Center for Leadership Education

The Center for Leadership Education (CLE) at Johns Hopkins is comprised of several academic programs including the Entrepreneurship and Management minor, the Marketing and Communications minor, the Professional Communication Program, the Professional Development Program and the Masters of Science in Engineering Management. In the fall of 2016, the CLE will launch two minors: the Accounting and Financial Management minor and the Business minor. Additionally, the CLE hosts a variety of experiential programs that offer students an opportunity to gain real-world business and leadership experience.

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

• **Elevator Pitch Competition**: AKPsi, a CLE student group, runs this event giving students 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.

• **Consulting Club Case Competition**: The Johns Hopkins Undergraduate Case Competition provides students with the opportunity to learn, collaborate and share ideas with their peers in order to solve a real world business case. The competition is designed to not only develop their professional, communication and business acumen but also to connect students with Hopkins alumni in the consulting industry.

• **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.

Professional Associations:

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

• **American Marketing Association Student Chapter**: Students run a chapter of this national marketing organization. http://www.jhuama.com

Social Entrepreneurship:

• **A Helping Hand**: AHH is a 10-week leadership education course for young people in Baltimore who were affected by recreational center closures. A personal growth program was developed that covers money management, entrepreneurship, public speaking, resume building, identity, self-esteem, decision-making and more. https://johnshopkins.collegiatelink.net/organization/HelpingHand

• **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 NICAA 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://jhuscno.com

• **TCO**: A non-profit organization focused on fostering entrepreneurship at JHU and getting students involved in Baltimore’s innovation community. https://tcolabs.org/

Other Experiential Opportunities

• **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

• **JHU TAMID**: 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://jhutamid.johnshopkins.edu

• **JHU Undergraduate Consulting Club**: JHUCC's aim is to help the undergraduate student body at Johns Hopkins learn more about consulting as a career track, by providing events and resources that will give students insight into the field of consulting and connect them with recruiters from firms. https://www.facebook.com/jhucc

• **JHUTAMID**: Undergraduate students with an interest in business and finance can apply for sponsorship for academic credit of business serving the Homewood Campus. http://hse.jhu.edu

• **Women in Business**: Women in Business (WIB) provides the women of Hopkins the opportunities necessary to advance their professional and personal development. https://alumni.jhu.edu/affinitygroups/womeninbusiness

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

Faculty Director
Pamela Sheff
Director of Center for Leadership Education and Master of Science in Engineering Management Program & Senior Lecturer

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

Annette Leps
Senior Lecturer & Director of Entrepreneurship & Management Program: accounting, finance, management

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.

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

William Smedick
Senior Lecturer: leadership

**Part Time Faculty**
Michael Agronin
Lecturer: product development

Justin Beauchamp
Lecturer: leadership

Jennifer Bernstein
Lecturer: communications

Sue Conley
Lecturer: marketing

Laura Davis
Lecturer: communications, ESL

Marci DeVries
Lecturer: marketing

Kevin Dungey
Senior Lecturer: communications

David Fisher
Lecturer: business law

Mark Franceschini
Senior Lecturer: business ethics, internet law

Sean Furlong
Lecturer: accounting

Mary Beth Furst
Lecturer: marketing, management

Guido Galvez
Lecturer: communications

Jeremy Gorelick
Lecturer: business analytics, business development

Christine Grillo
Lecturer: communications

Jason Heiserman
Lecturer: communications

Chris Jeffers
Lecturer: business law, patent & IP law

Mark Kennedy
Lecturer: marketing, communications

Andrew Kulanko
Senior Lecturer: communications

Seth LeJacq
Lecturer: communications

Denise Link-Farajali
Lecturer: communications, ESL

Dave Mahoney
Lecturer: marketing

Michael Mattia
Lecturer: leadership

Linday Monti
Lecturer: business law

Heather Parker
Lecturer: communications

Marco Priolo
Lecturer: accounting, finance

Keith Quesenberry
Senior Lecturer: marketing, social media

Bryan Rakes
Lecturer: business law

Joshua Reiter
Senior Lecturer: business process, quality management

Elaine Richman
Instructor(s): M. Butta; T. Olson. S/U only. Class students and alumni in areas of career interests. Sophomores only.

Area: Social and Behavioral Sciences.

EN.660.104. Exploring Leadership: For Hopkins Students Who Want to Make a Difference. 1.0 Credit.

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): M. Butta; T. Olson.

EN.660.106. Clark Scholars Leadership Challenge. 1.0 Credit.

The Clark Scholars Leadership Challenge seminar is designed specifically for the Clark Scholars 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! Clark Scholars only. S/U only.

Instructor(s): W. Smedick
Area: Social and Behavioral Sciences.

EN.660.107. Leadership Concepts. 1.0 Credit.

Leadership Concepts is a seminar designed specifically for second year undergraduates at JHU and is limited to that population. A seven-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): M. Butta
Area: Social and Behavioral Sciences.

EN.660.108. Leading Students Through 1st Year Transitions. 1.5 Credits.

Leadership Students Through 1st Year Transitions is a seminar designed specifically for first and second year undergraduates at JHU and is limited to that population. A seven-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): M. Butta
Area: Social and Behavioral Sciences.

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

Courses

EN.660.100. Hopkins Leadership Challenge Seminar. 1.0 Credit.

The Hopkins Leadership Challenge seminar is designed specifically for all incoming freshman. The classroom content will include discussions with current university leaders and will serve as an introduction to the history, services and involvement opportunities open to JHU undergraduates. The seminars will include discussion and assignments from The Leadership Challenge by Kouzes and Posner. The experiential component of the course will include programs designed to enhance classroom content and expose students to the on campus and off campus involvement opportunities available.

Instructor(s): C. Ouwerkerk; J. Beauchamp; M. Mattia; T. Sanchez
Area: Social and Behavioral Sciences.

EN.660.109. Career-Ready Leadership: Leading at all Levels. 1.0 Credit.

Career-Ready Leadership is a seminar designed specifically for first and second year undergraduates at JHU and is limited to that population. A seven-week seminar and experiential program designed to provide the following learning outcomes for students enrolled: 1. Preparing yourself for leadership. 2. Self care in leadership. 3. Applied skills for an organizational leader. 4. What organizations are seeking in leaders at all levels. 5. Leading in an entrepreneurial environment.

Instructor(s): M. Butta
Area: Social and Behavioral Sciences.
EN.660.110. Baltimore Scholars and Hop-in Leaders. 1.0 Credit.
Baltimore Scholars and Hop-in Leaders is a seminar is designed specifically for first and second year Baltimore Scholars and Hop-in undergraduates at JHU and is limited to that population. A seven-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. Open to 1st and 2nd year students and limited to Baltimore Scholars and Hop-in cohort.
Instructor(s): T. Sanchez
Area: Social and Behavioral Sciences.

EN.660.111. Civic Engagement Service and Leadership. 1.0 Credit.
Civic Engagement Service and Leadership is a seminar is designed specifically for first and second year undergraduates at JHU and is limited to that population. A seven-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.
Instructor(s): C. Ouwerkerk
Area: Social and Behavioral Sciences.

EN.660.200. Principles of Finance. 3.0 Credits.
This course covers central issues in financial management and corporate finance. Students will learn how financial managers make investment, financing and other decisions and what are the tools they use to reach such decisions. Topics covered include time value of money, risk, valuation, capital structure, capital budgeting, dividend policy and mean-variance portfolio selection. The course provides the analytical tools and the financial theories needed to implement sound financial decisions within a corporation (and outside of a corporation). Ideas are presented in a cohesive way within the framework of the no-arbitrage principle, the fundamental principle shaping all aspects of modern finance. Command of the subject is crucially important for anyone considering a career not only in investment banking, investment management or trading, but also in general management, corporate strategy, management consulting, entrepreneurship, and the non-profit world.
Prerequisites: EN.601.105 OR AS.180.102
Instructor(s): A. Leps; X. Sun.
EN.660.270. Clark Scholar Engineering Design I. 1.0 Credit.
In this course, Clark Scholar students will learn and practice the first stages of design thinking. Students will engage with both industry and academic professionals to identify new innovation targets for future design projects. Additional topics will include multifaceted problem assessment and project selection for Engineering Design II.
Instructor(s): E. Logsdon; S. Bailey.

EN.660.315. Business Development in Emerging Markets. 3.0 Credits.
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): J. Gorelick
Writing Intensive.

EN.660.343. Operations Management. 3.0 Credits.
This course aims to (1) direct your attention to fundamental problems and issues confronting all operations managers, (2) provide you with language, concepts, and insights which will help you to deal with these issues in order to gain competitive advantage through operations, and (3) further develop your ability to use analytical approaches and tools to understand and handle various managerial situations. Because the course deals with the management of “processes”, it applies to both for-profit and non-profit organizations, to both service and manufacturing organizations, and to virtually any functional area or industry.
Prerequisites: EN.660.105 OR AS.180.102
Instructor(s): A. Leps; B. Robeson.

EN.660.446. Multidisciplinary Technical Teams. 3.0 Credits.
Leaders – whether of a team or an organization—are charged with setting, communicating, and overseeing the implementation of a vision. Leaders ensure sustainable growth and targeted change. Leaders and members of teams that are integrated across multiple engineering and science disciplines, face special challenges regarding managing innovation, creating a team environment that facilitates experimentation, providing a balance of autonomy and collegial support, maintaining technical expertise, and facilitating inter-disciplinary communication.
Instructor(s): I. Izenberg
Area: Engineering, Natural Sciences
Writing Intensive.

EN.660.604. Business of Bioengineering Innovation & Design I. 3.0 Credits.
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.
EN.660.606. Business of Bioengineering Innovation & Design. 3.0 Credits.
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.

EN.660.665. Technology Entrepreneurship. 3.0 Credits.
The goal of the course is to provide a strategic framework (technological, market, regulatory, and financial) for determining the commercial value of new technologies and the best path for realizing that value. Through lectures, exercises, and case studies, students will develop and advance their own innovations and inventions, culminating in a business plan. No audits.
Instructor(s): L. Aronhime
Area: Engineering, Natural Sciences.

EN.661.129. Improv for Entrepreneurs and Leaders. 3.0 Credits.
Improv is about finding the fullest potential in what is readily available. In fact, all 7 billion people on this planet improv every single day, but only a few of us improvise well. It’s imperative that tomorrow’s leaders and entrepreneurs navigate and adapt to our changing world with extemporaneous finesse. To achieve such outcomes this class takes the theory behind theatrical improv, and applies it to the everyday, fostering communication and collaboration ideal for the work environment, where such skills are often overlooked in favor of the purely technical. Designed for students without any acting experience, there are no prerequisites to participate. This class will push the boundaries of your thought, facilitate greater awareness and expose you to powerful creative tools to enhance your professional and entrepreneurial success.
Instructor(s): T. Forsyth.

EN.661.329. Improv for Science, Technology and Industry. 3.0 Credits.
It’s not what you say, it’s how you say it. In competitive STEM and industrial fields communication is essential. Effectively disseminating and receiving information not only affects the fields themselves, but each professional in those respective fields. In this class students will expound upon improv techniques to strengthen their ability to share scientific and technical information fluently and spontaneously without confusion or ambiguity. Additionally, this class will build upon students’ oratory and collaborative skills using theatrical exercises and improv comedy to cultivate powerful, thoughtful and authentic voices.
Prerequisites: EN.661.128 or EN.661.129
Instructor(s): T. Forsyth.

EN.661.500. Catalyst: A Student Run Magazine Independent Study. 1.0 - 3.0 Credits.
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.663.615. Building Effective Posters and Slides. 1.5 Credits.
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 or for letter grades.
Instructor(s): C. O'Donnell.

EN.663.617. Information Visualization and Storytelling. 1.5 Credits.
This course explores the process of developing compelling visual stories based on data and information. Students will learn to edit, contextualize, sequence and compare data more effectively. They will also learn to use visual design tools to clarify the message they wish to convey about their data. Topics will include design thinking, visual perception, design theory, color theory, spatial relationships, pattern recognition, page layout, and basic probability and statistic concepts commonly used in the visualization process.
Instructor(s): Staff.

EN.663.626. Improvisation for Enhanced Teamwork and Communication. 1.5 Credits.
Following the lead of innovative communities and businesses, this course turns to improvisation techniques to develop communication skills, encourage creative problem solving, and support teamwork. Designed for students without any acting experience, there are no prerequisites to participate. In a non-threatening, judgment-free atmosphere, we begin with improv fundamentals to help students master the subtleties of communication through voice, expression, and body language. As students experiment with imaginative movement and play, they learn to respond spontaneously and confidently to unforeseen challenges. Working together in pairs and small groups, students build trust and operate as fluid and dynamic team members. Throughout the course students build skills to minimize stress, overcome rejection, find comfort in fear, unleash creativity, and trust in their ability to communicate effectively.
Instructor(s): M. Hartwell.

EN.663.630. Business Creation and Contracts. 1.5 Credits.
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.

EN.663.631. Intellectual Property Law. 1.5 Credits.
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.663.643. Science Outreach: Communicating Science to the Public. 1.5 Credits.
This course teaches students to communicate effectively with a non-specialized audience including the "voting public," teachers and high school students. Class projects include developing materials for mainstream science news outlet and a hands-on presentation. Class content emphasizes writing clearly for a non-technical audience, creating appropriate visuals and hands-on manipulatives, developing oral presentation skills, giving and receiving feedback, and simulating the real world environment in which most communication occurs. This is a 7-week course and is not open to undergraduates.
Instructor(s): J. Reiser.

EN.663.644. Writing Articles and Technical Reports. 1.5 Credits.
Professionals in almost every occupation write – for multiple audiences in various information formats and for many reasons. Estimates of time spent writing in various occupations range from 25% to 35% of total work time. With so much time invested in the activity, it is imperative to learn to write effectively and efficiently. This Module addresses critical skills including how to find and qualify publishing opportunities; understanding and adjusting to different requirements; matching text to various audiences; developing striking visuals; and dealing with issues of clarity, coherence and style. This is a 7-week course and is not open to undergraduates.
Instructor(s): M. Hart.

EN.663.645. Improving Presentation Skills for Scientists and Engineers. 1.5 Credits.
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): E. Rice; L. Davis.

EN.663.646. Improving Presentation and Interview Skills for Humanities Students. 1.5 Credits.
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.
Instructor(s): J. Reiser.

EN.663.647. Academic Writers’ Workshop. 1.5 Credits.
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. 1.5 Credits.
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.

EN.663.649. Continuing Dissertation Writing Workshop. 1.5 Credits.
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. PhD students only.
Prerequisites: EN.663.648
Instructor(s): H. Parker
Area: Engineering, Natural Sciences.

EN.663.650. Finding a Job and Building Your Career. 1.5 Credits.
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): Staff.

EN.663.651. The Entrepreneurial Cycle and Developing Effective Business Plans. 1.5 Credits.
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. Emotional and Cultural Competency. 1.5 Credits.
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): I. Izenberg.
EN.663.654. Commercializing Your Invention or Idea. 1.5 Credits.
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. 1.5 Credits.
Graduate students only.

EN.663.656. Developing and Managing Websites. 1.5 Credits.
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 customer needs, using best practices for engagement and design, and creating systems for successful management and revision. GRADING: P/F for most students; letter grades for MSEM students.
Instructor(s): E. Rice
Area: Engineering, Natural Sciences.

EN.663.660. Managing People and Resolving Conflicts. 1.5 Credits.
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 dysfunctions 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. 1.5 Credits.
The academic job search can be especially vexing, given the fewer graduates that actually enter that market as opposed to private industry. This class 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. 1.5 Credits.
Graduate and Post Doc Only.
Instructor(s): E. Rice.

EN.663.664. Marketing Communications. 1.5 Credits.
Marketing Communications This course, designed for students who have no previous instruction or experience in marketing, will 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. Grad students only.
Instructor(s): R. Graham.

EN.663.666. Managing Personal Finances. 1.5 Credits.
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. 1.5 Credits.
Projects are temporary activities devised to achieve very 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): H. Goodyear.

EN.663.671. Leading Change. 1.5 Credits.
Change happens, like it or not!! It is necessary for progress and the result of innovation, yet change makes individuals and organizations so uncomfortable that most people and groups within organizations vigorously resist change. So the questions become how to cause, how to embrace and how to lead constructive change in our selves, 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.663.672. Management and Technology Consulting. 1.5 Credits.
Management consulting, an American innovation in organizational development, now has world-wide practice and effects. Almost every business sector— including private, governmental and NGO’s— employs consultants. Consultants must be able to effectively frame problems, understand their context, generate solutions, and protect the client and stakeholders, as well as work in a team environment and deliver a quality product. This class addresses the fundamental skills and expectations of working in this profession through a combination of lecture, discussion and exercise.
Instructor(s): A. Cocron; D. Long.
EN.663.673. Leading Teams in Virtual, International and Local Settings. 1.5 Credits.
Team-based leadership takes place in many different groups. Basic principles related to all contexts will be discussed. The nuances of leading in teams in different environments including face to face, virtual teams such as Skype, Google Chat, etc., and culturally different/global teams will be explored and practiced. The class environment will be discussion, team and practically based. 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 consideration as the course progresses. Further, participants read several texts and articles as well as perform extensive research in preparation for assignments.
Instructor(s): W. Smedick
Area: Engineering, Natural Sciences.

EN.663.674. Fundamentals of Management. 1.5 Credits.
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 as 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.

EN.663.675. Communicating in a Crisis. 1.5 Credits.
A crisis is a major occurrence with potentially negative consequences. In Chinese, the word “crisis” means “dangerous opportunity,” signifying that an individual or an organization can emerge stronger from a crisis – not without damage but stronger – with the right management and communication deployed effectively to the right audiences in the right channel. In this course, we will explore what managing a crisis well actually means. Who do you need to communicate with? What channels are appropriate? What messaging works for different audiences? Using the case method, live simulations, and real-world examples we will distinguish the factors that create opportunities from crises from those that deepen the danger.
Instructor(s): L. Foxwell.

Cross Listed Courses
Entrepreneurship and Management
EN.660.105. Introduction to Business. 4.0 Credits.
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): L. Aronhime
Area: Social and Behavioral Sciences
Writing Intensive.

EN.660.203. Financial Accounting. 3.0 Credits.
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. 3.0 Credits.
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; S. Conley.

EN.660.300. Managerial Finance. 3.0 Credits.
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. 3.0 Credits.
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.
EN.660.308. Business Law I. 3.0 Credits.
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; W. Rakes
Area: Social and Behavioral Sciences.

EN.660.310. Case Studies in Business Ethics. 3.0 Credits.
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; I. Izenberg
Area: Humanities.

EN.660.311. Law and the Internet. 3.0 Credits.
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. Pre-requisite of EN.660.205 or EN.660.308 or by permission of instructor. 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.

EN.660.321. Managing & Marketing Social Enterprises. 3.0 Credits.
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.
Instructor(s): E. Rice
Writing Intensive.

EN.660.329. Social Entrepreneurship Theory and Practice. Community Based Learning. 3.0 Credits.
Learn the principles, values and skills necessary to lead and succeed in organizations that make a positive difference in today’s world. The course is designed to help students identify and provide opportunities to enhance their leadership skills. A “Blueprint for Success” will provide the framework for students to cultivate their own ideas for new socially conscious entrepreneurial ventures. Students will hear from successful current leaders in the field of social entrepreneurship and be provided the opportunity to network with JHU alumni, faculty and staff who are working or volunteering in for-profit or non-profit entities through occupations that make a difference.
Instructor(s): W. Smedick
Area: Social and Behavioral Sciences
Writing Intensive.

EN.660.331. Leading Teams. 3.0 Credits.
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. 3.0 Credits.
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.
Instructor(s): M. Coghlan; W. Smedick
Area: Social and Behavioral Sciences
Writing Intensive.

EN.660.333. Leading Change. 3.0 Credits.
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
Writing Intensive.
EN.660.335. Negotiation and Conflict Resolution. 3.0 Credits.
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. 3.0 Credits.
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.
Instructor(s): E. Rice; P. Beilenson
Area: Social and Behavioral Sciences
Writing Intensive.

EN.660.340. Principles of Management. 3.0 Credits.
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): J. Reiter.

EN.660.341. Business Process and Quality Management. 3.0 Credits.
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
Writing Intensive.

EN.660.352. New Product Development. 3.0 Credits.
New product development is the ultimate interdisciplinary entrepreneurial art, combining marketing, technical, and managerial skills. A successful product lies at the intersection of the user’s need, a technical solution, and compelling execution. This class will bootstrap your experience in the art through exercises and team projects. We will examine products and services, consumer and industrial, simple and technologically complex. Case studies will feature primary sources and the instructor’s personal experiences as an inventor for a major consumer products company. Topics will span the product development cycle: identifying user needs, cool-hunting, brainstorming, industrial design, prototyping techniques, market research to validate new ideas, and project management – especially for managing virtual teams and foreign manufacturers. No audits.
Prerequisites: EN.660.250
Instructor(s): M. Agronin.

EN.660.354. Consumer Behavior. 3.0 Credits.
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 project.
Prerequisites: EN.660.250
Instructor(s): R. Graham.

EN.660.355. Sports Marketing. 3.0 Credits.
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
Instructor(s): L. Kendrick.

EN.660.357. Copywriting and Creative Strategy. 3.0 Credits.
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): M. Kennedy
Writing Intensive.
EN.660.358. International Marketing. 3.0 Credits.
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): M. Furst.

EN.660.361. Engineering Business and Management. 3.0 Credits.
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. 3.0 Credits.
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. 3.0 Credits.
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
Instructor(s): Staff.

EN.660.404. Business Law II. 3.0 Credits.
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.

EN.660.405. Intellectual Property Law. 3.0 Credits.
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.

EN.660.410. Computer Science Innovation and Entrepreneurship. 3.0 Credits.
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.
Instructor(s): L. Aronhime.

EN.660.414. Financial Statement Analysis. 3.0 Credits.
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.
EN.660.420. Marketing Strategy. 3.0 Credits.
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.
Prerequisites: EN.660.205
Instructor(s): L. Kendrick
Writing Intensive.

EN.660.450. Advertising & Integrated Marketing Communication. 3.0 Credits.
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.660.455. Social Media and Marketing. 3.0 Credits.
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.661.453.
Prerequisites: EN.660.250
Instructor(s): D. Mahoney.

EN.660.456. Marketing Communication Law & Ethics. 3.0 Credits.
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
Writing Intensive.

EN.660.460. Entrepreneurship. 3.0 Credits.
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. 3.0 Credits.
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.

EN.660.500. Business Internship. 1.0 Credit.
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.

EN.660.501. Practicum In Entrepreneurship and Management. 3.0 Credits.
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.
EN.660.567. Leadership Theory Independent Study. 3.0 Credits.
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.

Professional Communication
EN.661.110. Professional Writing and Communication. 3.0 Credits.
This course teaches students to communicate effectively with a wide variety of special 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: Students may take EN.661.110 or EN.661.120, but not both.
Instructor(s): Staff
Writing Intensive.

EN.661.111. Professional Writing and Communication for International Students. 3.0 Credits.
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: Students make take EN.661.111, EN.661.110, or EN.661.120, but not more than one.
Instructor(s): S. Etzine
Writing Intensive.

EN.661.128. Improvisational Techniques for Communication. 3.0 Credits.
Science and engineering are disciplines which mandate immersive study, attention to detail, and extreme forethought. Is it possible, then, that as students condition themselves to meet these needs, they compromise their ability to navigate impromptu social situations, public speaking events, and the like? Following the lead of innovative communities and businesses, this class turns to improvisation techniques to develop communication skills, encourage creative problem solving, and support teamwork. Through imaginative movement and play, improv encourages students to hone their abilities to initiate, listen, react, and connect. Using the power of "Yes, And...", improv's most famous aphorism, students learn to respond confidently and spontaneously to unforeseen challenges.
Instructor(s): M. Hartwell; T. Forsyth.

EN.661.150. Oral Presentations. 3.0 Credits.
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): J. Reiser; L. Davis
Writing Intensive.

EN.661.160. Online Media and Society. 3.0 Credits.
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.
Instructor(s): K. Quesenberry.

EN.661.250. Oral Presentations. 3.0 Credits.
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): Staff
Writing Intensive.

EN.661.251. Oral Presentations for International Students. 3.0 Credits.
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. No audits.
Instructor(s): Staff
Writing Intensive.

EN.660.220/EN.660.340. Leadership Theory Independent Study. 3.0 Credits.
This 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): L. Davis
EN.661.301. Writing for the Law. 3.0 Credits.
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
Writing Intensive.

EN.661.306. Special Topics in Professional Writing: Freelance Travel Writing. 3.0 Credits.
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
Area: Social and Behavioral Sciences
Writing Intensive.

EN.661.317. Culture of the Medical Profession. 3.0 Credits.
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
Writing Intensive.

EN.661.355. Special Topics in Professional Writing: Blogging about Food and Culture. 3.0 Credits.
Explore Baltimore's thriving food and restaurant scene while learning the art of criticism and best practices for blogging. In this journalism class taught by former New York Times Magazine editor Sarah Smith, students will study the work of some of the best writers in the field, from Laurie Colwin to Pete Wells, and using that work as a guide, write their own essays, reviews and features, which the class will discuss in a workshop setting. Instruction will include the basics of reporting and research; differences in writing for print and online media; ethics and legal concerns; and practical advice for pitching editors and setting up blogs. Recommended Course Background: At least one previous writing course.
Instructor(s): S. Smith
Writing Intensive.

EN.661.357. Copywriting & Creative Strategy. 3.0 Credits.
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
Instructor(s): K. Quesenberry
Writing Intensive.
EN.661.361. Corporate Communications & P.R.. 3.0 Credits.
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): L. Foxwell
Writing Intensive.

EN.661.370. Visual Rhetoric. 3.0 Credits.
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

EN.661.380. Business Analytics. 3.0 Credits.
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): A. de Medinaceli; A. Treiser
Area: Quantitative and Mathematical Sciences.

EN.661.390. Catalyst: A Student-Run Magazine. 3.0 Credits.
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
Writing Intensive.

EN.661.400. Practical Applications of Business Analytics. 3.0 Credits.
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): J. Gorelick
Area: Quantitative and Mathematical Sciences.

EN.661.410. Research Writing for ESL. 3.0 Credits.
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.
Instructor(s): D. Link-Farajali
Co-listed with EN.580.425.

EN.661.425. Ethics of Biomedical Innovation. 3.0 Credits.
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.
Instructor(s): E. Logsdon; E. Rice; F. Macgabhann; Y. Yazdi
Area: Social and Behavioral Sciences
Writing Intensive.
EN.661.453. Social Media and Marketing. 3.0 Credits.
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; Students may receive credit for EN.661.453 or EN.660.453 but not both.
Instructor(s): K. Quesenberry
Writing Intensive.

EN.661.454. Blogging and Digital Copywriting. 3.0 Credits.
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). No audits.
Prerequisites: EN.660.250
Instructor(s): K. Quesenberry
Writing Intensive.

EN.661.456. Marketing Communication Law & Ethics. 3.0 Credits.
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
Writing Intensive.

EN.661.487. Advanced Communication Skills for Science and Engineering. 3.0 Credits.
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.
Instructor(s): J. Reiser
Writing Intensive.

EN.661.610. Research Writing for International Students. 3.0 Credits.
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. 3.0 Credits.
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.
Instructor(s): L. Davis

EN.661.612. Professional Writing and Communication for International Students: Financial Math. 1.5 Credits.
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.
Instructor(s): D. Link-Farajali; L. Davis

EN.661.613. Professional Writing and Communication for International Students: Financial Math. 1.5 Credits.
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.
**Engineering Management**

**EN.662.611. Strategies: Accounting & Finance. 3.0 Credits.**
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. 3.0 Credits.**
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. Not open to undergraduates.
Instructor(s): J. Reiser.

**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): J. Reiser.

**EN.662.650. Marketing Communications. 1.5 Credits.**
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.

**EN.662.651. Marketing Communication and Strategy.**
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.
Instructor(s): P. Sheff.

**EN.662.692. Strategies for Innovation & Growth. 3.0 Credits.**
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. MSEM Internship. 3.0 Credits.**
MSEM Internship for 3 credits in the management portion of the MSEM program.
Instructor(s): W. Smedick.

**EN.662.811. M.S. in Engineering Management Seminar. 1.0 Credit.**
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.

**EN.662.812. M.S. in Engineering Management (MSEM) Seminar. 1.0 Credit.**
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.