Center for Leadership Education

The Center for Leadership Education (CLE) at Johns Hopkins is comprised of several academic programs as well as experiential activities, programs, and events. The academic programs, the W. P. Carey Program in Entrepreneurship and Management, the Professional Communications Program and the Master of Science in Engineering Management (MSEM) program offer challenging business-related courses with practical applications. The Center for Leadership Education offers the Entrepreneurship & Management Minor and the Marketing & Communications Minor for undergraduates. In addition we offer the Professional Development Program which is geared towards Johns Hopkins students and post-docs who are already in graduate programs but would like further knowledge and instruction in business management and entrepreneurial topics, as well as topics related to classroom teaching and lab set-up.

The W. P. Carey Program was established in 1996 as an opportunity for undergraduate students to learn management and leadership skills. Students may complete a minor in Entrepreneurship and Management, or they may choose instead to take a few courses of interest. The E & M minor is the largest and most popular minor at Hopkins, as students from both Engineering and Arts and Sciences greatly benefit from practical and interesting business courses. (See our website for more information at web.jhu.edu/leadership.)

In addition to the academic programs, the Center for Leadership Education sponsors experiential programs designed to give students real-world business and leadership experience. These learning experiences help students make career choices or select among fields for graduate and professional studies.

CLE Experiential Programs Include

Competitions and Other Educational Opportunities:

- **The Annual JHU Business Plan Competition**: Students compete for cash prizes for best business plans in several different categories. The competition is open to students from all divisions of the university. The Medical Technology Category has separate tracks for Undergraduate and Graduate Students and accepts national and international competitors that meet the eligibility requirements. http://bpc.jhu.edu

- **The Oral Presentation Contest**: In an effort to provide a venue for JHU students to demonstrate their creativity, problem-solving ability and persuasive oratory skills, the CLE holds an annual Oral Presentation Contest where competitors are provided a specific topic to address for the contest.

- **Elevator Pitch Competition**: Students have the opportunity to compete for cash prize for the best elevator pitch. The competition is open to undergraduates from the Homewood Campus. Students will submit their 90 second video pitch. The selected finalists will then present before a judging panel.

- **Internships**: Students can apply for sponsorship for academic credit of unpaid business-related internships during the spring, summer or fall semester.

- **Intersession Courses**: including P.R. and Media in the Big Apple, featuring a two-day visit to P.R. firms in NYC.

- **CLE Speaker Series**: Prominent and successful business professionals and entrepreneurs speak on campus.

Professional Associations:

- **Alpha Kappa Psi**: Students run a chapter of this national co-ed business fraternity. http://akpsi.johnshopkins.edu

- **American Advertising Federation JHU Chapter**: Students run a chapter of this national advertising organization. https://www.facebook.com/AAFJHU

- **American Marketing Association Student Chapter**: Students run a chapter of this national marketing organization. http://jhu.edu/ama/

- **Golden Key International Honour Society**: An international, interdisciplinary honor society which recognizes the top 15% of sophomores, juniors and seniors at JHU. http://jhu.goldenkey.org

Social Entrepreneurship:

- **Save the Future**: STF leverages the brainpower of business-savvy, socially-minded college undergraduates from Hopkins to teach personal money management skills to high school students.

- **Building Bright Ideas**: This intensive 10-week entrepreneurship course designed for Baltimore City high school students is taught by hand-selected and trained JHU students.

- **Hopkins AND1**: A student run program that partners Hopkins student athletes with students from area Baltimore City High Schools to help prospective athletes in Baltimore meet their NCAAA academic eligibility requirements. The group provides SAT prep and academic tutoring.

- **Social Investment Outreach**: SIO provides people of underprivileged communities and developing countries with a means of helping themselves escape poverty through microcredit and sustainable community development. http://sio.johnshopkins.edu

- **Students Consulting for Non-Profit Organizations**: A national organization of undergraduate students committed to developing communities through pro bono consulting engagements with non-profit organizations. http://web1.johnshopkins.edu/scno

Other Experiential Opportunities

- **Business in China Association**: BCA was created with a mission to bridging the east and west and improving our community’s understanding of business in China. https://www.facebook.com/jhubca

- **Hopkins Student Enterprises**: Students have the ability start and manage businesses that provide services to the campus and surrounding communities. HSE currently has 8 successful student run business serving the Homewood Campus. http://hse.jhu.edu

- **JHUTAMID**: JHUTAMID provides undergraduate students with an education on the Israeli and American economies. Members of JHUTAMID will have the unique opportunity to consult for major Israeli tech firms and help run an investment fund that specializes in the Tel Aviv Stock Exchange. http://jhintamid.johnshopkins.edu

- **Marshal Salant Student Investment Team**: The team was hand-selected and trained JHU students.

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- **Marshal Salant Student Investment Team**: The team was founded with a generous $100K donation by alumnus Marshal L. Salant. The team portfolio is currently valued at over $250K. Profits from the portfolio are used to fund student scholarships. http://www.jhu.edu/salant
Center for Leadership Education

For current faculty and contact information go to http://eng.jhu.edu/wse/cle/page/our_people

Faculty
Director
Timothy Weihs
Director of CLE, Professor of Materials Science & Engineering

Program Directors
Lawrence Aronhime
Senior Lecturer & Director of Entrepreneurship & Management Program: 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 communications, oral presentations

Illysa Izenburg
Lecturer: engineering management

Leslie Kendrick
Senior Lecturer: marketing strategy, integrated marketing communications, sports marketing, international marketing.

Annette Leps
Senior Lecturer: accounting, finance, management.

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

William Smedick
Senior Lecturer: leadership

Part Time Faculty
Michael Agronin
Lecturer: product development.

Jennifer Bernstein
Lecturer: professional communication.

Laura Davis
Lecturer: professional communication for ESL.

Kevin Dungey
Senior Lecturer: oral presentations.

David Fisher
Lecturer: business law.

Mark Franceschini
Senior Lecturer: business ethics, Internet law.

Sean Furlong
Lecturer: financial accounting.

Dorothee Heisenberg
Senior Lecturer: multinational firms in the international economy

Jason Heiserman
Lecturer: oral presentations.

Nicole Jerr
Lecturer: professional communication.

Andrew Kulanko
Senior Lecturer: oral presentations.

Denise Link-Farajali
Lecturer: professional communication for ESL.

Bryan Rakes
Lecturer: business law.

Joshua Reiter
Senior Lecturer: business process and quality management.

Douglas Sandhaus
Senior Lecturer: 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.660.100. 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.
Seminar is designed specifically for second year undergraduates at JHU and is limited to that population. An eight-week seminar and experiential program designed to provide the following learning outcomes for students enrolled: 1. Understand self-others and how to work effectively in communities. 2. Understand the importance of integrity, moral purpose, and positive change. 3. Understand how change occurs and why people resist or promote change. 4. Understand the importance of enhancing and applying individual team strengths, developing greater levels of well being for you and in others, and thriving together as individuals and organizations. 5. Form positive connections and relationships with upper class students and alumni in areas of career interests. Sophomores only. S/U only. Instructor(s): Staff; W. Smedick.

In a rapidly globalizing world, business leaders find increasing numbers of development opportunities in emerging markets. This new class explores opportunities for the private sector particularly when coupled with development aid and assistance from the public sector. Each session will focus on building out a toolkit of mechanisms and strategies to unlock private finance for development goals, and reviews both large-scale projects and microfinance/impact investing. Topics to be covered include bonds and capital markets; constraints in access to finance in developing countries; understanding the main players in development finance; project finance for development; innovations in development finance; and impact investing. Recommended Course Background: EN.660.105 Introduction to Business prior to this course. Instructor(s): Staff.

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.660.604. Business of Bioengineering Innovation & Design I.
This course comprises two distinct, but related, components. The first is a broad introduction to the terms, concepts, and values of business and management. Particular emphasis will be placed on the economic, financial, and corporate contexts of our business culture, and how they impact the organization, strategy, and decision-making of business firms. The second component is an introduction to the sociological and economic forces that shape the development and diffusion of new technologies. This part is primarily designed to provide a framework for determining the commercial viability of new medical devices and the best path for realizing their value, including how to develop a compelling value proposition, analyze markets and competitors, and protect intellectual property. Throughout, the course utilizes individual exercises, case analyses, and team projects. CBID MSE Students Only Instructor(s): L. Aronhime.

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EN.661.301. Writing for the Law.
This course teaches students to communicate effectively in various modes of legal discourse that are fundamental to the practice of law. Students will engage in writing nearly every session and will learn the basics of legal writing, editing (both the student’s and others’ work), and written/oral advocacy skills. Students can expect to work with litigation-related documents such as pleadings, preliminary and dispositive motions, and appellate briefs as well as non-litigation-related documents such as opinion articles, publications, essays, and various business-related contracts. Instructor(s): D. Sandhaus; M. Franceschini.

Students enrolled in this independent study will work as writers and editors for the student-run magazine. They will collaborate with the editorial team to produce content, develop magazine policies, and ensure that student work adheres to those policies. They may also create/direct artwork as needed. Instructor(s): C. O’Donnell.

EN.662.643. The Practice of Consulting.
MSEM students only. Instructor(s): L. Aronhime; P. Sheff; R. Graham.

EN.663.615. Building Effective Posters and Slides.
This course teaches techniques in visual communication geared to suit emerging scientists. Students will learn the fundamentals of visual design, including theories of form, color and visual perception. The course will cover principles of typography, grid systems and other methods of establishing visual hierarchy. There will also be a short unit on commercial photography. Students will put this knowledge to work in the classroom to produce slides, conference posters and data visualizations. GRADING: P/F for most students; letter grades for MSEM students. Instructor(s): C. O’Donnell.
Introduces participants to the fundamental aspects of law associated with developing and bringing new products to the marketplace. Arranged in modules and taught largely through the case method, the course features the following topics: creating and forming businesses and contracts. GRADING: P/F for most students; letter grades for MSEM students.
Instructor(s): G. Galvez.

Arranged in modules and taught largely through the case method, the course features the following topics: intellectual property; principal-agent relations; and product liability. Not only will participants learn the principles associated with each topic, but also they will master the questions and concerns to use when working with legal counsel on these issues in the future. GRADING: P/F for most students; letter grades for MSEM students.
Instructor(s): C. Jeffers.

EN.663.640. Writing Proposals that Win.
Graduate students only.
Instructor(s): E. Rice.

EN.663.643. Science Outreach: Communicating Science to the Public.
This course teaches graduate students to communicate effectively with a non-specialized audience including the “voting public” and high school students. Possible projects include an article for mainstream science news outlet and a hands-on presentation. Class emphasizes writing clearly for a non-technical audience, creating appropriate visuals and manipulatives, developing oral presentation skills, giving and receiving feedback, and simulating the real world environment in which most communication occurs. Graduate students only.

EN.663.645. Improving Presentation Skills for Scientists and Engineers.
This course is designed to help scientists and engineers improve their oral presentation skills in a practice-intensive environment. Students will learn how to hone their message, to craft presentations that address both technical and non-technical audiences, and create clear, compelling PowerPoint presentations. All presentations will be recorded for self-evaluation, and students will receive extensive instructor and peer feedback. Graduate students only. This is a 7-week course and is not open to undergraduates.
Instructor(s): R. Graham.

EN.663.646. Improving Presentation and Interview Skills for Humanities Students.
This course is designed to give Humanities students an opportunity to refine their lecturing and interviewing skills in a practice-intensive environment. Students will learn how to hone their message, to craft presentations that address both expert and non-expert audiences, and create clear, compelling PowerPoint presentations (if appropriate). All presentations will be recorded for self-evaluation, and students will receive extensive instructor and peer feedback. Graduate students only. This is a 7-week course that begins halfway through the semester and is not open to undergraduates. Second 7 Weeks, Wednesday 4 – 6:30 pm.

EN.663.647. Academic Writers' Workshop.
Do you struggle with writers' block? Do you have trouble setting writing goals and sticking to them once the hustle and bustle of the semester begins? This module is for academic writers of all stripes and persuasions—dissertation students, creative writers, post-docs, and new faculty—who would like to work with other academic writers on setting writing goals, strategizing how to overcome individual obstacles that are impeding the writing process, and getting feedback on work in a positive, supportive atmosphere of non-specialists/non-experts. The module emphasizes productivity rather than critique. Suggested readings: How to Write a Lot by Daniel Silvia, The Now Habit by Neil Fiore.
Instructor(s): J. Reiser.

EN.663.648. Introduction to Dissertation Writing.
This course is designed to help students in any discipline and in any phase of the dissertation process move their work forward. Whether you are a beginning student who has no idea what your topic is or an advanced student facing the submission process in a few months, you will be able to use this workshop to help you focus your efforts more effectively and find out best practices for doing dissertation writing here at JHU. Phd students only.
Instructor(s): H. Parker
Area: Engineering, Natural Sciences.

This workshop provides continuing dissertation writers with the structure of a traditional classroom environment to help facilitate work on the dissertation and to provide a framework of personal accountability in meeting personal writing goals. This course is only open to students who have taken EN.663.648 Introduction to Dissertation Writing. Graduate and Postdocs Only.
Prerequisites: Prereq: EN.663.648
Instructor(s): H. Parker
Area: Engineering, Natural Sciences.

EN.663.650. Finding a Job and Building Your Career.
Finding a job often is hard work – a task that takes time, energy and skills. Moreover, advancing in your career requires planning and attention to issues and opportunities at work. This module is designed to assist you in sharpening skills required for your efforts in these regards. Among topics of concern are building a resume, writing letters of application, interviewing effectively, engaging a mentor, managing initial personal finance issues and adjusting to current trends in the workplace. Expect to produce a polished resume, an effective letter of application and a set of practiced interviewing skills and a personalized career development plan through the time period of the class. Graduate students only. This is a 7-week course and is not open to undergraduates.
Instructor(s): H. Parker
Area: Engineering, Natural Sciences.

EN.663.651. The Entrepreneurial Cycle and Developing Effective Business Plans.
So you have an idea for a business – now what? How do you convert your idea to a plan? What factors must you consider and how should you do that? How do you think about customers and competition? How much money do you need and where can you find it? How do you pitch your idea for maximum impact? Answers to these questions and more are the topics of concern for this module. Expect to build at least several sections of a business plan for your idea with the time period of the class. Graduate students only.
Instructor(s): C. Jeffers; E. Rice.
EN.663.652. EQ vs. IQ: Achieving Emotional Intelligence and Understanding Diversity.
We live in increasingly diverse society and an increasingly connected world. Times require new skills and awareness; “smarts” as defined by IQ is no longer sufficient for success. Instead, an understanding of other cultures, a willingness to explore the positions of various stakeholders in situations, the capacity and willingness to exercise empathy, and the ability to identify and work with the feelings of self and others are keys to successful participation in the workforce. This Module addresses these skills in theoretical and practical ways so as to expand the awareness and capacities of participants.
Instructor(s): Staff.

EN.663.654. Commercializing Your Invention or Idea.
It is one thing to have an idea and quite another to move the idea from idea and basic research to use in the world of business or manufacturing. This course addresses the process and skills required to make that transition. Among the topics addressed in this class are the following: recognizing the potential of ideas, addressing the patent landscape, understanding markets, determining resource requirements, design and prototypes, and finding financing. Graduate and Post Doc Only.
Instructor(s): J. Reiter.

EN.663.655. Social Media Integration for Entrepreneurship.
Graduate students only.

EN.663.656. Developing and Managing Websites.
Explore how to develop and manage a website that supports an organization’s goals and objectives. This holistic approach to websites will include case studies, application-oriented exercises, and group assignments. Each student will develop a professional WordPress website, employing strategies for meeting organizational goals and revision. GRADING: P/F for most students; letter grades for MSEM students.
Instructor(s): R. Graham.

EN.663.660. Managing People and Resolving Conflicts.
Have you ever had to deal with a difficult person at work or in the lab? Have you been a member of a team on which team dysfunction was so bad that it makes television sitcoms look normal? Why are some companies much more productive and pleasant to work with than others? Do you understand techniques of persuasion and how to participate effectively in negotiations? These topics are among the ideas we develop and practice in this class, using a combination of seminar style reading and discussion, lecture and in-class activity. Graduate students only.
Prerequisites: Students cannot have taken EN.663.663.
Instructor(s): E. Rice.
Area: Engineering, Natural Sciences.

EN.663.661. Searching the Academic Marketplace.
The academic job search can be especially vexing, given the fewer graduates that actually enter that market as opposed to private industry. This course offers opportunities to generate search strategies and skills to help you find that academically based position. Among the topics you will explore are building your CV, interviewing, networking, and search listings.
Instructor(s): H. Parker.

EN.663.663. The People Side of Work: Management, Conflict Resolution and Negotiation.
Graduate and Post Doc Only.

EN.663.666. Managing Personal Finances.
The class in Managing Personal Finance is designed to familiarize the student with the basic concepts and quantitative techniques of personal financial planning and financial literacy. The course begins with a discussion of budgeting and the time value of money and moves on to the basic principles of financial planning in the areas of taxation, consumer credit, housing decisions, insurance, investing fundamentals and retirement planning. Graduate students only. No undergrads.
Instructor(s): A. Leps.

EN.663.670. Project Management.
Projects are temporary activities devised to achieve specific goals in a designated timeframe for a specified amount of resources. Often they involve disparate activities, frequently separated by distance and sometimes involving different staff and materials. For the project to successfully meet its objectives, all these items must be planned, coordinated and orchestrated. This module explores the processes and tools available to those who must manage projects to optimize outcomes within the primary constraints of time, quality, scope and budget. Class time involves presentations, examples and discussion.
Instructor(s): E. Rice.

EN.663.671. Leading Change.
Change happens, like it or not!! It is necessary for progress and the result of innovation, yet change makes individuals and organizations uncomfortable that most people and groups within organizations resist change. So the questions become how to cause, how to embrace and how to lead constructive change in ourselves, our organizations and our communities – in ways that colleagues and would-be colleagues support and contribute toward success. The primary format for learning in this course is seminar style with reading, researching and sharing of information as well as structured, experiential activities designed to build skills through practice and interpersonal exchange. Class time is devoted to discussion, observation, feedback, additional exercises and presentation. Additionally, participants engage in reflection and explanation of their considerations as the course progresses. GRADING: P/F for most students; letter grades for MSEM students. No undergraduates allowed except enrolled MSEM combined bachelor’s/master’s students.
Instructor(s): W. Smedick.

EN.663.673. Leading Teams in Virtual, International and Local Settings.
Graduate and Postdocs Only.
Instructor(s): W. Smedick
Area: Engineering, Natural Sciences.

EN.663.674. Fundamentals of Management.
Managers must juggle knowledge of and tasks associated with operations, finance, information technology, strategy, and projects. Much of managerial success, however, depends less on managers’ direct input – the sweat of their brows – than on their ability to enlist the active involvement of others: direct reports, other managers, other team members, and those above them on the organizational chart. It is imperative that managers be adept at influencing those over whom they have no formal authority as well as guiding and directing those who report to them. In this course, you will learn and practice the concepts and skills necessary to manage, direct, and guide others as well as content associated with building strategy and structure in organizations.
Instructor(s): I. Izenberg.
Cross Listed Courses
Entrepreneurship and Management

**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, Toolpak, VLOOKUP, Data Importing, Pivot Tables, IF statements, Macros, VBA.

Instructor(s): M. Kitt.

**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.

**EN.660.152. Branding -- Shaping the Way Consumers View Products.**
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 perfect 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.

**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.

**EN.660.203. Financial Accounting.**
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.

**EN.660.250. Principles of Marketing.**
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.
**Prerequisites:** Prerequisite: EN.660.205
Area: Social and Behavioral Sciences.
**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
Area: Social and Behavioral Sciences.

**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.

**EN.660.336. Community Engineering: Interdisciplinary Problem Solving-Community Based Learning.**

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.

**EN.660.340. Principles of Management.**

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.

**EN.660.341. Business Process and Quality Management.**

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): R. Graham.

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): M. Agronin.

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.600.321 OR EN.600.421;EN.600.226 AND EN.600.120
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.

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.

Professional Communication

EN.661.110. Professional Writing and Communication.
This course teaches students to communicate effectively with a wide variety of specialized and non-specialized audiences. Projects include production of resumes, cover letters, proposals, instructions, reports, and other relevant documents. Class emphasizes writing clearly and persuasively, creating appropriate visuals, developing oral presentation skills, working in collaborative groups, giving and receiving feedback, and simulating the real world environment in which most communication occurs. Not open to students who have taken EN.661.110 as Technical Communication or Professional Communication for Science, Business and Industry or EN.661.120 Business Communication. No audits.
Prerequisites: Not open to students who have taken EN.661.110 as Technical Communication or Business and Industry or EN.661.120 Business Communication.
Instructor(s): C. Wilkins; J. Thompson; L. Pepitone.

EN.661.111. Professional Writing and Communication for International Students.
This course teaches ESL students to communicate effectively with a wide variety of specialized and non-specialized audiences and will provide ESL-specific help with grammar, pronunciation, and idiomatic expression in these different contexts. Projects include production of resumes, cover letters, proposals, instructions, reports, and other relevant documents. Class emphasizes writing clearly and persuasively, creating appropriate visuals, developing oral presentation skills, working in collaborative groups, giving and receiving feedback, and simulating the real world environment in which most communication occurs. Note: not open to students who have taken EN.661.110 as Technical Communication or Professional Communication for Science, Business, and Industry or EN.661.120 Business Communication. No audits.
Prerequisites: Not open to students who have taken EN.661.110 as Technical Communication or Professional Communication for Science, Business, and Industry or EN.661.120 Business Communication.
Instructor(s): L. Davis.
EN.661.150. Oral Presentations.
This course is designed to help students push through any anxieties about public speaking by immersing them in a practice-intensive environment. They learn how to speak with confidence in a variety of formats and venues - including extemporaneous speaking, job interviewing, leading a discussion, presenting a technical speech, and other relevant scenarios. Students learn how to develop effective slides that capture the main point with ease and clarity, hone their message, improve their delivery skills, and write thought-provoking, well-organized speeches that hold an audience's attention. No audits. Instructor(s): L. Davis.

EN.661.160. Online Media and Society.
This online course takes a comprehensive and critical view of the history, roles and responsibilities of media in society. It explores the organization, creation, economics, control and effects of mass communications in the United States and the world. Students will learn how both traditional and new digital media has come to play such an integral role in our society while exploring the exciting career opportunities in journalism, public relations, advertising, radio, film, TV and the Internet. Students will apply concepts to current practical examples through a course blog and delve more deeply into subjects through writing assignments. No on-campus components required. No audits.

EN.661.250. Oral Presentations.
This course is designed to help students push through any anxieties about public speaking by immersing them in a practice-intensive environment. They learn how to speak with confidence in a variety of formats and venues - including extemporaneous speaking, job interviewing, leading a discussion, presenting a technical speech, and other relevant scenarios. Students learn how to develop effective slides that capture the main point with ease and clarity, hone their message, improve their delivery skills, and write thought-provoking, well-organized speeches that hold an audience's attention. No audits. Not open to students that have taken EN.661.150.

EN.661.306. Freelance Travel Writing: Destination Mid-Atlantic.
In this course, students will learn the fundamentals of magazine and travel writing as well as best practices for working as a freelance writer. After gaining familiarity with the genre by reading several “classics” of travel writing and a selection of exemplary magazine articles, students will learn how to brainstorm ideas, plan research, interview skillfully, take useable photos with smartphones, polish pitches to editors, and write/revise/submit work for publication. Students will also have the opportunity to meet with important executives from travel magazines and publishing houses. We will use Washington, DC, and Baltimore as the basis for most of our work, but the course might also include day trips to Philadelphia and New York. At the end of the course, students will create an ePortfolio to showcase their articles, profiles, reviews, trade placements, blog entries, and pitches/queries to potential editors. Recommended: one prior course in writing but may be waived with instructor’s permission.
Instructor(s): J. Reiser.

EN.661.315. Culture of the Engineering Profession.
This course focuses on building understanding of the culture of engineering while preparing students to communicate effectively with the various audiences with whom engineers interact. Working from a base of contemporary science writing (monographs, non-fiction, popular literature and fiction), students will engage in discussion, argument, case study and project work to investigate: the engineering culture and challenges to that culture, the impacts of engineering solutions on society, the ethical guidelines for the profession, and the ways engineering information is conveyed to the range of audiences for whom the information is critical. Additionally, students will master many of the techniques critical to successful communication within the engineering culture through a series of short papers and presentations associated with analysis of the writings and cases. No audits. WSE sophomores, juniors and seniors or by instructor approval.
Instructor(s): E. Rice; P. Sheff; R. Graham.

EN.661.317. Culture of the Medical Profession.
This course builds understanding of the culture of medicine as well as the ways in which different strata within society have access to and tend to make decisions about health and health related services while preparing students to communicate effectively with the various audiences with whom medical professionals interact. Working from a base of contemporary science writing (monographs, non-fiction, popular literature and fiction), students engage in discussion, argument, case study and project work to investigate topics such as the medical culture, the ways medicine is viewed by different segments of society, issues associated with access to health care, ethical dilemmas and guidelines for medical decisions, the impacts of medical and engineering solutions on society, decision making within client/patient groups, social and cultural differences that effect behavioral change, and the ways medical information is conveyed to the range of audiences for whom the information is critical. Additionally, students will master many of the techniques critical to successful communication through a series of short papers and presentations associated with analysis of the writings and cases. For sophomores, juniors, and seniors or by permission of instructor. No audits.
Instructor(s): J. Bernstein
Area: Social and Behavioral Sciences.
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. Co-listed with EN.660.357. No audits.
Prerequisites: EN.660.250 Principles of Marketing.

EN.661.361. Corporate Communications & P.R.
This course focuses on the ways that organizations, both for-profit and non-profit, manage their communications to deliver strategic, coherent and compelling messages to their varied stakeholders. Using case studies and team-based, real world projects, we will explore topics including public and media relations, corporate image, branding, advertising, internal and external communications, crisis management, investor relations, ethics and social responsibility. In the process, we will consider issues ranging from organizational culture and leadership styles to defining strategy, managing conflict, defending positions and disagreeing agreeably. No audits. Recommended Course Background: AS.220.105, EN.661.110, AS.060.113 or AS.060.114, AS.060.215, EN.660.250, EN.660.105, and EN.661.250
Instructor(s): P. Sheff.

This course introduces students to basic concepts in visual communication. Students use principles of design thinking to produce projects that are both conceptually and visually compelling. Along the way, they learn design tools and techniques that help them refine their schemes. They also develop their vocabularies in visual communication so that they can better discuss their own work. Topics include: visual perception, composition/form, color theory, typography, photography, text, layers, grids and other systems of visual information architecture. Instructor(s): C. O'Donnell.

In this course students learn the procedures and processes that researchers use to determine answers to questions such as how to price a product, how to differentiate one product from another, and how to evaluate customer response to an offering. The materials combine fundamentals of research design with statistics procedures to answer the questions that entrepreneurs and marketing managers must answer as they write business plans, develop their product mix, set prices, create advertising and test products. The course combines case study, simulated situations, lecture, discussion and real-time projects to produce answers using the techniques, tools and procedures typically used in North American enterprises. Instructor(s): C. O'Donnell.

Area: Quantitative and Mathematical Sciences.

Catalyst is a student-run magazine that focuses on research, technology, entrepreneurship and design. Students enrolled in this course will learn the fundamental principles of journalism through producing content for the online magazine. The class will cover basic journalistic writing and interviewing techniques. Students will get a primer on media law, newsroom ethics and procedure. As their skills progress, they will learn to pitch, write and edit a variety of stories types - from basic news stories, to profiles, features and reviews. All students will publish at least one piece of writing in the magazine at the end of the semester.
Instructor(s): C. O'Donnell.

EN.661.400. Practical Applications of Business Analytics.
With higher transparency and increased sophistication in data collection, modern technology has become a central component in decision-making in all sectors of business. Unfortunately, most casual observers of this critical data are ill-equipped to meaningfully analyze this new information. This course will provide students with an overview of best practices in the field coupled with real-world examples and case studies. Recommended Course Background: EN.661.203 Business Analytics or a statistics based course prior to this course.
Instructor(s): Staff
Area: Quantitative and Mathematical Sciences.

EN.661.410. Research Writing for ESL.
This course is designed to help ESL writers succeed in writing, editing, and completing a large research project specific to their discipline. This could be a research report, journal article, literature review, dissertation chapter, grant proposal, or other relevant document. The course provides intensive help with grammar, idiomatic phrasing, and overall clarity for writers whose native language is not English. The course includes both individual consultation and group workshops. Undergraduates must be conducting research with a faculty member or must obtain special permission of instructor to register for the course. S/U grading only (students may elect to take this course for a traditional letter grade if their departments require them to do so; students must inform the instructor by the second week of class). Co-listed with EN.661.610. No audits.

EN.661.425. Ethics of Biomedical Innovation.
Engineers confront problems and make decisions that hold long term social consequences for individuals, organizations, communities and the profession. For biomedical engineers, these decisions may relate to: inventions such as medical devices and pharmaceuticals; neural prosthetics and synthetic biological organisms; responsible and sustainable design; availability of biotechnology in the developing world. Using a combination of cases, fieldwork and readings, we examine the ethical issues, standards, theory and consequences of recent and emerging engineering interventions as a way to understand the profession and to form a basis for future decisions. In addition students will learn and practice multiple forms of communication, including oral, visual and written rhetoric. A particular focus will be communication targeted to different stakeholders including other professionals and the public. Students will apply good communication principle to the discussion of biomedical engineering ethics, develop their own ethical case studies and participate in group projects to aid ethical decision-making, and to improve communication of complex biomedical ethical issues to others. Co-listed with EN.580.425.
Area: Social and Behavioral Sciences.

EN.661.430. 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.
EN.661.454. Blogging and Digital Copywriting.
Learn how to develop, write and manage content for marketing communication on the Web and build an online presence through search engine optimization (SEO) and search engine marketing (SEM). Each student will learn copywriting for various digital formats including Email marketing, website copy and social media while gaining an understanding of web analytics, conversion optimization, writing for keywords and mobile marketing. No audits. Recommended Course Background: one writing course in any discipline (professional communication, expository writing, or writing seminars).
Prerequisites: Prereq. EN.660.250-Principles of Marketing.

EN.661.456. 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 through a course blog and delve more deeply into subjects through a series of writing assignments. Co-listed with EN.660.456. No audits. Recommended Course Background: one writing course in any discipline (professional communication, expository writing, or writing seminars).
Prerequisites: EN.660.250
Instructor(s): K. Quesenberry.

This course helps students build advanced communication skills that are critical for leveraging their academic experience in the “real world.” Course emphasizes reporting information, polishing CVs and resumes, presenting conference papers, participating in poster sessions, tailoring information to both specialist and non-specialist audiences, and writing grant proposals for funding. Undergraduates are required to be conducting research with a faculty member or by special permission of instructor. Co-listed with EN.661.687. No audits.

EN.661.610. Research Writing for International Students.
This course is designed to help ESL writers succeed in writing, editing, and completing a large research project specific to their discipline. This could be a research report, journal article, literature review, dissertation chapter, grant proposal, or other relevant document. The course provided intensive help with grammar, idiomatic phrasing, and overall clarity for writers whose native language is not English. The course includes both individual consultation and group workshops. P/F grading only (students may elect to take this course for a traditional letter grade if their departments require them to do so; students must inform the instructor by the second week of class). No audits.
Instructor(s): D. Link-Farajali Writing Intensive.

EN.661.611. Professional Communication for ESL.
This course teaches ESL students to communicate effectively with a wide variety of specialized and non-specialized audiences and will provide ESL-specific help with grammar, pronunciation, and idiomatic expression in these different contexts. Projects include production of resumes, cover letters, proposals, instructions, reports, and other relevant documents. Class emphasizes writing clearly and persuasively, creating appropriate visuals, developing oral presentation skills, working in collaborative groups, giving and receiving feedback, and simulating the real world environment in which most communication occurs. Not open to students who have taken EN.661.110 as Technical Communication or Professional Communication for Science, Business, and Industry or EN.661.120 Business Communication. Co-listed with EN.661.411.

This course will prepare you to be competitive in the world of business by offering you some of the oral and written communication techniques you need to be successful. While working to enhance pronunciation, grammar, idiomatic expressions, and business vocabulary, you will work to speak comfortably in business social settings and meetings and to write effectively in a variety of modes not limited to e-mails, memoranda, resumes, and summary reports. The overall goal for all assignments is to speak and to write in clear, effective English. Moreover, improving oral and written communications will give you confidence, help you to make a good impression, and just maybe give you that “edge” you need to get the job you want or the project you desire once employed. Finally, individual pronunciation conferences will be scheduled with each of you throughout the semester. Financial Math students only. P/F only. No audits.

This course will prepare you to be competitive in the world of business by offering you some of the oral and written communication techniques you need to be successful. While working to enhance pronunciation, grammar, idiomatic expressions, and business vocabulary, you will work to speak comfortably in business social settings and meetings and to write effectively in a variety of modes not limited to e-mails, memoranda, resumes, and summary reports. The overall goal for all assignments is to speak and to write in clear, effective English. Moreover, improving oral and written communications will give you confidence, help you to make a good impression, and just maybe give you that “edge” you need to get the job you want or the project you desire once employed. Finally, individual pronunciation conferences will be scheduled with each of you throughout the semester. Financial Math students only. P/F only.
Instructor(s): D. Link-Farajali.

EN.661.651. Oral Presentations for ESL.
This course is designed to help students push through any anxieties about public speaking by immersing them in a practice-intensive environment. They learn how to speak with confidence in a variety of formats and venues - including extemporaneous speaking, job interviewing, leading a discussion, presenting a technical speech, and other relevant scenarios. Students learn how to develop effective slides that capture the main point with ease and clarity, hone their message, improve their delivery skills, and write thought-provoking, well-organized speeches that hold an audience’s attention. Special attention will be placed on diction, pronunciation, tone, pace and emphasis of language. Additional attention also will be given to syntax as well as non-verbal communication patterns. Co-listed with EN.661.151.
EN.661.654. Blogging, Editing, and Copywriting.
Learn how to develop, write and manage content for marketing communication on the Web and build an online presence through search engine optimization (SEO) and search engine marketing (SEM). Each student will create his/her own professional WordPress blog and gain knowledge on how to market it. They will also learn copywriting for various digital formats including Email marketing, website copy and social media while gaining an understanding of web analytics, conversion optimization, writing for keywords and mobile marketing.
Recommended Course Background: one writing course in any discipline (professional communication, expository writing, or writing seminars).
Co-listed with EN.661.454. No audits.
Prerequisites: Prereq. EN.660.250-Principles of Marketing.
Recommended prerequisite: one writing course in any discipline (professional communication, expository writing or writing seminars).
Co-listed with 661.454. No audits.

This course helps students build advanced communication skills that are critical for leveraging their academic experience in the "real world." Course emphasizes reporting information, polishing CVs and resumes, presenting conference papers, participating in poster sessions, tailoring information to both specialist and non-specialist audiences, and writing grant proposals for funding. Co-listed with EN.661.487. No audits.

EN.661.710. Dissertation Writing Workshop.
This course is designed to introduce students to the dissertation writing process, explain JHU-specific rules and regulations regarding dissertation work, and facilitate the completion of new work or work already in progress. Open to students in any discipline and in any stage of the dissertation process, this course will begin with a selection of speakers from relevant JHU departments, The Graduate Board, the MSE Library and the Commercial Binding Office, the Counseling Center’s Dissertation Support Group, professors, and recently graduated students (among others). During the second half of the course, students will designate one component of the dissertation and work to bring it to completion in a supportive workshop environment. This “component” could include a prospectus, a literature review, a chapter, an introduction, an overall plan for completion, or preparation for the defense. Topics will be geared toward the individual needs of the students registered in the course but will, in general, emphasize goal setting, project planning, developing strategies for working with readers/advisors/committees, learning how to emphasize "the big picture," working with research tools such as Refworks or Zotero, building a daily writing practice, exploring strategies to deal with the isolation/depression common to dissertation writers, navigating the submission process, and, in general, supporting the overall dissertation writing process through its various stages. Course is taught pass/fail only. Non-native speakers are encouraged to take EN.661.610 Research Writing for ESL before taking this course. No audits.

This workshop is for dissertation writers who have already completed the Dissertation Writing Workshop, EN.661.710. This class provides a venue for students to hold themselves accountable, to set weekly goals, to workshop drafts, and to present work-in-progress to the whole group. Course is taught pass/fail only. Course may be repeated. No audits.
Prerequisites: Prereq: EN.661.710.

Engineering Management
This course includes a review of financial accounting with an emphasis on the implications of GAAP selections and other managerial decisions on the financial statements. Historic financial performance is assessed using ratio analysis. Relevant cash flows are used in capital budgeting situations; projects are analyzed using discounted cash flow techniques as a measure of valuation. Managerial accounting topics of financial forecasting, cost accumulation, cost allocation, product costing, and variance analysis are used in decision making. For M.S. in Engineering Management only; graded (not P/F); no audits.
Instructor(s): A. Leps.

EN.662.620. Professional Presentations.
This course is designed to help scientists and engineers improve their oral presentation skills in a practice-intensive environment. Students will learn how to hone their message, to craft presentations that address both technical and non-technical audiences, and create clear, compelling PowerPoint presentations. All presentations will be recorded for self-evaluation, and students will receive extensive instructor and peer feedback. MSEM students only. This is a 7-week course and is not open to undergraduates. Suggested readings: The Art of Explanation by Lee Lever, Presentation Zen by Garr Reynolds
Instructor(s): J. Reiser.

Business Law and Intellectual Property introduces participants to the fundamental aspects of law associated with developing and bringing new products to the marketplace. Arranged in modules and taught largely through the case method, the course features the following topics: creating and forming businesses; contracts; intellectual property; principal-agent relations; and product liability. Not only will participants learn the principles associated with each topic, but also they will master the questions and concerns to use when working with legal counsel on these issues in the future. For M.S. in Engineering Management only; no audits.
Instructor(s): G. Galvez.

EN.662.642. Management and Leadership.
Management and Leadership is a case, experiential and research based course intended to introduce participants to issues and solutions related to growing and managing businesses with an emphasis on entrepreneurial enterprises. The course focuses on managerial decision-making and organization building through topics that include planning and managing strategic change; finding competitive advantage; making informed decisions; dealing with uncertainty; negotiating collaborative settlements; managing/leading projects, teams and professionals; networking and forming strategic alliances; valuing differences; creating and maintaining organizational cultures; and devising performance measures. Additionally, participants master aspects of management communication as they address course content. For M.S. in Engineering Management only; graded (not P/F); no audits.
Instructor(s): E. Rice.

EN.662.650. Marketing Communications.
Written and oral work focuses on communicating effectively with target audiences using integrated media and developing interpersonal skills essential for managers, including presenting to a hostile audience, running meetings, listening, and contributing to group decision-making. MSEM students only, no undergrads.
Instructor(s): R. Graham.
This course is designed to introduce students to key marketing, communications, and strategic issues surrounding the process of bringing new products to the marketplace. Through cases, readings, discussion and hands-on team projects, students develop a flexible approach to thinking about marketing problems, maximizing resources and creating strategic solutions. Written and oral work focuses on communicating effectively with target audiences using integrated media and developing interpersonal skills essential for managers, including presenting to a hostile audience, running meetings, listening, and contributing to group decision-making. For M.S. in Engineering Management only; graded (not P/F); no audits.

EN.662.692. Strategies for Innovation & Growth.
This course requires participants to work in groups to address, design and plan a business solution for an engineering problem with social implications. More specifically, students will work on cross-disciplinary teams to develop a commercially viable new technology. They must select a problem amenable to an engineering solution, investigate the problem, research the issues and potential, develop a design for the technology, investigate the competitive advantage, and create and present a business plan for the idea. Course content will address many of the issues that will be encountered during the process of bringing an idea to fruition. For M.S. in Engineering Management only; graded (not P/F); no audits.

Instructor(s): P. Sheff.

EN.662.802. Master of Science in Engineering Management Internship.
This course involves the assessment of a student’s internship experience via a report and oral presentation. The questions and general format of the report and presentation will be provided by the instructor. The report and presentation will be evaluated by the instructor and both must be approved to obtain credit for this course. Students must be enrolled simultaneously in the internship experience.

Instructor(s): W. Smedick.

Professional development seminar for engineering management students featuring outside speakers with engineering management experience. For M.S. in Engineering Management only; P/F only; no audits.

Instructor(s): S. Ozdemir.

Professional development seminar for engineering management students featuring outside speakers with engineering management experience. For M.S. in Engineering Management only; P/F only; no audits.

Instructor(s): P. Sheff.

EN.662.815. CAD for MSEM.
MSEM students only or permission of instructor.

Instructor(s): M. Boyle.