STANFORD EXECUTIVE PROGRAM
Sample Course Descriptions
Alphabetized by faculty member

THE ECONOMICS OF DIGITAL PLATFORM MARKETS
Susan Athey
The Economics of Technology Professor; Professor of Economics (by courtesy), School of Humanities and Sciences; Senior Fellow, Stanford Institute for Economic Policy Research

This class will analyze the economics of digital platform markets. We will examine the role of scale economies and network effects in determining the dynamics of platform competition and long-run industry structure. We will consider key strategic decisions for firms, including vertical integration and exclusive deals, and we will touch on antitrust considerations. Finally, we will emphasize issues that arise when taking a data-driven approach to management and decision making at a platform business.

CORPORATE GOVERNANCE AND EXECUTIVE COMPENSATION
Robert Daines
Professor of Finance (by courtesy)
Pritzker Professor of Law and Business, School of Law

The choice of how to govern the corporate enterprise is one of the most controversial and highly debated topics in management practice. One especially problematic aspect of corporate governance is the level of compensation paid to senior-level executives. This course will analyze these debates and develop a framework for understanding observed corporate governance and executive compensation. In addition to short case studies, the course will draw upon economic and behavioral foundations, as well as rigorous data analysis, to provide practical insights into corporate governance.

INNOVATIVE LEADERSHIP
William R. Barnett
Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations; Affiliated Faculty, Stanford Woods Institute for the Environment

Innovation is useful for any organization, even if that organization operates outside the high-tech industry. This course will focus on how to lead innovation and will utilize Stanford’s dynamic location in the heart of Silicon Valley. During the four sessions you will develop leadership skills and tools to change the trajectory of your organization and career—an adjustment that can lead to very significant changes in the long run.

DECISION MAKING, MOTIVATION, AND COMMUNICATION
Francis J. Flynn
Paul E. Holden Professor of Organizational Behavior

The goal of this course is to help you improve and enhance the impact of everyday communication, particularly in the context of work collaboration. Beyond intelligence and technical skills, what separates leaders from average managers is the ability to move people toward a common goal—to persuade them, to cajole them, and to convince them that yours is the right course of action. This course will focus on identifying these critical communication skills and providing ideas and tools for strengthening them.
BUILDING NEW VENTURE GROWTH OPPORTUNITIES

George Foster
Kunosuke Matsushita Professor of Management

This course examines the various growth avenues available to build a new, sustainable, high-growth venture whether in the form of a new company or a new unit within an existing company. Four case studies will be used to delve deeper into planning and implementation during the start-up phase of a venture and to illustrate the sizable shifts companies must make over time to keep the growth engine going.

MICROECONOMICS WITH NAMES

David M. Kreps
Adams Distinguished Professor of Management; Professor of Economics (by courtesy), School of Humanities and Sciences

This course explores recent microeconomic research that concerns the economics of interactions between small numbers of individuals and organizations. The “Names” in the course title refers to the identities of corporate trading partners—not large and anonymous markets. After discussing concepts such as reciprocity and reputations, you will examine applications of the “new” microeconomics to competitive analysis, human resource management, and other areas of business.

PUBLIC POLICY AND THE ECONOMY

Edward P. Lazear
Jack Steele Parker Professor of Human Resources Management and Economics; Morris Arnold and Nona Jean Cox Senior Fellow, Hoover Institution; Senior Fellow (by courtesy), Stanford Institute for Economic Policy Research; Professor of Economics (by courtesy), School of Humanities and Sciences

The goal of this course is to discuss important public policy issues and how they affect the macroeconomy. You will be given the tools to understand public policy, its impact on society, and how policy can affect businesses. A mix of past and current public policy issues will be reviewed, followed by discussion of which industries or firms see gains or losses and why.

ETHICS AND MANAGEMENT

Scotty McLennan
Lecturer, Political Economy

With leadership comes responsibility. These sessions explore the numerous ethical issues faced by managers and organizations, and provide analytical frameworks as well as the latest findings on human behavior to inform ethical decisions and strategies. Readings involve controversial case studies, insights from experimental psychology and economics, and a brief introduction to some relevant philosophy. Through class exercises, rigorous discussion, and directed personal reflection, you will clarify your own ethical stance, think through ethical dilemmas, practice articulating recommendations compellingly, discover the diversity of ethical viewpoints, and find out how to avoid the social and cognitive pitfalls that get in the way of ethical leadership.

BUSINESS MODELS IN RETAILING

Haim Mendelson
Kleiner Perkins Caufield & Byers Professor of Electronic Business and Commerce, and Management

This short course examines the structure and evolution of business models in retailing. The course uses retailing as the context for thinking more broadly about alternative business models and, as such, it places more emphasis on business models than on retailing per se. The reason for choosing the retailing context is that this is a large, important, and diverse sector of the economy with a long history of change, and even more change yet to come.

GETTING MORE OF WHAT YOU WANT: NEGOTIATION STRATEGIES AND TACTICS

Margaret A. Neale
Adams Distinguished Professor of Management

You will gain an intellectual and experiential understanding of the process of negotiation—an understanding that spans not only different types of negotiations but also alternative strategies for maximizing individual and joint outcomes in various situations. While engaging in live negotiation exercises, you will also be introduced to a strategic framework for creating and claiming value in negotiation settings.
WINNING THROUGH INNOVATION

Charles A. O'Reilly III
Frank E. Buck Professor of Management

Successful companies have all the resources and capabilities necessary to stay on top: financial, intellectual, and technological. Yet the puzzling evidence is that these organizations often lose their competitive edge. This course explores the strategies and processes of leading ambidextrous organizations—companies that are able to compete successfully in mature markets and industries while simultaneously capitalizing on emerging markets and technologies.

OPTIONS AND DERIVATIVES IN MODERN CORPORATE FINANCE

Paul C. Pfleiderer
C.O.G. Miller Distinguished Professor of Finance; Senior Associate Dean for Academic Affairs; Professor of Law (by courtesy), Stanford Law School

An understanding of derivatives (and particularly options) is absolutely essential for understanding the practice of finance in the modern corporation. In this course, you will cover the fundamentals of derivatives and derivative pricing and then explore a number of applications to corporate finance including capital structure, executive stock options, risk management, and using real options to evaluate strategic decisions and investment opportunities.

ACCOUNTING FOR VALUATION AND CONTROL

Madhav V. Rajan
Robert K. Jedicke Professor of Accounting; Senior Associate Dean for Academic Affairs; Professor of Law (by courtesy), Stanford Law School

This course investigates broad principles and topics of current interest related to financial reporting and management control. You will spend the first half of the course reviewing and critiquing elements of financial reporting and the second half discussing approaches to management control—the process whereby managers ensure that resources are obtained and used efficiently to accomplish an organization’s objectives.

SCALING ORGANIZATIONAL CHANGE

Hayagreeva Rao
Atholl McBean Professor of Organizational Behavior and Human Resources; Professor of Sociology (by courtesy), School of Humanities and Sciences; Academic Codirector, Stanford Innovation and Entrepreneurship Certificate

This course provides successful skills and strategies that you can use to appropriately scale behavioral change within an organization. It addresses the need to both encourage and grow the good behaviors required of employees while, at the same time, effectively reducing instances of the bad behaviors that can inhibit growth and organizational change.

STRATEGY BEYOND MARKETS

Kenneth W. Shotts
David S. and Ann M. Barlow Professor of Political Economy; Professor of Political Science (by courtesy), School of Humanities and Sciences

Management of a company’s interactions with the public and with governments is critical, both for value creation and for social responsibility and accountability. The objectives of this course are to examine the broad, nonmarket environment in which organizations conduct business, to formulate effective strategies for this environment, and to consider standards of responsibility and accountability for these nonmarket strategies.

ORGANIZATIONAL DESIGN FOR THE 21st CENTURY

Sarah A. Soule
Morgridge Professor of Organizational Behavior; Professor of Sociology (by courtesy), School of Humanities and Sciences

Over the past few years, research on the “Millennial Generation” has shown that “millennials” have quite different priorities and values than did members of earlier generations. For example, a Pew Research Center study found that 52% of surveyed millennials value being a good parent, while only 15% of them value having a high-paying career. Another study, published in the Harvard Business Review, found that millennials want autonomy, flexible schedules, and work-life control. This study also found that millennials want to work for companies with strong values that will allow them to be creative and innovative. Given this research, it seems that there is something of a structural mismatch between what this new generation of workers want and value, and the design of many of our organizations. The purpose of this module (four sessions) is to explore how leaders in several firms have redesigned their organizations to better appeal to what millennials value. You will explore organizational designs that promote innovation, creativity, engagement, and work-life control.