The course in Financial Accounting is designed for anyone who could be called upon to analyze and/or communicate financial results and/or make effective financial decisions in a for-profit business setting. No prior accounting knowledge or skill is required for successful completion of this course. Because accounting is described as the language of business, this course emphasizes the vocabulary, methods, and processes by which all business transactions are communicated. The accounting cycle, basic business transactions, internal controls, and preparation and understanding of financial statements including balance sheets, statements of income and cash flows are covered. No audits.
Instructor(s): A. Leps; L. Aronhime; S. Furlong.

Learn the principles, values and skills necessary to lead and succeed in organizations that make a positive difference in today's world. The course is designed to help students identify and provide opportunities to enhance their leadership skills. A "Blueprint for Success" will provide the framework for students to cultivate their own ideas for new socially conscious entrepreneurial ventures. The "Blueprint for Success" will culminate with a social entrepreneurial business plan competition where up to $5000 grants may be awarded to plans for start up costs associated with new initiatives designed to enhance the JHU and Baltimore City communities. Students can enroll in the course with predetermined social change initiatives in mind or develop new initiatives in the classroom setting.
Instructor(s): W. Smedick
Area: Humanities, Social and Behavioral Sciences.
This course explores the role of marketing in society and within the organization. It examines the process of developing, pricing, promoting and distributing products to consumer and business markets and shows how marketing managers use the elements of the marketing mix to gain a competitive advantage. Through interactive, application-oriented exercises, case videotapes, a guest speaker (local marketer), and a group project, students will have ample opportunity to observe key marketing concepts in action. The group project requires each team to research the marketing plan for an existing product of its choice. Teams will analyze what is currently being done by the organization, choose one of the strategic growth alternatives studied, and recommend why this alternative should be adopted. The recommendations will include how the current marketing plan will need to be modified in order to implement this strategy and will be presented to the instructor in written form and presented to the class. No audits.
Instructor(s): D. Sullivan; L. Kendrick; M. Furst; Staff.

EN.660.300. Managerial Finance.
This course is designed to familiarize the student with the basic concepts and techniques of financial management practice. The course begins with a review of accounting, securities markets, and the finance function. The course then moves to discussion of financial planning, financial statement analysis, time value of money, interest rates and bond valuation, stock valuation, and concludes with capital budgeting and project analysis. A combination of classroom discussions, problem sets, and case studies will be used. No audits.
Prerequisites: EN.660.203
Instructor(s): M. Priolo.

EN.660.303. Managerial Accounting.
This course introduces management accounting concepts and objectives including planning, control, and the analysis of sales, expenses, and profits. Major topics include cost behavior, cost allocation, product costing (including activity based costing), standard costing and variance analysis, relevant costs, operational and capital budgeting, and performance measurement. Note: not open to students who have taken EN.660.204 Managerial Accounting. No audits.
Prerequisites: EN.660.203
Instructor(s): A. Leps.

This course is designed to increase a student’s ability to read and interpret financial statements and related information under both GAAP and IFRS (International Financial Reporting Standards). In addition to a review of the basic financial statements and accounting principles, the course will use industry and ratio analysis in addition to benchmarking and modeling techniques to encourage students to think in a more creative way when analyzing historic information or when forecasting financial statements. Students will access firm profitability and risk, value assets and use spreadsheet models for financial forecasting and decision making. No audits.
Prerequisites: EN.660.203 Financial Accounting
Instructor(s): A. Leps.

EN.660.306. Law and the Internet.
Sometimes called “Cyber law,” this course uses the case study method to examine some of the most significant and compelling legal aspects, issues, and concerns involved with operating a business enterprise in an Internet environment. Some of the issues likely to be covered include jurisdiction, resolution of online disputes, trademarks, copyright, licenses, privacy, defamation, obscenity, the application of traditional concepts of tort liability to an Internet context, computer crime, information security, taxation, international considerations, and an analysis of other recent litigation and/or statutes. No audits.
Prerequisites: Prerequisite: EN.660.205
Area: Social and Behavioral Sciences.

EN.660.307. Business Law II.
Building on the material from Business Law I, topics examined include entrepreneurship, business entities and business formation, principles of agency, real property, personal property, bailments, bankruptcy, secured transactions, employment discrimination, business financing, investor protection, antitrust and environmental law. Not open to students who have taken EN.660.206 Business Law II. No audits.
Prerequisites: EN.660.205 Business Law I; Not open to students who’ve taken EN.660.206 Business Law II
Area: Social and Behavioral Sciences.

EN.660.308. Business Law I.
This course is designed to provide students an introduction to legal reasoning and analysis. Content distinguishes forms of business, civil versus criminal law, and agency principles; intellectual property concepts, contract Law, the UCC (Uniform Commercial Code) and consumer protection are explored and discussed in the context of assigned legal cases which are intended to develop a student’s ability to analyze and apply law. Note: not open to students who have taken 660.205 Business Law I. No audits.
Prerequisites: EN.660.105
Instructor(s): C. Jeffers; D. Fisher; L. Monti; W. Rakes
Area: Social and Behavioral Sciences.

This course is designed as a workshop using case studies to introduce students to the ethical concepts that are relevant to resolve moral issues in contemporary business and social settings—both global and personal in nature. Students will learn the reasoning and analytical skills needed to apply ethical concepts to their own decision-making, to identify moral issues involved in the management of specific problem areas in business and society, and to understand the social and natural environments which give rise to moral issues. The course focus is on performance articulated by clear reasoning and effective verbal and written communication concerning ethical issues in business and society. Not open to students who have taken EN.660.231 Case Studies in Business Ethics. No audits.
Prerequisites: EN.660.105
Instructor(s): D. Sandhaus
Area: Humanities.
EN.660.311. Law and the Internet.
Sometimes called “Cyber law,” this course uses the case study method to examine some of the most significant and compelling legal aspects, issues, and concerns involved with operating a business enterprise in an Internet environment. Some of the issues likely to be covered include jurisdiction, resolution of online disputes, trademarks, copyright, licenses, privacy, defamation, obscenity, the application of traditional concepts of tort liability to an Internet context, computer crime, information security, taxation, international considerations, and an analysis of other recent litigation and/or statutes. Note: not open to students who have taken EN.660.306 Law and the Internet. No audits. 
Prerequisites: EN.660.205] OR EN.660.308
Instructor(s): M. Franceschini
Area: Social and Behavioral Sciences.

This course focuses on preparing students to engage in and lead social enterprises as we explore the options for creating social value. Using a combination of lecture, case study and project work, we investigate both for-profit and non-profit models for creating social value with special emphasis on the non-profit community. Particular emphasis is placed on the management challenges of social enterprises such as creating and conveying their message, options for dealing with finances, relationships within communities, and methods for building constituencies. Additionally, we address critical issues such as measures of success, scale, replication and failure. The class requires contact with organizations in the community as well as one long weekend away from campus. Recommended Course Background: EN.660.105 or EN.660.333 or EN.660.220/EN.660.340. No audits.

EN.660.331. Leading in Teams.
This course will allow students to develop the analytical skills needed to effectively lead and work in teams. Students will learn tools and techniques for problem solving, decision-making, conflict resolution, task management, communications, and goal alignment in team settings. They will also learn how to measure team dynamics and performance, and assess methods for building and sustaining high-performance teams. Students will also explore their own leadership, personality and cognitive styles and learn how these may affect their performance in a team. The course will focus on team-based experiential projects and exercises as well as provide opportunities to individually reflect and write about the concepts explored and skills gained throughout the course. No Audits. Recommended Course Background: EN.660.332 or EN.660.333.
Instructor(s): W. Smedick

EN.660.332. Leadership Theory.
Students will be introduced to the history of Leadership Theory from the “Great Man” theory of born leaders to Transformational Leadership theory of non-positional learned leadership. Transformational Leadership theory postulates that leadership can be learned and enhanced. The course will explore the knowledge base and skills necessary to be an effective leader in a variety of settings. Students will assess their personal leadership qualities and develop a plan to enhance their leadership potential. Recommended Course Background: EN.660.105 or EN.660.220/EN.660.340. No audits.
Instructor(s): W. Smedick
Area: Social and Behavioral Sciences.

EN.660.333. Leading Change.
In this course, we will use a combination of presentation, discussion, experiential learning, research and self-reflection to investigate issues surrounding leadership and change in communities and the economy. While considering both for-profit and non-profit entities, we will pursue topics including understanding and using theories of change; finding competitive advantage and creating strategic plans; making decisions, even in uncertain times; valuing differences; employing leadership styles; giving and receiving feedback; understanding employee relations; creating performance measures; and developing organizational cultures; and using the dynamics of influence. Not open to students who have taken EN.660.235. No audits. Recommended Course Background: EN.660.105
Instructor(s): W. Smedick.

EN.660.335. Negotiation and Conflict Resolution.
The focus of this class is the nature and practice of conflict resolution and negotiation within and between individuals and organizations. The primary format for learning in this class is structured experimental exercises designed to expose students to different aspects of negotiation and to build tangible skills through interpersonal exchange. While some class time is devoted to presentations on theories and approaches, the class method primarily relies on feedback from fellow classmates on their observations of negotiation situations and on personal reflections by students after each structured experience. Topics include conflict style, negotiation, and group conflict. No audits. Recommended Course Background: EN.660.105, an additional course in the Entrepreneurship and Management Program or in the social sciences.
Instructor(s): E. Rice.

So many big and seemingly intractable problems inhibit progress and diminish quality of life especially in and around urban communities. Surely there are ways to begin to tackle some of these problems, if we approach them from a multi-disciplinary perspective. This course provides that opportunity as students, who work primarily in teams, apply theory and ingenuity to investigate problems, propose solutions or invent devices that address some of these problems. Class time is spent in lecture, discussion, and applied community projects to master content. Time will be spent participating on teams and working in community organizations in addition to class.
Area: Social and Behavioral Sciences.

This course introduces the student to the management process. The course takes an integrated approach to management by examining the role of the manager from a traditional and contemporary perspective while applying decision-making and critical-thinking skills to the challenges facing managers in today’s globally diverse environment. The course examines the techniques for controlling, planning, organizing resources and leading the workforce. Not open to students who have taken EN.660.220 Principles of Management. No audits. 
Prerequisites: EN.660.105
Instructor(s): I. Izenberg.
This course focuses on both quantitative and qualitative analytical skills and models essential to operations process design, management, and improvement in both service and manufacturing oriented companies. The objective of the course is to prepare the student to play a significant role in the management of a world-class company which serves satisfied customers through empowered employees, leading to increased revenues and decreased costs. The material combines managerial issues with both technical and quantitative aspects. Practical applications to business organizations are emphasized. Recommended Course Background: EN.660.105 Introduction to Business or EN.660.241 IT Management. No audits
Instructor(s): J. Reiter.
EN.660.351. Product and Brand Management.
Consumers love those little bits of crunchy orange goodness called Cheetos®. But when Frito-Lay decided that consumers might also like Cheetos®-flavored lip balm, they reacted with a hailstorm of derision. This may be proof that our free market economy is just a rudderless, if hilarious, contraption. More likely, Cheetos® Lip Balm was an example of the challenges marketers face in product and brand management. This course is a conceptual and practical exploration of how marketers deliver products and build brands that translate into competitive advantage for their companies. Among the critical concepts typically addressed in the course are developing and positioning a brand, assembling the marketing mix media into a whole, establishing price, creating packaging, and tracking the customer experience. The course uses readings, lecture, exercises, cases and examples to explore these concepts. No audits.
Prerequisites: EN.660.250
Instructor(s): D. Crane.
New product development is the ultimate interdisciplinary entrepreneurial art, combining marketing, technical, and managerial skills. A successful product lies at the intersection of the user’s need, a technical solution, and compelling execution. This class will bootstrap your experience in the art through exercises and team projects. We will examine products and services, consumer and industrial, simple and technologically complex. Case studies will feature primary sources and the instructor’s personal experiences as an inventor for a major consumer products company. Topics will span the product development cycle: identifying user needs, cool-hunting, brainstorming, industrial design, prototyping techniques, market research to validate new ideas, and project management -- especially for managing virtual teams and foreign manufacturers. No audits.
Prerequisites: EN.660.250
Instructor(s): M. Agronin.
EN.660.354. Consumer Behavior.
This course will explore how and why consumers make choices in the marketplace—the “buy-ology” of their behavior. We will learn the psychological, social, anthropological, and economic underpinnings of consumer behavior as well as the brain chemistry that affects choices in the marketplace. Students will learn how consumer behavior can and is influenced and the sometimes-unintended consequences of marketing campaigns designed to produce a particular behavior. Students will analyze how consumers solve problems, assess tradeoffs and make choices; how they integrate and react to retail surroundings, smells, product displays, brand, pricing strategies, social pressures, market structures and a myriad of other influences and motivations to buy. Students will also explore how marketers incorporate what is known about consumer behavior into advertising and promotional campaigns, market segmentation and positioning, pricing strategies and new product introductions. Student experiential projects will include ethnographic observations and analyses of real-world consumer behavior. No audits.
Instructor(s): R. Graham.
This course will allow students to apply marketing principles and concepts to the sports marketing environment while gaining an understanding of how event sponsorships, endorsements, licensing and naming rights are used to achieve business objectives. Through case studies and a group project, students will be exposed to a broad range of sports entities including professional sports teams, governing organizations and sports media.
Prerequisites: EN.660.250 Principles of Marketing
Instructor(s): L. Kendrick.
Uncover the process of creative thinking for innovation and conceiving “big ideas” in marketing. Students will be exposed to creative theory and practice as they select a consumer product and determine strategic market positioning, target demographics, media vehicles and creative guidelines. Then students will learn the craft of advertising copywriting for print, broadcast and digital media as they develop finished creative executions for the chosen organization that all build to a complete integrated marketing campaign. No audits.
Instructor(s): Staff.
EN.660.358. International Marketing.
This course covers product, pricing, promotion, distribution, market research, organization and implementation and control policies relating to international marketing. It also explores the economic, cultural, political and legal aspects of international marketing. Through interactive and application-oriented assignments and cases, students will gain hands-on experience in analyzing and developing marketing strategies for organizations that market both consumer and business products/services internationally. A group project will involve the development of an international marketing plan for a specific product. One or more local international marketers will be invited to speak to the class. No audits.
Prerequisites: EN.660.250
Instructor(s): L. Kendrick.
EN.660.361. Engineering Business and Management.
An introduction to the business and management aspects of the engineering profession, project management, prioritization of resource allocation, intellectual property protection, management of technical projects, and product/production management. Preference will be given to Mechanical Engineering students. No audits. Recommended Course Background: EN.660.105
Instructor(s): I. Izenberg; M. Agronin
Area: Engineering, Natural Sciences.

EN.660.363. Leadership & Management in Materials Science and Engineering.
In this course, you will learn about leadership, social responsibility, strategy, finance, project management and people management specifically in the materials science and engineering fields. You will practice writing concise persuasive analyses and action plans and verbally defending your ideas. You will learn the ethical guidelines for the materials science profession, to resolve team conflicts and co-lead self-managed work teams, and determine how materials science supports society’s sustainability goals and the social responsibilities of materials scientists. Our class time will feel like a business meeting, and we will refer to class periods as meetings. When you complete this course, you will be prepared to be a working professional. Your Teaching Team looks forward to seeing you develop into a career engineer, scientist, manager, entrepreneur, professor or other professional over the years.
Instructor(s): I. Izenberg
Area: Engineering, Natural Sciences.

EN.660.401. Advanced Corporate Finance.
The advanced course in corporate finance is designed to provide the upper level business student with a background in the more complex applications of financial management practice. Students will be exposed to advanced financial management concepts through a pedagogy combining classroom instruction, problem solution, business case analysis and work on a group project with coverage of the topics of capital markets, risk and portfolio theory, cost of capital, raising capital, capital structure, corporate dividend policy, real property valuation, merger and acquisition analysis, working capital management, commercial leasing strategies, international finance and derivatives analysis. No audits.
Prerequisites: EN.660.302 Corporate Finance OR EN.660.300 Managerial Finance OR 180.366 Corporate Finance.

EN.660.404. Business Law II.
Building on the material from Business Law I, topics examined include entrepreneurship, business entities and business formation, principles of agency, real property, personal property, bailments, bankruptcy, secured transactions, employment discrimination, business financing, investor protection, antitrust and environmental law. No audits.
Prerequisites: EN.660.205 OR EN.660.308
Instructor(s): D. Fisher
Area: Social and Behavioral Sciences.

This course explores the acquisition, protection and commercialization of intellectual property, such as patents, trademarks, copyrights and trade secrets, and its impact on businesses and organizations. The course addresses critical issues such as the various types of intellectual property, the protection and commercialization of intellectual property by business and legal means, and the valuation of intellectual property. In addition, the tension between exclusive rights in intellectual property and free competition will be discussed throughout this course. Through interactive class discussions and a group project, students will have ample opportunity to develop a better understanding pertaining to the different types of intellectual property and to develop an intellectual property strategic plan for protecting an intellectual property portfolio. Specifically, the group project requires each team to research a selected Maryland based company’s intellectual property, its plan for protection and commercialization and its business goals, products and services. Each team will then analyze how well the company’s current business goals relate to its intellectual property portfolio, and recommend changes to better meet these company’s goals. Not open to students who have taken EN.660.305 Intellectual Property Law. No audits.
Prerequisites: EN.660.205 Business Law I
Area: Social and Behavioral Sciences.

This course is designed to give students in CS the requisite skills to generate and screen ideas for new venture creation and then prepare a business plan for an innovative technology of their own design. These skills include the ability to incorporate into a formal business case all necessary requirements, including needs identification and validation; business and financial models; and, market strategies and plans. Student teams will present the business plan to an outside panel made up of practitioners, industry representatives, and venture capitalists. In addition, this course functions as the first half of a two course sequence, the second of which will be directed by CS faculty and focus on the actual construction/programming of the business idea. Restricted to Juniors and Seniors majoring in Computer Science or by permission of instructor.
Prerequisites: Co-requisite: EN.660.321 OR EN.660.421;EN.660.226 AND EN.660.120
Instructor(s): L. Aronhime.

This course is designed to increase a student’s ability to read and interpret financial statements and related information under both GAAP and IFRS (International Financial Reporting Standards). In addition to a review of the basic financial statements and accounting principles, the course will use industry and ratio analysis in addition to benchmarking and modeling techniques to encourage students to think in a more creative way when analyzing historic information or when forecasting financial statements. Students will assess firm profitability and risk, value assets and use spreadsheet models for financial forecasting and decision making. Not open to students who have taken EN.660.304 Financial Statement Analysis. No audits.
Prerequisites: EN.660.203
Instructor(s): A. Leps.
This writing intensive course helps students develop skills in formulating, implementing, and controlling a strategic marketing program for a given product-market entry. Using a structured approach to case analysis, students will learn how to make the kinds of strategic marketing decisions that will have a long-term impact on the organization and support these decisions with quantitative analyses. Through textbook readings, students will learn how to identify appropriate marketing strategies for new, growth, mature, and declining markets and apply these strategies as they analyze a series of marketing cases. The supplementary readings, from a broad spectrum of periodicals, are more applied and will allow students to see how firms are addressing contemporary marketing challenges. In addition to analyzing cases individually, each student will be part of a team that studies a case during the latter half of the semester, developing marketing strategy recommendations, including financial projections, and presenting them to the class. No audits. Instructor(s): L. Kendrick.

This course builds on the promotional mix concepts covered in Principles of Marketing (EN.660.250)—advertising, public relations, sales promotion and personal selling. Students will learn how marketers are changing the ways they communicate with consumers and the ways in which promotional budgets are allocated—and how this impacts the development of marketing strategies and tactics. Working with a client (provided by EdVenture Partners) that has chosen this JHU class as its “advertising agency” and an actual budget provided by the firm, the class will form small teams to mirror the functional organization of an actual ad agency (market research, media strategy/planning, copywriting/design, public relations, etc.). Student teams will then develop a promotional plan and corresponding budget to reach the desired target market (JHU undergrads who meet the client’s criteria), implement the plan and then evaluate its effectiveness through pre- and post campaign market research conducted on the target consumer. Note: Not open to students who have taken EN.660.450 as Advertising and Promotion. No audits. (Formerly Advertising and Promotion.) Prerequisites: EN.660.250 Instructor(s): L. Kendrick.

EN.660.453. Social Media and Marketing.
This course explores strategies for monitoring and engaging consumers in digital media. Students will gain practical knowledge about developing, implementing and measuring social media marketing campaigns. They will learn how to analyze what consumers are saying and connect with them by leveraging word of mouth, viral and buzz marketing through sites like Facebook, Twitter and YouTube. A series of assignments build upon each other toward a final social media marketing plan for a selected consumer product or service. No Audits. Instructor(s): M. DeVries; Staff.

EN.660.456. Marketing Communication Law & Ethics.
This course focuses on the legal and ethical constraints of advertising and promotion marketing practice. Federal laws, media standards and professional ethics establish what can or cannot be said or done in marketing. Beyond that corporate and personal social responsibility must also be considered. Topics such as deception, copyright, publicity, comparative advertising and social media standards will be covered. Students will apply concepts to current practical examples and delve more deeply into subjects through a series of writing assignments. Co-listed with EN.661.456. No audits. Recommended Course Background: one writing course in any discipline (professional communication, expository writing, or writing seminars). Instructor(s): K. Quesenberry.

EN.660.460. Entrepreneurship.
This course provides students with a solid introduction to the entrepreneurial process of creating new businesses. Students will gain an appreciation for the investors’ perspective in assessing opportunities, evaluating strategies, and valuing the new enterprise. The course will cover the principal components of building a successful venture including management, market analysis, intellectual property protection, legal and regulatory issues, operations, entrepreneurial financing, and the role of the capital markets. Course work will include case studies and creation of investor marketing materials. Open to Juniors and Seniors. No Audits. Recommended Course Background: EN.660.203 Prerequisites: EN.660.105 OR EN.660.250 Instructor(s): E. Rice.

EN.660.461. Engineering Business and Management.
An introduction to the business and management aspects of the engineering profession, project management, prioritization of resource allocation, intellectual property protection, management of technical projects, and product/production management. Preference will be given to Mechanical Engineering students. No audits. Recommended Course Background: EN.660.105 Area: Engineering.

EN.660.500. Business Internship.
Students may qualify for an internship with one of the many local employers with whom CLE works or they may arrange a non-local internship on their own. For non-paid internships only, students may apply for sponsorship for academic credit through CLE. Applications must include a resume, transcript and written essay and will be evaluated on the basis of work experience, GPA, writing sample, and course work. Students are expected to complete two reports assigned by the internship coordinator. S/U only. Instructor(s): L. Kendrick.

Students work on an existing business or marketing plan/case project under the close supervision of an Entrepreneurship and Management faculty member. Students must apply by submitting a cover letter, resume, unofficial transcript, and essay describing the business concept/marketing plan. Applications must be approved by both the faculty member and director of CLE. Students are expected to meet regularly with the faculty member and complete assigned readings and projects. Permission required. S/U only. Instructor(s): L. Aronhime; P. Sheff.

EN.660.594. Business Internship-Summer.
Instructor(s): L. Kendrick.
The course will teach basic to advanced level financial modeling techniques within the Excel environment. Students will be exposed to several real-world examples and asked to create models to solve these problems. Some Excel topics include Formulas, Formatting, Charting, Filters, Toolpaks, VLOOKUP, Data Importing, Pivot Tables, IF statements, Macros, VBA.
Instructor(s): M. Kitt.

Cross Listed Courses

Center for Leadership Education
EN.660.100. Hopkins Leadership Challenge Seminar.
The Hopkins Leadership Challenge is a one credit pass/fail seminar and is designed specifically for first year undergraduates at JHU who are interested in developing their leadership skills and applying those skills to Hopkins life. The seminar includes both a classroom component and an experiential component. The classroom content includes leadership topics, discussions with university leaders and serves as an introduction to the history, services and involvement opportunities at Hopkins. The experiential component includes programs such as JHU history, faculty student interaction, visits to other JHU campuses and more! Interested students should register early, as there is limited space available in each section of the seminar. Freshmen only. S/U only.
Instructor(s): J. Beauchamp; T. Sanchez
Area: Social and Behavioral Sciences.

EN.660.370. Multinational Firms in the International Economy.
This course on international business focuses on relationships between multinational firms and national governments throughout the world. We will read historical and contemporary authors’ conceptualizations of these relationships in the US and around the world. Students will apply concepts from the readings to real-world situations. The course is capped at 25 to allow discussion. No audits.
Prerequisites: EN.660.105
Instructor(s): D. Heisenberg.

EN.660.665. Technology Entrepreneurship.
The goal of the course is to provide a strategic framework (technological, market, regulatory, and financial) for determining the commercial value of new technologies and the best path for realizing that value. Through lectures, exercises, and case studies, students will develop and advance their own innovations and inventions, culminating in a business plan. No audits.
Area: Engineering, Natural Sciences.

Professional Communication
EN.661.453. Social Media and Marketing.
This course explores strategies for monitoring and engaging consumers in digital media. Students will gain practical knowledge about developing, implementing and measuring social media marketing campaigns. They will learn how to analyze what consumers are saying and connect with them by leveraging word of mouth, viral and buzz marketing through sites like Facebook, Twitter and YouTube. A series of assignments build upon each other toward a final social media marketing plan for a selected consumer product or service. Co-listed with EN.660.453. No audits.
Prerequisites: EN.660.250 Principles of Marketing.