

GRADUATE MANAGEMENT COMMON CORE (NCC)

NCC 4530 - Marketing Management (3 Credits)

This course introduces students to the basic principles of marketing management. The course will familiarize students with all the key concepts in the field, including marketing strategy, marketing analysis (i.e., customer analysis, competitor analysis, and company analysis), and marketing mix (product/ pricing/ advertising and promotion, and distribution). The course will employ a mix of lectures and field-based reading materials to introduce these principles. A major component of the course will focus on case discussions that will provide students an opportunity to apply the marketing principles by critically analyzing real-world marketing scenarios.

Forbidden Overlaps: AEM 2400, AEM 2420, HADM 2410, HADM 2430, NCC 4530

Last Four Terms Offered: Spring 2025, Spring 2024, Fall 2023, Spring 2023

Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5000 - Financial Accounting (2.5 Credits)

Crosslisted with LAW 6460

This course is an introduction to the reporting system used by businesses to convey financial information to parties outside the firm. Primary emphasis will be placed on understanding the financial reports that are the end product of this system—what they tell us and what they do not tell us about a business. The accounting principles, conventions and concepts underlying financial reporting will be examined with the objective of developing your ability to interpret and analyze financial statements.

Enrollment Information: Enrollment limited to: Johnson MBA first-year students.

Last Four Terms Offered: Fall 2024, Fall 2023, Fall 2022, Summer 2022

Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5010 - Data Analytics and Modeling (2.5 Credits)

Crosslisted with LAW 6302

This course will expose you to introductory statistics and data analysis techniques for understanding business situations and improving business decisions under uncertainty. Specific topics are data visualization, probability, sampling, confidence intervals, hypothesis testing, regression, prediction and causality, AI, and data ethics.

Enrollment Information: Enrollment limited to: Johnson MBA first-year students.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Summer 2022

Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5020 - Microeconomics for Management (2.5 Credits)

Crosslisted with LAW 5020

Introduces microeconomic theory and applies it to problems faced by managers. Topics include supply and demand, consumer behavior, pricing when a firm has market power, and the role of contracts. The course employs a lecture format and emphasizes problem solving. Grading is based on quizzes, a midterm and a final exam.

Enrollment Information: Enrollment limited to: Johnson MBA first-year students.

Last Four Terms Offered: Fall 2024, Fall 2023, Fall 2022, Summer 2022

Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5030 - Marketing Management (2.5 Credits)

Understanding your core customer is important for all business leaders. This course will expand your knowledge of the fundamental concepts of customer-centric management. After taking the course, students will be able to formulate and communicate rigorous and practical solutions to commonly faced managerial problems across a variety of industries. The course will provide students with the background and tools to: 1. Analyze the elements of a company's strategy (market segmentation, targeting, and positioning) as well as its marketing mix (product, pricing, promotion, and channels). 2. Improve managerial problem-solving and decision-making abilities while working on a team. 3. Strengthen written and oral communication skills to more effectively convey clear recommendations. As part of the course, students will compete in the SC Johnson case competition with their core teams. They will apply course concepts to formulate a recommendation to a business problem, and defend their recommendation to a panel of faculty judges. Four finalist teams will be selected based on their analysis and communication to present to a panel of executives from SC Johnson for the chance to win prizes.

Enrollment Information: Enrollment limited to: Johnson MBA first-year students.

Last Four Terms Offered: Fall 2024, Fall 2023, Fall 2022, Summer 2022

Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5040 - Leading Teams (1.5 Credits)

The 21st century organization and its managers are operating in the midst of the Fourth Industrial Revolution where work is knowledge-based, change is constant, and collaboration is essential. To succeed in a changing and competitive global environment, organizations must be able to learn, adapt, and continually innovate. Teams are the basic building block of organizational innovation and managers are responsible for effectively leading them. Managers have the power to direct their teams towards collaboration and innovation, however without the right skills, managers will fail to realize the full potential of their employees. This course is designed to help you develop skills to lead teams effectively. We will discuss what makes a team effective, the challenges teams typically face, and ways to direct teams toward success. The course is designed to provide you with concepts and competencies to help you throughout your managerial careers. The concepts will include both time-tested ideas and very recent findings, putting you at the cutting edge of management thinking. But learning the lessons intellectually is the easy part. You will also have the chance to practice and experiment with these ideas. Through class exercises, videotaped exercises and cases, you will have the opportunity to turn the concepts into competencies.

Enrollment Information: Enrollment limited to: Johnson MBA first-year students.

Last Four Terms Offered: Fall 2024, Fall 2023, Fall 2022, Summer 2022

Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5050 - Critical and Strategic Thinking (1.5 Credits)

Crosslisted with LAW 6266

Succeeding in any business leadership role requires you to think critically, and make quality decisions, even in the face of challenges such as imperfect/incomplete information, changing and unforeseen circumstances, and human nature in all of its complexity and unpredictability. Major content themes of this course focus on constructing a persuasive argument and deconstructing arguments made by others; recognizing and avoiding reasoning flaws and the forces that make us most susceptible to such flaws; approaching business problems systematically and thoroughly; and producing a problem solution that is (a) well-reasoned; (b) likely to be well-received by ultimate decision makers; and (c) able to be implemented successfully.

Enrollment Information: Enrollment limited to: Johnson MBA first-year students.

Last Four Terms Offered: Fall 2024, Fall 2023, Fall 2022, Summer 2022
Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5060 - Managerial Finance (2.5 Credits)

Crosslisted with LAW 6652

This is the MBA core finance course at Johnson. It is meant to give students a strong basis in finance that can be used in their professional career as well as to provide the background necessary for more advanced finance classes. The topics we cover include how to move cash flows in time, the methods and principles of capital budgeting, bond and stock valuation, and how to characterize risk and calculate the cost of capital.

Enrollment Information: Enrollment limited to: Johnson MBA first-year students.

Last Four Terms Offered: Fall 2024, Fall 2023, Fall 2022, Summer 2022
Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5080 - Managing Operations (2.5 Credits)

Focuses on managing processes: actions that convert inputs into outputs. Almost any business function can be modeled as a network of processes. The first part of the course examines processes, both individually and as part of a larger system. It also covers queuing theory and Monte Carlo simulation, both of which are particularly helpful for analyzing process capabilities. The second part of the course analyzes how goods and services are produced. In particular, it examines quality and lean operations, inventory and forecasting, and supply chain management. The second part also covers constrained optimization models, which provides information about handling finite resources. An overall common course theme is the deleterious effect of variability (in demand, supply, quality, or capacity) in complex systems.

Prerequisites: NCC 5010 or permission of instructor.

Enrollment Information: Enrollment limited to: Johnson MBA first-year students.

Last Four Terms Offered: Spring 2025, Spring 2024, Spring 2023, Fall 2022
Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5090 - Strategy (2.5 Credits)

Crosslisted with LAW 5091

Among the critical tasks facing any senior manager are the creation, implementation, and evaluation of a business unit's strategy. This course seeks to provide the management student with the tools and frameworks essential to carrying out these tasks. Many of these tools and frameworks are based on recent advances in game theory, industrial organization, and organization theory, although the course also draws from the older business policy tradition. Students who successfully complete this course are able to analyze industries, identify areas of strategy advantage and disadvantage, and devise strategies that exploit advantages and remedy disadvantages.

Enrollment Information: Enrollment limited to: Johnson MBA first-year students.

Last Four Terms Offered: Fall 2024, Fall 2023, Fall 2022, Summer 2022
Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5500 - Financial Accounting (3 Credits)

Introductory accounting course that examines the subject from the viewpoint of users external to the organization. Topics include transaction analysis; the accounting cycle; financial-statement preparation, use, and analysis; revenue recognition and cost measurement; present value; and problems in financial-accounting disclosure.

Forbidden Overlaps: AEM 2210, AEM 2225, HADM 1210, HADM 2230, NCC 5500

Enrollment Information: Enrollment limited to: non-Johnson School students.

Last Four Terms Offered: Spring 2025, Fall 2024, Spring 2024, Fall 2023
Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5530 - Marketing Management (3 Credits)

This course introduces students to the basic principles of marketing management. The course will familiarize students with all the key concepts in the field, including marketing strategy, marketing analysis (i.e., customer analysis, competitor analysis, and company analysis), and marketing mix (product/ pricing/ advertising and promotion, and distribution). The course will employ a mix of lectures and field-based reading materials to introduce these principles. A major component of the course will focus on case discussions that will provide students an opportunity to apply the marketing principles by critically analyzing real-world marketing scenarios.

Enrollment Information: Enrollment limited to: non-Johnson School students.

Last Four Terms Offered: Spring 2025, Spring 2024, Fall 2023, Spring 2023
Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5540 - Managing and Leading in Organizations (3 Credits)

People are the heart of organizations. Managing them well requires a sophisticated understanding of the self and others. Good leadership requires deliberate thought and significant effort. It is a continually developing life skill that becomes increasingly important for effectiveness as one rises in the hierarchy of an organization. To help students in their ongoing efforts to be equipped for success as leaders, the two primary purposes of this course are: (1) to build skill and broad fluency with organizational leadership and behavior (2) to develop a personal leadership philosophy based on a) an informed understanding of management concepts at the individual, group, and organizational level and b) self-knowledge and introspection regarding personal values, goals, and perspectives about oneself and others.

Forbidden Overlaps: AEM 1200, AEM 2200, HADM 1810, ILRID 1700, NCC 5540

Enrollment Information: Enrollment limited to: non-Johnson School students.

Last Four Terms Offered: Fall 2024, Fall 2023, Fall 2022, Fall 2021
Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5560 - Managerial Finance (3 Credits)

This course provides an introduction to business finance through lectures and assignments. The content of the course varies with the section and instructor. Topics may include basic financial accounting, time value of money, stock and bond valuation, capital budgeting, portfolio theory, asset-pricing models, cost of capital, dealing with risk, capital structure, acquisitions, and options. Application of theory to practical applications will be stressed in the lectures.

Prerequisites: instructors of some sections may require a previous course in financial accounting.

Forbidden Overlaps: AEM 2240, AEM 2241, AEM 5241, HADM 2220, HADM 2250, NCC 5560

Enrollment Information: Enrollment limited to: non-Johnson School graduate students for the Fall semester. Undergraduate seniors and juniors may only enroll in the Spring semester.

Last Four Terms Offered: Fall 2024, Fall 2023, Spring 2023, Fall 2022
Schedule of Classes (<https://classes.cornell.edu/>)

NCC 5580 - Managing Operations (1.5-3 Credits)

Operations Management is the design and management of processes that transform inputs into finished goods or services. All organizations have operations that directly affect their ability to execute on their specified strategies. This course prepares students to think analytically and managerially about operations processes, and to use the tools and intuition they acquire to ensure that the operations in production and service systems support the business strategies for these systems. A process view of operations will be used to analyze different key operational dimensions such as capacity analysis, service operations management, quality management, inventory management and supply chain management.

Enrollment Information: Enrollment limited to: undergraduate seniors and graduate non-Johnson students.

Last Four Terms Offered: Spring 2024, Spring 2023, Spring 2022, Spring 2021
Schedule of Classes (<https://classes.cornell.edu/>)