

IKNS BULLETIN OF PRE-APPROVED ELECTIVES (v9.0 – updated 09 September 2026) Please note:										
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School	Program/Topic Area	Number	Name	Offered In Person	Offered Online	Offered as Block	Description (as per directory)	Open to IKNS students?	Curriculum Areas	
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Marketing	MRKT B76640 OR MRKT B8679	Digital Marketing	X		X	Digital marketing has become an essential component of any firms marketing strategy, but managers are still grappling with this medium which is continuously evolving as well. In this course, we will develop a systematic understanding of digital marketing by learning concepts and tools whose applicability will endure even as specific technologies and implementation procedures change. We will conduct an in-depth study of display advertising, search advertising and social media marketing, at both the tactical and strategic levels. We will invest a significant amount of time on outcome and effectiveness measurement methods and campaign evaluation metrics. Towards the end of the course, we will discuss a host of varied topics such as mobile marketing, media planning, privacy issues and digital ad fraud.	Refer to Vergil or contact instructor for more information	CA1, CA2	
School of Engineering and Applied Science (SEAS)	Industrial Engineering and Operations Research	IEOR E4532	Visualization and Storytelling with Data (1.5 pts)	X		X	Data visualization and how to build a story with data. Using complex data or statistics to communicate results effectively. Learn to present analysis and results concisely and effectively.	Refer to Vergil or contact instructor for more information	CA1	
School of International and Public Affairs (SIPA)	International Affairs	INAF U6004	Application Development for Social Impact (1.5 pts; Workshop)	X		X	In this course, you will learn the fundamentals of programming so you can start writing web applications that can potentially be used in non-profit or public sectors. The course will be very hands-on and you are expected to code during the class. The topics will include - fundamentals of computer science, programming basics, data structures, client-server architecture, javascript, application programming interface, LAMP stack and web frameworks, design tools, scalability issues and infrastructure for application deployment. We will discuss some of these topics in the context of agile development methodology for startups. If you are interested in building a startup as a social entrepreneur, the tools and methods you learn in this course should help you in coding the first prototype of your application. As part of the final project, you are expected to build a fully functional web application. No programming background is required. Students are expected to complete all the reading assignments before the first day of class.	Refer to Vergil or contact instructor for more information	CA1	
School of International and Public Affairs (SIPA)	International Affairs	INAF U6005	Generative AI (1.5 pts; Workshop)	X		X	This course is meant for students who want to learn Generative Artificial Intelligence (Generative AI). We will cover the basics of language models and large language models (LLMs) and go through the details of how they are built. We will also cover topics around Deep Learning, Transformers, and Generative Pre-Trained Transformer (GPT). We will explore topics related to the implications of Generative AI in society such as bias in AI systems, ethical dilemmas, job losses, and regulations of AI systems by the government. The course will be fairly hands-on with some programming exercises. You will also learn prompt engineering for some of the current Generative AI tools like ChatGPT and Midjourney. Required programming concepts will be taught in the class, so no programming background is required.	Refer to Vergil or contact instructor for more information	CA1	
School of Professional Studies (SPS)	Human Capital Management	HCM K5340	Inclusive Leadership	X		X	This course seeks to introduce students to the latest theory, research and practice of “Inclusive Leadership,” an evolving framework, for understanding the role of people leaders, teams, and individual contributors in cultivating diverse, equitable, and inclusion environments in companies and organizations. This interactive, intensive course will leverage insights, research, and experiences of leading scholars and practitioners in the fields of leadership, diversity, and inclusion. The content covered is grounded in inclusive leadership development, diversity management, team effectiveness, organization development, and intergroup relations. Students will learn hands-on strategies for fostering inclusion at every level of the organization, and how and why it matters on the overall culture and climate of the organization in a systematic way. Class discussions, assignments, and readings will pose questions such as: How to foster a culture of inclusion? How do we know when inclusion is actually taking place?	Refer to Vergil or contact instructor for more information	CA2, CA3	

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School of Professional Studies (SPS)	IKNS	IKNS K5990	Navigating The Future Of Work	X		X	This course is designed to provide an understanding of the critical capabilities necessary for individual, team, and organizational success in the new world of work. Based upon current economic models, students will recognize the intangible factors within teams and organizations that drive decision making, knowledge, and culture as value and valuation of the work of organizations. Our core question is, how to start, build, and sustain leadership and organization capabilities for successfully navigating the future of work? The course will answer this question by looking at successful case examples who are demonstrably leading the way. We will bring actual leaders and entrepreneurs to the class for exchange with our class. The course will require students to work individually and in teams to build their own future of work models through unlearning and learning. Students will study modern exemplar organizations and leaders to harness their lessons for staying competitive and successful. We will explore the changing nature of work, provide the means for better understanding what is occurring, and develop strategies for successfully navigating this new world. This course will start by analyzing how platforms, robotics, AI, automation, data, digitization, and the speed of technology has changed work. The capabilities necessary for success require both technological expertise, as well as, human skill centered around leadership, knowledge, and cultures of trust, respect and intentional inclusion. Students will participate in an “intangibles” assessment survey that will measure behaviors associated with leadership, culture, and knowledge for driving performance. This approach allows for exploring how the intangible factors behind each of these change factors impact the world of work, workforces, and workplaces. Assignments will include determining individual work interests, skills and connecting them to organizational objectives and key results (OKR). Students will work in teams to design a future of work map and negotiate practices for their current organizations and clients.	Yes	CA2, CA3
School of Professional Studies (SPS)	Negotiation and Conflict Resolution	NECR K5105	Introduction To Negotiation	X		X	Negotiation is one of the most important strategies in conflict resolution and is used routinely by all humans to resolve conflict and potential conflict successfully. This course examines both theoretical and practical implications of diverse assumptions and strategies. Students develop a deeper self-awareness of their role in the creation, perpetuation, escalation and resolution of conflicts, as well as in relationship with the other party.	Yes	CA2
School of Professional Studies (SPS)	Strategic Communication	COMM K5160	Political Communicatio ns	X		X	This course is designed either for students who wish to embark on or further careers in politics and for those interested in exploring the dynamic field of political communication. Three themes anchor the course material: 1.) strategic communication, or deliberate and goal-oriented communication, which enables professionals to analyze and execute political strategy; 2.) message, which enables the crafting and critique of more or less effective political communication; and 3,) research, which political professionals use to formulate, shift and optimize their strategies.	Refer to Vergil or contact instructor for more information	CA2
School of Professional Studies (SPS)	Strategic Communication	COMM K5165	Influence: Behavioral Science And Communicatio n	X		X	This course places students at the intersection of two converging fields, behavioral economics and communication, to teach them how our predictable irrationality can become a competitive advantage in persuading people, groups and organizations to take favorable actions. Through lectures, case analysis, and group projects, students learn and apply a variety of psychological principles to communication thinking, planning and leadership. Students are challenged to think broadly about communication — advertising, public relations, social media, content and internal communication — in their application of cognitive bias and heuristics principles including anchoring, framing, loss aversion, group biases, time-discounting and choice overload.	Refer to Vergil or contact instructor for more information	CA2
School of Professional Studies (SPS)	Strategic Communication	COMM K5190	Critical Conversations	X		X	Effective dialogue is one of the single most important activities of leaders today. Whether you are confronting a team member who is not keeping commitments, critiquing a colleague’s work, disagreeing with a spouse about financial decisions, or telling someone no, critical conversations are often avoided or handled in clumsy ways. This course will provide the theory underpinning these conversations, diagram their structure, and provide specific strategies for approaching them successfully.	Yes	CA2
School of Professional Studies (SPS)	Strategic Communication	COMM K5480	Gender And Communicatio n In The Workplace	X		X	Gender and Communication in the Workplace offers professionals across sectors and industries the knowledge and skills needed to identify the social and linguistic practices enacted at work, and the opportunity to advance the interests of those who run up against barriers to advancement as a result of prejudice and stereotyping.	Yes	CA2
Business School For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/	Business Economics	BUEC B8216	Economics Of Strategic Behavior	X			Enrollment limited. The course explores social processes in groups and their impact on individual behavior. In addition to a series of lectures/discussions, students are required to participate in an experiential group relations conference or to conduct a self-study project on group relations. Special fee is required. This class gives students the opportunity to develop an in-depth understanding of group dynamics from a systemic perspective and to learn about their own behavior in groups. Readings, lectures, and discussions will address dynamics as they occur in varied groups, systems and contexts including the business world, educational institutions, healthcare systems, the military, religious institutions, and in community and family life. The interplay of power, authority, socio-political identities, and group dynamics is emphasized.	Refer to Vergil or contact instructor for more information	CA2

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Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Decision, Risk & Operations Management	DROM B5100	Managerial Statistics (3 Points)	X			Introduces students to basic concepts in probability and statistics of relevance to managerial decision making. Topics include basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. Numerous examples are chosen from quality-control applications, finance, marketing and management.	Refer to Vergil or contact instructor for more information	CA1
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Decision, Risk & Operations Management	DROM B6100	Managerial Statistics (1.5 Points)	X			Introduces students to basic concepts in probability and statistics of relevance to managerial decision making. Topics include basic data analysis, random variables and probability distributions, sampling distributions, interval estimation, hypothesis testing and regression. Numerous examples are chosen from quality-control applications, finance, marketing and management.	Refer to Vergil or contact instructor for more information	CA1
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Decision, Risk & Operations Management	DROM B8148	The Analytics Advantage	X			This class will focus on how analytics have generated value in a broad range of industries. Each class will be taught by a different faculty member with specific subject matter expertise and will focus on one specific industry and on how it has been transformed through the use of analytics.	Refer to Vergil or contact instructor for more information	CA1
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Decision, Risk & Operations Management	DROM B9153	Generative AI: Technical and Social	X			This course examines Generative AI technologies through both a technical and social lens. In the first part of the course, students will develop hands-on experience in the technical workings of LMs, including prompt engineering, retrieval augmented generation, fine-tuning, and safety. In the second part of the course, students will examine the social and ethical implications of these technologies and examine the impact of these technologies on topics like content creation, labor markets, and security. Designed for students interested in advancing AI technology responsibly, this course encourages critical thinking about AI's broader effects. Participants will gain practical skills and a deeper understanding of how AI tools can be developed and utilized ethically and effectively in various sectors.	Refer to Vergil or contact instructor for more information	CA1
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Management	MGMT B7519	Launch Your Startup	X			This hands-on" applied course focuses on the creation, evaluation, development and potential launch of a new business or social venture. For each new venture, key issues are addressed in a fashion highly consistent with other formal venture planning processes including: in-depth industry and market analysis, market validation, product or service design, value proposition, development of a sales and marketing (channel) model, the team (human capital), profit models, financing, legal and fundraising. Throughout the class you will continually seek to refine (a) your ventures value proposition, and (b) all core elements of your business model based on instructor, visiting experts, and peer feedback."	Refer to Vergil or contact instructor for more information	CA3
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Management	MGMT B8519	Launch Your Startup	X			Launch Your Startup focuses on the evaluation, development and potential launch of a new business. Working individually (or on occasion in pairs), students spend the entire term developing an effective and comprehensive presentation of a real business concept by addressing five key issues: in-depth market analysis, product or service design, development of a marketing campaign, assessment of human resource requirements and building a realistic financial forecast. The output will be a comprehensive business plan and a formal presentation of their idea.	Refer to Vergil or contact instructor for more information	CA3

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Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Management	MGMT B8551	Future of Work: Strategy & Leadership (1.5 Points)	X	X		In 2020 the world found itself accelerated into the future of work (FoW) across multiple dimensions -- challenging business leaders to expand their thinking, strategies and the models they apply to work, workforces, and workplaces. In the coming years, this acceleration will be combined with disruption leading to the re-ordering of business models, workforce ecosystems, and how people and technology partner together.	Refer to Vergil or contact instructor for more information	CA3
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Management	MGMT B8813	Cross Cultural Seminar (1.5 Points)		X		This course will focus on national (or organizational) culture in the context of your internship or student experience and beyond. In particular, we will investigate how cultures differ along several dimensions, and how you can identify areas of good and bad fit between a previous culture and the culture in which you now work or study. I will present information on how to classify any culture, how cultural attributes influence organizations and work expectations, and how workers can manage the adjustment to the workplace or academy in non-native cultures. The online class lecture (webinar) will provide you a formal way to analyze how you approach work assignments across cultures and managing cross-cultural teams. At our required class meeting we will have a discussion regarding your cross-cultural (e.g., internship or student) experiences, both in general and with a specific focus on cross-cultural challenges. We will also take time to analyze a cross-cultural business case and to view presentations by your fellow students (see section on Grading and Required Assignments).	Refer to Vergil or contact instructor for more information	CA2
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Marketing	MRKT B7619 OR MRKT B8619	Behavioral Economics and Decision Making	X			This course seeks to better understand how psychological variables affect economic outcomes. More specifically, we will focus on the psychological processes and biases underlying decision-making with an emphasis on how to incorporate such insights into marketing, management, and business more generally. The course has two facets: first, it gives students a broad overview of important results from the behavioral sciences (e.g., social and cognitive psychology, consumer research) that show how people really make decisions (in contrast to the rational expectations model underlying classical economic theories); second, it provides students with practical advice about applying these findings to topics in business. Topics covered include: decision models, decision heuristics and biases, risk, impatience and self-control, bounded awareness and information filtering, fairness, bounded ethicality, choice architecture and nudges. Class time will be devoted to a combination of lectures, discussion, exercises, and casework. Grading will be based on class participation, individual case write-ups, other assignments, and a final exam.	Refer to Vergil or contact instructor for more information	CA2, CA3
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Marketing	MRKT B7680 OR MRKT B8680	Digital Marketing (Half-Term) (1.5 Points)	X			Digital marketing has become an indispensable part of any firm's marketing strategy, but managers continue to face challenges in this constantly evolving medium. This half-term course offers a distinct perspective on digital marketing compared to the full-term course B8679/B7640. Students who have taken B8679/B7640 will not receive credit for this course. In this course, we will focus on developing a comprehensive understanding of digital marketing by exploring concepts and tools that will remain relevant despite the rapid changes in specific technologies and implementation procedures. We will delve into the intricacies of display advertising, search advertising, and social media marketing, examining both tactical and strategic aspects. A significant portion of the course will be dedicated to exploring outcome and effectiveness measurement methods and campaign evaluation metrics, enabling students to make data-driven decisions and optimize their digital marketing efforts. In addition to the core topics, we will also address critical issues such as mobile marketing, media planning, privacy concerns, and digital ad fraud. By the end of the course, students will have gained a well-rounded understanding of digital marketing, equipped with the knowledge and skills necessary to navigate the dynamic digital landscape effectively. This course is designed to provide a unique learning experience, distinct from the full-term course B7640, and will not grant credit to students who have already completed B8679	Refer to Vergil or contact instructor for more information	CA1, CA2

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Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Marketing	MRKT B8605	Succeeding in Consulting: from Project Manager to CEO Advisor	X			This course provides an advanced understanding of the evolving consulting industry and the skills and critical learnings necessary to thrive at the levels of project manager through partner and senior partner. Through a combination of lectures, class exercises, panel discussions, cases, and real-life examples drawn from the instructors’ combined 50+ years of consulting experience, this course focuses on the following: - Reinforcing the problem-solving and communications principles and skills taught in B8624-001/002 - Providing a perspective on where the management consulting industry is headed and what it means for the skills required of those entering it today - Understanding the progression of skills you will be expected to master at each rung of the consulting ladder as well as the trade-offs around leaving consulting at each career stage The course’s ultimate objective is to position students for a successful run as mid-level to senior-level consultants with knowledge of how their skills will need to evolve, the subtleties of how to navigate their firms and client teams, and what it will take to thrive.	Refer to Vergil or contact instructor for more information	CA3
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Marketing	MRKT B8624	Driving Strategic Impact: Mastering the Tools of Strategy Consulting	X			Whether you want to follow a career in consulting or just want to improve your problem-solving capabilities, this course will provide you with valuable skills to navigate both the consulting and corporate worlds. Through a combination of lectures, class exercises, case discussions and real-life examples, this course focuses on key models and frameworks used by top management consultants to better understand, diagnose, solve, recommend and implement top strategic corporate decisions. The course's ultimate objective is to develop a disciplined, structured and analytical approach to consistently help you and your clients succeed.	Refer to Vergil or contact instructor for more information	CA3
Business School <i>For Business School courses, students can also consult the CBS Bulletin directly - https://courses.business.columbia.edu/</i>	Marketing	MRKT B8656	Market Intelligence: The Art and the Science	X			For informed business planning and sound decision-making, marketers need comprehensive intelligence regarding their customers. This advanced market research course is based on the idea that to understand customer attitudes, sentiments, and behavior fully both qualitative and quantitative research are required. Students will learn how to select and execute the right research to obtain customer intelligence, make sense of it, and apply it to marketing problems. Throughout the semester, we will emphasize the complementarity of qualitative and quantitative methods, and how combining them – tapping art and science – can yield brand-building marketing strategies.	Refer to Vergil or contact instructor for more information	CA1, CA3
Graduate School of Arts and Sciences (GSAS)	Quantitative Methods in the Social Sciences	QMSS G5015	Data Analysis for the Social Sciences	X			The data analysis course covers specific statistical tools used in social science research using the statistical program R. Topics to be covered include statistical data structures, and basic descriptives, regression models, multiple regression analysis, interactions, polynomials, Gauss-Markov assumptions and asymptotics, heteroskedasticity and diagnostics, models for binary outcomes, naive Bayes classifiers, models for ordered data, models for nominal data, first difference analysis, factor analysis, and a review of models that build upon OLS. Prerequisite: introductory statistics course that includes linear regression.	Refer to Vergil or contact instructor for more information	CA1
Graduate School of Arts and Sciences (GSAS)	Quantitative Methods in the Social Sciences	QMSS S5019	Data Analysis With Python	X			This course is meant to provide an introduction to regression and applied statistics for the social sciences, with a strong emphasis on utilizing the Python software language to perform the key tasks in the data analysis workflow. Topics to be covered include various data structures, basic descriptive statistics, regression models, multiple regression analysis, interactions, polynomials, Gauss-Markov assumptions and asymptotics, heteroskedasticity and diagnostics, data visualization, models for binary outcomes, models for ordered data, first difference analysis, factor analysis, and cluster analysis. Through a variety of lab assignments, students will be able to generate and interpret quantitative data in helpful and provocative ways. Only relatively basic mathematics skills are assumed, but some more advanced math will be introduced as needed. A previous introductory statistics course that includes linear regression is helpful, but not required.	Refer to Vergil or contact instructor for more information	CA1
Graduate School of Arts and Sciences (GSAS)	Quantitative Methods in the Social Sciences	QMSS G5062	Social Network Analysis	X			The course is designed to teach students the foundations of network analysis including how to manipulate, analyze and visualize network data themselves using statistical software. We will focus on using the statistical program R for most of the work. Topics will include measures of network size, density, and tie strength, measures of network diversity, sampling issues, making ego-nets from whole networks, distance, dyads, homophily, balance and transitivity, structural holes, brokerage, measures of centrality (degree, betweenness, closeness, eigenvector, beta/Bonacich), statistical inference using network data, community detection, affiliation/bipartite networks, clustering and small worlds; positions, roles and equivalence; visualization, simulation, and network evolution over time.	Refer to Vergil or contact instructor for more information	CA1, CA2

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Graduate School of Arts and Sciences (GSAS)	Quantitative Methods in the Social Sciences	QMSS G5063	Data Visualization	X			This course is designed to the interdisciplinary and emerging field of data science. It will cover techniques and algorithms for creating effective visualizations based on principles from graphic design, visual art, perceptual psychology, and cognitive science to enhance the understanding of complex data. Students will be required to complete several scripting, data analysis and visualization design assignments as well as a final project. Topics include: data and image models, social and interactive visualizations, principles and designs, perception and attention, mapping and cartography, network visualization. Computational methods are emphasized and students will be expected to program in R, Javascript, D3, HTML and CSS and will be expected to submit and peer review work through Github. Students will be expected to write up the results of the project in the form of a conference paper submission.	Refer to Vergil or contact instructor for more information	CA1
Graduate School of Arts and Sciences (GSAS)	Quantitative Methods in the Social Sciences	QMSS G5072	Modern Data Structures	X			This course is intended to provide a detailed tour of how to access, clean, “munge” and organize data, both big and small. (It should also give students a flavor of what would be expected of them in a typical data science interview.) Each week will have simple, moderate and complex examples in class, with code to follow. Students will then practice additional exercises at home. The end point of each project would be to get the data organized and cleaned enough so that it is in a data-frame, ready for subsequent analysis and graphing. Therefore, no analysis or visualization (beyond just basic tables and plots to make sure everything was correctly organized) will be taught; and this will free up substantial time for the “nitty-gritty” of all of this data wrangling.	Refer to Vergil or contact instructor for more information	CA1
Graduate School of Arts and Sciences (GSAS)	Quantitative Methods in the Social Sciences	QMSS G5073	Machine Learning in Social Sciences	X			This course will provide a comprehensive overview of machine learning as it is applied in a number of domains. Comparisons and contrasts will be drawn between this machine learning approach and more traditional regression-based approaches used in the social sciences. Emphasis will also be placed on opportunities to synthesize these two approaches. The course will start with an introduction to Python, the scikit-learn package and GitHub. After that, there will be some discussion of data exploration, visualization in matplotlib, preprocessing, feature engineering, variable imputation, and feature selection. Supervised learning methods will be considered, including OLS models, linear models for classification, support vector machines, decision trees and random forests, and gradient boosting. Calibration, model evaluation and strategies for dealing with imbalanced datasets, n on-negative matrix factorization, and outlier detection will be considered next. This will be followed by unsupervised techniques: PCA, discriminant analysis, manifold learning, clustering, mixture models, cluster evaluation. Lastly, we will consider neural networks, convolutional neural networks for image classification and recurrent neural networks. This course will primarily us Python. Previous programming experience will be helpful but not requisite. Prerequisites: basic probability and statistics, basic linear algebra, and calculus.	Refer to Vergil or contact instructor for more information	CA1

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Graduate School of Arts and Sciences (GSAS)	Sociology	SOCI G8610	Organizational Failure	X			Why and how do organizations fail? How do things go wrong even in excellence-based organizations? This graduate seminar will teach the fundamental principles of organizations in order to understand how and why things go wrong in organizations, producing unanticipated negative outcomes. We will take an organizational systems approach, locating causes in the relations between institutions, organizations, and individual interpretation, meaning, and action. Students will learn 1) how organizations work, 2) the systemic causes of organization failure, 3) how to do an organizational analysis, 3) the connection between causes of failures and strategies to reduce them. The central course concept is system effects: how events enacted by social actors in the institutional environment – political, economic, cultural - affect organizations, changing them, and consequently changing the actions, meanings, and ways of thinking and doing of the people who inhabit them. Recognizing that the causes of failures lie in organization systems leads to thinking about what kinds of strategies can be developed that target causal elements such as complexity, structural secrecy, the liabilities of organizational and technological innovation, the cultural normalization of deviance, and others. Throughout, lectures, readings, and discussion will teach organization theory and concepts as they apply to a variety of organizational forms that can all be analyzed from a systems perspective: groups, formal and complex organizations – i.e., from networks, to individual schools, education organizations, government agencies, or states. As the demand for understanding of incidents such as Katrina, the 2008 financial crisis, and failures in hospitals, education, corrections, airlines, and markets have increased, so has the demand for systematic scholarship of these societal problems. Most often, when things go wrong in organizations, the tendency is to locate the causes in “operator error:” the person who made a failed decision, the poorly trained individual who pulled the wrong switch or failed to pull any switch at all, the person who had been promoted past his or her capabilities, or the executive who had succumbed to greed and corruption. Locating blame in individual error perpetuates the problem. The individual may be transferred, fired, incarcerated, or fined, but unless the systemic causes of the problems are fixed, the next person to occupy the same position will experience the same pressures and the harmful outcomes are likely to repeat. A fundamental goal of the course is that students are directed away from an individual error model, instead learning to think sociologically about the principles of organizations and how they operate as organizational systems. Part of the problem is that regulatory agencies are also organizations that can fail, so an important contributor to the failures of the organizations they regulate. In class, skill at analyzing organizational system failures will be developed incrementally over the course. To that end, each person will choose a case study to analyze throughout the semester with a completed paper due at the end of the term. To guide each case study, the course will introduce a general causal model for organizational analysis. The model poses three general categories that will serve a means of loosely organizing data for each student’s case study and identifying system effects: the systemic causes in the institutional environment and organization structures, processes, technologies, and transactions, as they affect individual interpretation, meaning and action. Readings and class discussions will provide conceptual and empirical tools for the analysis. Basic principles of organizations, such as environments, networks, structures, processes, technologies, culture, informal organization, hierarchy, norms and rules will be introduced as causal elements that might apply to case materials. Apart from what each student learns from their own case study, they will also learn from the case studies of other people in the class.	Refer to Vergil or contact instructor for more information	CA2, CA3
Mailman School of Public Health	(Health Policy and Management)	HPMN P8212	Digital Health Revolution (1.5 Points)		X		Digital health is the use of any and all digital resources to improve health by making it safer, more efficient, maximize outcomes and lower costs. It is transforming the delivery of healthcare and behaviors of all health sectors. The size and scope are fast growing and difficult to define at this point in its history. The Covid-19 pandemic has magnified the importance and uses of digital health. This course provides an overview of digital healthcare in the US, focusing on how and why digital health is revolutionizing healthcare for providers, patients and payers. Students will be equipped with the vocabulary, concepts and tools to understand the dynamic aspects of digital healthcare in today’s environment, including its definition, its role in improving patient outcomes, provider satisfaction, reduction in costs and why this is accelerating. Students are encouraged to take the perspective of the executive and policy-maker in class discussions. In addition, the course surveys current digital tools and investment strategies in digital health.	Refer to Vergil or contact instructor for more information	CA3
Mailman School of Public Health	(Health Policy and Management)	HPMN P8213	Health Claims Data Analytics: Real World Strategy (1.5 Points)	X			Integrated individual-level health claim, biometric and risk data have many business uses across insurance, consulting, disease management, engagement and other digital healthcare organizations. The purpose of this course is to provide training to meet the data analytical job demands of these organizations with practical, hands-on experience exploring real corporate longitudinal data.	Refer to Vergil or contact instructor for more information	CA1
School of Engineering and Applied Science (SEAS)	Computer Science	COMS W4995	Topics In Computer Science: Varying Topics	X	X		Special topics arranged as the need and availability arises. Topics are usually offered on a one-time basis. Since the content of this course changes each time it is offered, it may be repeated for credit. Consult the department for section assignment.	Refer to Vergil or contact instructor for more information	CA1

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School of Engineering and Applied Science (SEAS)	Computer Science	COMS E6998	Topics In Computer Science: Varying Topics	X			Selected topics in computer science (advanced level). Content and prerequisites vary between sections and semesters. May be repeated for credit. Check “topics course” webpage on the department website for more information on each section.	Refer to Vergil or contact instructor for more information	CA1
School of Engineering and Applied Science (SEAS)	Engineering	IEME E4200	Human-Centered Design and Innovation	X			Introduces human-centered design process. Includes learning from and evaluating with customers, creating new ideas collaboratively as part of a team, simple ways to prototype both physical and digital experience, and presenting ideas with impact. Develop skills and experience by practicing process as they engage in various design challenges.	Refer to Vergil or contact instructor for more information	CA2, CA3
School of Engineering and Applied Science (SEAS)	Industrial Engineering and Operations Research	IEOR E4510	Project Management	X			Management of complex projects and the tools that are available to assist managers with such projects. Topics include project selection, project teams and organizational issues, project monitoring and control, project risk management, project resource management, and managing multiple projects.	Refer to Vergil or contact instructor for more information	CA2
School of Engineering and Applied Science (SEAS)	Industrial Engineering and Operations Research	IEOR E4573	Topics In OR	X	X		Each offering of this course is devoted to a particular sector of Operations Research and its contemporary research, practice, and approaches. If topics are different, then course can be taken more than once for credit.	Refer to Vergil or contact instructor for more information	CA1
School of Engineering and Applied Science (SEAS)	Industrial Engineering and Operations Research	IEOR E4721	Topics In Quantitative Finance	X	X		Selected topics of interest in the area of quantitative finance. Offerings vary each year; some topics include energy derivatives, experimental finance, foreign exchange and related derivative instruments, inflation derivatives, hedge fund management, modeling equity derivatives in Java, mortgage-backed securities, numerical solutions of partial differential equations, quantitative portfolio management, risk management, trade and technology in financial markets.	Refer to Vergil or contact instructor for more information	CA1
School of International and Public Affairs (SIPA)	DATA SCIENCE FOR POLICY (DSPC)	DSPC 7125	Data Science and Public Policy	X			Pre-req: SIPA IA6501 - Quant II or equivalent quantitative methods course. Instructor permission required. Join the waitlist in Vergil to request registration. This course bridges the gap between data science and public policy by bringing together students from diverse academic backgrounds to address contemporary policy challenges using large-scale data. With the rapid growth of digital information and the increasing influence of machine learning and AI on public life, the ability to work across disciplines is becoming essential. Students will examine real-world datasets on topics such as disinformation campaigns, privacy and surveillance, crime and recidivism, natural disasters, and the impact of generative AI. Through weekly presentations and a semester-long team project, students will gain practical experience applying data science methods to pressing policy issues while learning how to collaborate across fields.	Refer to Vergil or contact instructor for more information	CA1
School of International and Public Affairs (SIPA)	Development and Governance (DVGO)	DVGO 7105	Emerging AI and MERL: Responsible Use of AI for Monitoring, Evaluation, Research, and Learning (1.5 pts)	X			This seven-week course examines the intersection of artificial intelligence (AI) and monitoring, evaluation, research and learning (MERL) in international development and humanitarian contexts. Students will explore two critical dimensions: using MERL approaches to assess AI systems (MERL of AI) and leveraging AI tools to conduct MERL activities (AI for MERL).	Refer to Vergil or contact instructor for more information	CA1

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School of International and Public Affairs (SIPA)	DEVELOPMENT PRACTICE (DEVP)	DVPR 7120	Emerging Digital Tech for Impact	X			Unlike typical “Ethical AI” or “Technology for Development” courses that debate whether technologies are good or bad or focus on isolated deployments, this course is designed for non-technical students who want to truly understand both the technologies themselves and the environments they operate in for current and future applications. It offers an accessible introduction to the core technology concepts behind emerging digital tools like AI, Generative AI, Blockchain, and IoT alongside a deep dive into what history and case studies reveal about the enabling environment required for these tools to succeed: infrastructure, policy, funding, localization, and more. It equips students with the foundational understanding and critical lens to ask better questions, increase their digital literacy, recognize patterns, and contribute to sustainable development. Through this course, students will be able to understand what readiness might look like and discover the role they can play in shaping a future where tech serves humanity more effectively. This course is designed for individuals without a technical background who want to engage productively with the growing world of digital technologies for social and environmental impact. Whether you’re considering a career shift, seeking to better understand emerging tools like AI, Generative AI, Blockchain, and IoT, or looking to contribute more effectively within your current role, this course will help you build both the technical foundations and the critical insight to do so. It is especially valuable for those who are curious about how these technologies can support sustainable development and who want to explore what it takes to make real impact possible.	Refer to Vergil or contact instructor for more information	CA1, CA3
School of International and Public Affairs (SIPA)	Tech Policy and Innovation (TPIN)	TPIN IA7000	Global Media: Innovation & Policy Lab	X			This course looks at media around the world, the difficulties that journalists face, Big Tech’s corruption of the global public information ecosystem, and the effect this has had on people, society, and democracies. We will look at history and theory in order to understand the role the media plays, how it can be supported, and what has happened to society since the gatekeeping role of the media was upended by the rise of Big Tech. The usurping of advertising revenue by Big Tech and the micro targeting of audiences will be understood through our discussion of business models/media innovation/media sustainability, and policy solutions. We will discuss the need for new business models, look at the experiences of Rappler, and familiarize ourselves with the world of non-profit, philanthropic journalism. We will also consider the role of investigative reporting, the problems of online mis/ disinformation, and how Generative AI may upend journalism. Given that we are in an election year, these questions are pressing. This class will be timely and urgent. Guest lectures will be given after class, some weeks (from 1-2 pm) by people at the cutting edge of media innovation and investigative journalism in both profit and non-profit organizations. Some of your work will be read by organizations working on media policy. We have a track record of helping them with our research. The financial crisis faced by the media has worsened since the Covid-19 pandemic, but this means the search for solutions has become more intense and the field is awash with big ideas and creative thinking. It’s an exciting time to think about why journalism matters and what policies will help preserve it. We’re in transition and where it will go we don’t know where it’s going. Students who take this course will become familiar with: - Some of the major theories of journalism studies and the evolving public information ecosystem - The big ideas and policies that could help save quality journalism. - The worlds of media development and philanthropy. - Different business models and the sustainability of media outlets. - Ways to measure journalism impact, including reach, influence, and concrete change - Technology and its transformational effects, including how journalism can survive - Research skills and critical/analytical thinking.	Refer to Vergil or contact instructor for more information	CA1, CA3
School of International and Public Affairs (SIPA)	Tech Policy and Innovation (TPIN)	TPIN 7006	Digital Content Provenance: Path to Transparency & Authenticity in the Generative AI World (1.5 pts)	X			This course explores one of the most promising responses to the risks posed by Generative AI: digital content provenance. As AI-generated media grows more sophisticated and accessible, questions of transparency and authenticity have become central to the global informational ecosystem. Digital content provenance—an emerging open standard supported by thousands of organizations and recognized in recent policy actions such as the White House Executive Order on AI—offers a potential path to restoring trust in what we see and hear online. Students will examine the technical foundations of provenance, including concepts such as public key infrastructure (PKI) and certificate authorities, and learn how provenance is being implemented across sectors including government, media, and technology. The course features guest speakers from industry and public service, providing insight into the policy, legal, and operational dimensions of this fast-evolving field. Through research, writing, and the creation of an original provenance-enabled project, students will develop a strong understanding of how digital content provenance works and its relevance to future regulatory frameworks. This course is designed for those interested in the intersection of AI, digital media, global policy, and emerging technology standards.	Refer to Vergil or contact instructor for more information	CA1, CA3

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School of International and Public Affairs (SIPA)	Tech Policy and Innovation (TPIN)	TPIN 7016	Algorithmic Republic: AI Policy Challenges & Opportunities (1.5 pts)	X			Artificial intelligence is present in our individual lives, in education, industry, and government. Investment in AI is so large that it is driving GDP growth—and, some say, creating a bubble. Camps of AI “boomers,” who believe AI will usher in a new era of prosperity and enlightenment, are at loggerheads with AI “doomers,” who argue the technology must be stopped or it may kill us all. Yet in the U.S., there is remarkably little regulation of this new, influential technology.	Refer to Vergil or contact instructor for more information	CA3
School of Professional Studies (SPS)	Actuarial Science	ACTU K5841	Data Science In Finance And Insurance	X			This course explores machine learning models, their theoretical basis, computing implementation and applications in finance and insurance. It discusses machine learning models for regression, classification and unsupervised learning; tools such as cross validation and techniques such as regularization, dimension reduction and ensemble learning; and select algorithms for fitting machine learning models. This course offers students an intensive hands-on experience where they combine theoretical understanding, domain knowledge and coding skills to better inform data-driven decision making. Some topics covered are relevant to the statistical learning portion of the Society of Actuaries (SOA) and the Casualty Actuarial Society (CAS) curricula, and the quantitative methods section of the Chartered Financial Analyst (CFA) Institute curriculum. This is a core course of the Actuarial Science program.	Yes	CA1
School of Professional Studies (SPS)	PROF. STUDIES MANAGEMENT (SPMG)	SPMG K5003	Corporate Finance	X	X		Prerequisites: BUSI PS5001 Introduction to Finance/or Professor Approval is required Students will learn the critical corporate finance concepts including financial statement analysis; performance metrics; valuation of stocks and bonds; project and firm valuation; cost of capital; capital investment strategies and sources of capital, and firm growth strategies. At the end of this course students will understand how to apply these concepts to current business problems.	Yes	CA1
School of Professional Studies (SPS)	PROF. STUDIES MANAGEMENT (SPMG)	SPMG K5010	Managing Human Behavior In The Organization	X	X		Students will gain an overview of major concepts of management and organization theory, concentrating on understanding human behavior in organizational contexts, with heavy emphasis on the application of concepts to solve managerial problems. By the end of this course students will have developed the skills to motivate employees, establish professional interpersonal relationships, take a leadership role, and conduct performance appraisal. NOTE: THIS COURSE IS ALSO OFFERED THROUGH THE ENTERPRISE RISK MANAGEMENT PROGRAM AS ERM K5300.	Yes	CA2, CA3
School of Professional Studies (SPS)	PROF. STUDIES MANAGEMENT (SPMG)	SPMG K5030	Entrepreneurs hip: Developing And Implementing New Ideas	X			This course is designed for students interested in entrepreneurship and becoming CEO/Founders or leaders in industry as innovators and operators. The class is appropriate for those with a strong interest in new ventures or innovation at the corporate level, or for those who want to develop an entrepreneurial mindset even if you have no plans to start a business. This includes potential entrepreneurs, those interested in the financing of new ventures, working in new ventures, or a portfolio company, or in broader general management of entrepreneurial firms. Entrepreneurial topics include: the entrepreneurial journey, founders & co-founders, the art of the pitch, shaping opportunities, traditional business models, business models for the greater good, the lean startup method and the hypothesis-driven approach, technology strategy, product testing, marketing strategy, entrepreneurial marketing, venture financing and emerging developments. Academic readings, analysis of case studies, class discussions, independent exercises, reading assessments, team work, guest speakers, investor panels, weekly deliverable options and a final investor pitch are the main modalities used to help you learn and assist you on your entrepreneurial path. There are no prerequisites for this course.	Yes	CA2, CA3
School of Professional Studies (SPS)	Construction Administration	CNAD K5155	Innovative Project Delivery (1.5 Points)	X			This course is an elective, designed to introduce students to the administration and management responsibilities associated with innovative project delivery methods, or procurement methods, including planning, design, construction, and financing, as well as operations and maintenance requirements; for both public sector and private sector participation and collaboration. This course will focus on defining a continuum of alternative or accelerated procurement processes when compared to traditional design – bid – build processes; for a range of public works asset types. Practices, tools, and methods will be informed by municipal planning and general economic concepts, as well as case studies. Students will develop an understanding of the political forces, principles and contractual structures in innovative project delivery agreements.	Refer to Vergil or contact instructor for more information	CA2
School of Professional Studies (SPS)	Construction Administration	CNAD K5156	Introduction to Infrastructure: Megaproject Management and Delivery (1.5 Points)	X			This class will introduce students to the concepts, techniques, and tools necessary to manage Infrastructure Megaprojects. We will explore criteria that defines a Megaproject and their varied and often conflicting challenges. We will discuss the role of political will in project success, and how to evaluate and quantify the social and economic benefits, and values of a large complex infrastructure project. As part of the course students will meet and be taught by prominent guest lecturers who have been involved in building some of NYC’s most significant infrastructure Megaprojects. The course instructor and the invited guests will discuss relevant Mega Project case studies, such as the World Trade Center, Design & Construction of the NY Mets Minor League Stadium, and the Metropolitan Transportation Authority’s Major Capital Infrastructure Program.	Refer to Vergil or contact instructor for more information	CA2

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School of Professional Studies (SPS)	Enterprise Risk Management	ERMC K5300	Managing Human Behavior In The Organization	X	X		In this course, students will gain an overview of major concepts of management and organization theory, concentrating on understanding human behavior in organizational contexts, with a heavy emphasis on the application of concepts to solve managerial problems. Students will work in a combination of conceptual and experiential activities, including case studies, discussions, lectures, simulations, videos, and small group exercises. NOTE: THIS COURSE IS ALSO OFFERED THROUGH THE BUSINESS OFFERINGS PROGRAM AS BUSI K5010.	Refer to Vergil or contact instructor for more information	CA2, CA3
School of Professional Studies (SPS)	Enterprise Risk Management	ERMC K5570	Information Technology Risk Management	X	X		Students will learn how to better identify and manage a wide range of IT risks as well as better inform IT investment decisions that support the business strategy. Students will develop an instinct for where to look for technological risks, and how IT risks may be contributing factors toward key business risks. This course includes a review of IT risks, including those related to governance, general controls, compliance, cybersecurity, data privacy, and project management. Students will learn how to use a risk-based approach to identify and mitigate cybersecurity and privacy related risks and vulnerabilities. No prior experience or technical skills required to successfully complete this course.	Refer to Vergil or contact instructor for more information	CA1, CA3
School of Professional Studies (SPS)	Human Capital Management	HCM K5100	Introduction To Human Capital Management	X	X		In this foundations course, students will examine the impact of industry dynamics (i.e., external industry trends, shifting workforce and workplace challenges) on human capital management (HCM) solutions and the competencies required of human resources (HR) professionals. Students will learn about effective strategies for designing human capital solutions and people development programs, including business-aligned and integrated approaches to talent management and cross-functional collaboration with organizational leadership. Students will be introduced to the latest practices related to advancing human capital implications for high-impact organizational performance and have an opportunity to apply practices to current industry and organizational challenges. The course will also introduce foundational approaches to measuring the effectiveness of human capital investment.	Refer to Vergil or contact instructor for more information	CA2
School of Professional Studies (SPS)	Human Capital Management	HCM K5230	Change Management	X	X		Change is a necessary and constant part of any organization. The change may be expected, or it may be in reaction to unanticipated external and/or internal factors. In fact, organizations that do not change do not last. Change initiatives can be exceedingly complex and disorienting, however. The success of a given change initiative often rests on the clarity of vision of an organization’s leaders; an accurate and sensitive understanding of the organization’s culture; the involvement, input and buy-in of multiple internal and external stakeholders to the change objectives and process; leaders’ ability to leverage technology to communicate and drive change; and an organization’s analytical capabilities to document and measure progress, and continue to iterate and improve. In light of these requirements, this course seeks to ask: What is the role of the HCM leader in facilitating change within an organization? The aims of this course are not abstract. This course will help students develop skills to support actual organizations (their own and/or others) through change. Lectures, readings, videos, in-class and synchronous discussions, and assignments will all focus on the practical application of change theory and empirical research to real-world organizational contexts. This course is an advanced elective within the Master of Science in Human Capital Management program. Prerequisites include “HCMPS5100: Introduction to Human Capital Management,” and “HCMPS5150: Integrated Talent Management Strategies.” Some familiarity with people analytics and digital approaches to Human Capital Management will also be helpful. Please check with instructor regarding whether prerequisites apply to IKNS students.	Refer to Vergil or contact instructor for more information	CA2, CA3
School of Professional Studies (SPS)	Human Capital Management	HCM K5240	The Future of Work: Humans, AI, and Collaboration (1.5 Points) [spring A]	X	X		This course explores the evolving landscape of work as influenced by advancements in artificial intelligence and technology. This course will help students understand how to think about technology augmentation, ethical principles regarding responsible AI/Tech use and how to assess the effectiveness of these technological advancements. It will also examine the balance between practical and theoretical considerations to equip students for changes occurring in the workplace. Through in-class learning, discussions, and assignments, students will develop insights into navigating and leading within the workplace as the future unfolds.	Yes	CA2

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School of Professional Studies (SPS)	IKNS	IKNS K5301	Strategic Consulting For Knowledge-Based Organizations		X		The primary objective of this course is to become familiar with the typical phases of an internal or external consulting project. The course is designed to provide a deep understanding of the typical challenges, opportunities, phases, and methods for conducting a successful consulting assignment for knowledge-based organizations. A typical strategic consulting assignment includes the following phases: organization assessment, sponsor/client relationship, gathering data, diagnosis issues, implementation, and measurement. Drawing on examples from a variety of organizations, this course will focus directly on strategies for building a successful knowledge service or product for organizations or institutions. We will provide knowledge of foundational frameworks and theories and the need for tailored approaches for different clients. Students will get hands-on experience diagnosing and proposing knowledge strategies for improving organizational effectiveness and competitiveness. Successful consulting, whether internal or external, requires many capabilities and, at heart, is dependent on the client-consultant relationship. Students will be engaged in working on a simulated consulting assignment based on the current organization in which they work. Alternatively, students may discuss with the faculty to be assigned to work with a voluntary organization seeking student input. During the term, each student will complete individual and team assignments that build on the deliverables needed for an actual consulting assignment. By developing expertise in strategic leadership consulting, students will gain credibility, competence, and confidence in their ability to communicate, design, develop, and provide knowledge and change services to an organization and society. During the semester, students will learn strategies for building knowledge services, including the models, methods, processes, and social factors that promote successful change. This course is designed for students who are or will be working in positions that require internal or external organizational consulting skills or in positions that require managing organizational change initiatives. No prerequisites. NOTE: Students interested in in-person courses with similar content please consider <i>Succeeding in Consulting: from Project Manager to CEO Advisor (MRKT 8605)</i> or <i>Driving Strategic Impact: Mastering the Tools of Strategy Consulting (MRKT 8624)</i>.	Yes	CA3
School of Professional Studies (SPS)	IKNS	IKNS K5338	Digital Product Innovation And Entrepreneurship		X		The exponential growth of information and data—combined with software that can understand and learn from experience—provides entrepreneurs with tremendous opportunities to bring innovative customer-focused solutions to market. While there are no direct paths to bring a new product idea to market, there are easily identifiable milestones that can guide the way from idea generation to product profitability. This course will explore the process of early-stage development of knowledge-driven, data-intensive digital products like Spotify, Netflix, Watson, and TripAdvisor. The goal is to create a hands-on entrepreneurial experience at its most elemental and visceral level—ideation, brainstorming, interacting with customers, building a founding team, developing a business model, managing risk, investigating competitors, pitching the business to potential investors, and creating an interactive mobile app prototype (a design proof of concept for your business idea) through an iterative user-centered design process. In this course, we use Eric Reis’ startup method from his book, Lean Startup, as a foundation for creating and testing new ideas. Students learn to validate their new product ideas in the market by immediately engaging with customers to gauge whether their idea solves a problem better than alternative solutions. Building on the insight generated by customer interviews, students design a business model using the Lean Canvas approach designed by Ash Maurya and iterate their ideas based on Design Thinking (Tim Brown) principles. Throughout the course, we will shift from learning to the rapid application of new frameworks to speed up product design and development. Students will be exposed to all the pressures and demands of real-world start-ups by participating in teams tasked with creating weekly deliverables required to launch a new business. The user-experience skills and methods that are taught in this class are in demand by employers and startups across nearly every industry and reflect the latest best practices used to create today’s most widely used and award-winning digital products. The skills developed in this class apply to many real-world business problems that require an agile and iterative approach. NOTE: Students seeking in-person alternatives with similar content please consider <i>Entrepreneurship: Developing and Implementing New Ideas (BUSI 5030)</i> or <i>Human-Centered Design and Innovation (IEME 4200)</i>.	Yes	CA1, CA3

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School of Professional Studies (SPS)	IKNS	IKNS K5985	People Analytics: AI, Strategy, and Workforce Transformation		X		OVERVIEW: In this course, students will explore how people analytics and artificial intelligence (AI) can be leveraged to align HR and talent strategy with organizational performance and long-term workforce transformation. As AI and other advanced analytics become embedded in core workforce systems, students will examine how data-driven decision-making operates across hiring, performance management, learning, job design, and organizational culture. The course integrates strategy, organizational behavior, and data science to help students understand how analytics can drive measurable impact while strengthening trust, fairness, and human-centered leadership in the digital workplace. Students will develop a critical perspective on the use of AI-enabled systems in workforce management and will learn how to assess whether analytics practices promote responsible governance, ethical integrity, and sustainable competitive advantage in an evolving regulatory and global landscape. CONTENT & GOALS: Through case-based discussion, experiential exercises, team-based projects, and guest lectures from senior leaders at Fortune 500 companies and innovative startups, students will develop the analytical and strategic skills required to design and evaluate people analytics initiatives. Topics include workforce data fundamentals; AI-enabled hiring and talent development; performance analytics; digital feedback systems; learning, reskilling, and workforce augmentation; AI–human systems interaction; organizational culture; and the intersection of ethics, regulation, governance, global norms, data privacy and other regulatory regimes that govern data collection & use across jurisdictions (including frameworks such as the EU AI Act, GDPR, among others), cybersecurity, fairness, and responsible technology use. Students will gain practical exposure to predictive modeling concepts, bias assessment frameworks, network analysis, and diagnostic visualization techniques, while focusing on translating insights into strategic action. LOGISTICS: This course is an elective in the MS Information & Knowledge Strategy (IKNS) program and open to all graduate students. It is particularly relevant to students interested in strategy, leadership, and the future of work. The course meets online once per week. No prerequisites or background in advanced statistics are required.	Yes	CA1, CA3	
School of Professional Studies (SPS)	IKNS	IKNS K5986	Getting AI Right for Techno-Social Change	X			OVERVIEW: Artificial Intelligence (AI) is rapidly transforming every sector of human activity—from healthcare and education to defense and diplomacy—presenting both risks and opportunities and raising urgent questions about ethics, governance, global stability, and even civilizational churn. This course explores AI as both a technological and geopolitical force, one that has considerable societal impact in reshaping institutions, economies, and even civilization itself. Rather than approaching the topic from a technical perspective, the course is designed for students across disciplines who seek to understand how AI and convergent technologies can be developed and governed responsibly in a time of unprecedented change. CONTENT: Students will examine AI not as a set of tools but as an evolving infrastructure of global order. The course integrates ethical reasoning, policy analysis, and systems thinking to investigate how to get AI right in an era of rapid techno-social transformation. Students will explore foundational frameworks for AI governance and regulation (e. g., EU AI Act); analyze how the convergence of emerging technologies drives innovation and reshapes industries (e.g., autonomous vehicles); understand the role of AI within the larger context of human innovation; debate the rise of sovereign AI as a geopolitical force (e.g., UAE’s ‘Falcon’, Singapore’s ‘SEA-LION’ models.); evaluate AI’s potential role in both civilizational collapse and societal resilience; and apply methods of strategic foresight to anticipate future emerging technologies (e.g., the work of Sachs, Acemoglu & Robinson, Spengler etc.). Final projects will synthesize technical, ethical, and geopolitical perspectives to design a Responsible AI framework relevant to students’ personal and professional contexts. LOGISTICS: The course meets once per week in person. No technical background or coding experience is required. Open to all Columbia University graduate students.	Yes	CA2, CA3	
School of Professional Studies (SPS)	IKNS	IKNS K5987	Business Anthropology	X (Hybrid)			OVERVIEW: Business Anthropology explores how awareness and mastery of the concepts and approaches of anthropology can be used to better manage organizations. Students will develop the skills to apply ethnographic methods, cultural analysis, and anthropological frameworks to uncover hidden dynamics within organizations, enhance knowledge sharing, and drive innovation. The course is particularly valuable for any student seeking to strengthen their ability to lead complex, knowledge-driven initiatives with cultural awareness, strategic empathy, and deeper human insight. CONTENT: Through a combination of hands-on fieldwork, case studies, and strategic analysis, students will learn to identify tacit knowledge, navigate organizational cultures, and design more human-centered, resilient knowledge strategies. Topics include: Foundations of anthropology and its relevance to organizational strategy; ethnographic methods for business insight and knowledge discovery; organizational culture, tacit knowledge, and hidden knowledge flows; power, identity, and hierarchy as factors shaping knowledge practices; bridging qualitative and quantitative intelligence for strategic advantage; applied anthropology in business innovation, design thinking, and change management. LOGISTICS: This course is delivered in a hybrid format, with some sessions occurring on-campus and some as synchronous online sessions. Sessions meet weekly at the regularly scheduled day and time regardless of modality. The modality of each session will be available on the syllabus prior to the start of the semester. No prerequisites. Open to all graduate students.	Yes	CA2	

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School of Professional Studies (SPS)	IKNS	IKNS K5988	Human-Centered Design for Data-Driven Strategy & Decision Making	X	X		Within this course, students will explore how practices from human-centered design (HCD) can be applied to the end-to-end data science workflow—problem (use case) definition, data collection & preparation, data exploration, data modeling, and communicating and visualizing the results— in order to build trust in data that is used to drive strategy and decision making and impact organizational change. Students will learn about fundamental human values and how methods from the behavioral sciences and HCD can inspire ethical use of data to drive strategy and change in the modern, data-driven workplace. Students will understand how keeping “humans in the loop” is beneficial, and they will develop a critical eye for assessing whether the data they rely on to make decisions at work is human-centric, particularly as we become more reliant on data science and artificial intelligence (AI) technologies to inform our insights, strategies, and decision making at work. Content & Goals: Through hands-on, project-based work, students will work individually and in project teams to practice designing human-centric information and communication experiences, leveraging audience-focused data visualizations and storytelling techniques to drive a strategic workplace objective, motivating leaders and employees into action to create traceable organizational impact that benefits people. Students will have an opportunity to practice their writing and presentation skills through practical course assignments. Logistics: This graduate-level elective course is designed for students in Information & Knowledge Strategy but is open to other students at Columbia University. This course would be relevant to students studying management and technology more broadly. The course will be delivered in person on Columbia’s campus during the spring semester. No prerequisites.	Yes	CA1, CA2
School of Professional Studies (SPS)	IKNS	IKNS K5989	AI-Enhanced Findability and Semantic Systems		X		The fusion of traditional information science principles with advanced AI technologies is revolutionizing knowledge management. This course explores how artificial intelligence, particularly Large Language Models (LLMs), is transforming information organization, retrieval, and utilization in digital environments. Students explore the world of AI-enhanced findability, learning to architect intelligent knowledge platforms that maximize the value of structured and unstructured data. The course covers: -Large Language Models (LLMs) and their game-changing applications in information retrieval -Vector databases and cognitive search capabilities -Advanced Natural Language Processing (NLP) and semantic technologies -Knowledge graphs and how they are being used to add meaning to LLMs -Machine learning for sophisticated classification and categorization -Ethical considerations in AI-powered information systems Through hands-on projects culminating in the design of real-world applications, students will gain practical experience in architecting AI-enhanced information systems. You'll learn to make informed decisions about integrating AI technologies into information architecture, balancing traditional methods with cutting-edge solutions. This course is ideal for future knowledge strategists, information architects, and AI enthusiasts who want to lead the next generation of intelligent information systems. Join us to explore the intersection of AI and information science and prepare to shape the future of knowledge work. No programming experience is required—just your curiosity and readiness to engage with the forefront of information technology.	Yes	CA1

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School of Professional Studies (SPS)	IKNS	IKNS K5991	Leading Large Complex Projects		X		Project management has been important to many types of missions, projects, and activities for many years; however, it has been especially critical to the success of large complex projects across decades and centuries. Large complex projects span the globe across all industries and sectors. They also span concepts, product design, development, manufacturing, operations, and logistics, etc. Products may include hardware, software, services, product support, systems, and systems of systems, etc. The primary focus of this course will be around project leadership as projects are planned and executed (project management). The course will start by recognizing the need and benefits of project management for large complex global projects, explore characteristics of project managers, and study the commonality and differences in types of projects. The course will continue with understanding the essential capabilities of project management, and analyze the variations in project lifecycles. The course will address managing risk throughout the project lifecycle, controls, and performance measurement, and maximizing the use of knowledge. Lastly, the course will visualize the future of projects and project management structure and core capabilities. Our fundamental goal is to better prepare leaders for large complex global projects. This will be gained via readings; real-world case studies; and study, research, analysis, and exploration by the students. Therefore, the course will require students to engage in reflection, discussion, activities, and assignments aimed at personal unlearning and learning. The assignment and class discussions will be quite provocative to drive maximum learning. NOTE: Students seeking in-person alternatives with similar content please consider <i>Project Management (IEOR 4510)</i>, <i>Innovative Project Delivery (CNAD 5155)</i>, or <i>Introduction to Infrastructure: Megaproject Management and Delivery (CNAD 5156)</i>.	Yes	CA2	
School of Professional Studies (SPS)	IKNS	IKNS K5994	A Systems Approach To Knowledge Management		X		This course will equip students with skills and strategies on how to plan, design, develop and deploy knowledge management programs for different types of organizations as well as for different sectors of the global economy. A hallmark of the course’s approach is that students will learn the steps from planning to deployment from a systems standpoint, i.e., students will learn how to use systems engineering principles as an analytic and structured framework for designing and implementing knowledge management programs that are responsive to organizational needs. The course first provides an overview of the strategic value of institutional and project knowledge when properly managed, shared and applied, or leveraged to support decision making. Next, a system’s view and analysis of knowledge management (KM) is introduced as critical to business success because of the strategic value of knowledge assets. The knowledge management “system” as used in this course comprises of all the organizational elements that go into formulating a knowledge management strategy and its related implementation programs. Such system is made up of a defined KM strategy, appropriate information technology (IT) tools, processes, teams and leadership engagements, implementation programs delivery, institutional learning, lessons learned, knowledge sharing and transfer methodologies. Further, students will learn how to conduct organizational KM needs assessment, define institutional KM drivers, strategy formulation and knowledge sharing protocols. Students will also acquire skills for developing robust knowledge management practices and programs that support business objectives, enable project success, and sustain improved organizational performance. Additionally, students will apply the structured KM design principles they learned to real-world organizational challenges and opportunities. Assignments comprise a combination of individual exercises, a group project, and a final exam. Pre-requisites: There is no pre-requisite knowledge or specific competency required for taking this course, because the instruction will include knowledge management fundamentals as well as systems engineering basics. NOTE: Students seeking in-person alternatives with similar content please consider <i>Dynamic Networks and Systems (ORL 6502)</i> or <i>Group Dynamics: A systems perspective (ORL 5362)</i>.	Yes	CA1, CA3	

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School of Professional Studies (SPS)	IKNS	IKNS K5999	IKNS Independent Study (1, 2, Or 3 Points)	X	X		Overview: This one-semester course (elective, IKNS students only, hybrid) provides an opportunity for a student to extend or supplement their educational experience via a deep-dive into an established or novel area of research of their choice (the topic), under the guidance and supervision of a faculty member (the supervisor). An independent study course allows a student to work one-on-one with a faculty member to gain and contribute new insight into the discipline of Knowledge Management. Topic and objective: The topic can be chosen freely by the student as long as it falls within the general realm of Knowledge Management or its specific content areas in the IKNS curriculum, such as IT systems, knowledge organizing systems, data repositories, business data analytics including machine learning and AI, learning processes, collaboration, dialogue, team and project management, transformational leadership, change management, digital transformation, or digital product innovation. The course will therefore serve the dual purpose of allowing a student to pursue their own intellectual curiosity and to make a contribution to the wider discipline of Knowledge Management while also deepening their understanding of the content they acquired in other courses, by applying this material to the specific topic chosen for the Independent Study. Logistics: Ahead of registration in this course, the student meets with the supervisor to discuss and agree on (i) the topic and the relevant IKNS content area(s); (ii) the timeline of deliverables, milestones, and contact hours for the semester; and (iii) the number of credits. The number of credits (1-3) will be commensurate with the scope of the Independent Study. The scope can range from a summary of existing sources (typically 1 credit. 5-10 page report), to a synthesis or meta-analysis of existing and new sources, e.g., interviews with subject matter experts (typically 2 credits, 10-15 pages report), to a comprehensive study which adds the student’s own critical discussion and suggestions to the topic (typically 3 credits; 15-20 pages report). Pre-requisites: K5300 (Foundations of the Knowledge-driven Organization) or instructor permission.	Yes	Either CA1, CA2, or CA3 (determined based on topic)
School of Professional Studies (SPS)	Negotiation and Conflict Resolution	NECR K5095	Complexity Of Conflict And Change Management		X (Asynchronous)		Complexity of Conflict and Change Management (NECR K5095) is an elective course in the Negotiation and Conflict Resolution (NECR) Program. The course explores how change can create conflict and also how conflict requires change. Conflict is generally about differences in how people think, know, prefer, believe, and understand. By entering into a conflict resolution process, people can shift their understanding and beliefs about the conflict, the other party or parties, and possible outcomes. The course reviews literature and case studies of how people are impacted at a fundamental level when change occurs. Understanding this elemental human experience can lead to greater self-awareness and the ability to manage change professionally and personally, in order to become effective change agents, negotiators, mediators, and peacemakers. We will also explore how leaders at all levels in organizations can play an important role in implementing change in an organizational context. Thoughtful and strategic approaches that consider the impact of a change management process can mitigate and even prevent conflict. We will review change management models and links to developments in neuroscience and how humans are biologically wired to resist change. Balancing theory and practice, this course will focus on the experience and expertise of the students. They will learn to apply practical conflict resolution approaches to change efforts at the individual and organizational levels as well as consider national and international applications. While there will be no required live course sessions, we will be planning one synchronous meeting near the start of the term and one near the end of the term. You are highly encouraged to attend both. These meetings will be scheduled once class has started. If needed, we may have two sessions of each meeting to accommodate time zones and student schedules.	Yes	CA2, CA3
School of Professional Studies (SPS)	Negotiation and Conflict Resolution	NECR K5101	Understanding Conflict And Cooperation	X	X		The field of conflict resolution has been developed academically as a discipline from diverse fields of knowledge. This course provides an introduction to the major schools of thought that contribute to the developments in social psychology, law, political science, social work, and business. The field of conflict resolution is also dynamically transforming, and the course introduces recent developments, particularly in the area of complexity and dynamical systems.	Yes	CA2, CA3
School of Professional Studies (SPS)	Negotiation and Conflict Resolution	NECR K5109	Negotiation For Everyday	X			In this course, we will explore negotiation from several points of view and approaches. We will also look at characteristics that impact the quality of our negotiations and the outcomes, such as the role of emotions, cultural considerations, effectiveness of our communication, and opportunities to seek out negotiation to transform relationships. The course will be a blend of concepts and skills, theory and practice. On some occasions, you will be introduced to a concept and then asked to apply those concepts in an experiential activity. At other times, you will be asked to engage the activity or simulation and then the concepts will be elicited based on your experience. You will have several opportunities to practice developing your skills throughout the course, in terms of enhancing your practice and honing your analytical and conceptual understanding.	Yes	CA2

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School of Professional Studies (SPS)	Negotiation and Conflict Resolution	NECR K5212	Conflict, Social Networks, And Communicatio n Technologies		X		Conflict, Social Networks, and Communications Technology (NECR K5212) will analyze the relationship between conflict and communications technologies and will explore the challenges that individuals and networks face in using online technology for collaboration and conflict mediation purposes. The course will demonstrate how recent software and social media innovations can facilitate knowledge acquisition, network building, and the analysis and presentation of conflict-related data. Finally, it will analyze contemporary cases where developments in communications technologies have played a critical role in exacerbating and/or resolving conflicts. The course focuses on international peacebuilding, business, and human rights cases. The course will also instruct students in the use of social software (such as blogs, wikis, curation, and visual mapping) and improve their “digital literacy” on a range of technologies. It will also provide practical (and often provocative) examples and challenge students to reflect on how these tools will be useful in their professional development and work environment. As an elective offered by the Negotiation and Conflict Resolution (NECR) program, Conflict, Social Networks, and Communications Technology builds on students’ conflict analysis skills (PS6125, K6150), their ability to understand and apply relevant theories and frameworks to complex issues (PS5101), and their assessments as to what influences the behaviors and cultural understandings of conflict parties (PS5105, K5107, K5124, K5205). The aforementioned courses will contribute to the understanding of this course’s content and should, in general, be taken before this (or any other) electives.	Yes	CA2	
School of Professional Studies (SPS)	Nonprofit Management	NOPM K5155	Leadership & Management of Nonprofits	X	X		Leadership & Management of Nonprofits is designed to provide students with a broad understanding of how nonprofit organizations function, including ways in which the various functional areas of a nonprofit interconnect to achieve its mission and vision. We will address the skills and knowledge needed to lead and manage the operations and programs of an organization as well as work effectively with organizational stakeholders including governing boards, staff, partners and program recipients.	Refer to Vergil or contact instructor for more information	CA3	
School of Professional Studies (SPS)	Nonprofit Management	NOPM K5300	Social Impact & Performance Measurement	X	X		Nonprofit organizations compete for scarce philanthropic and government funding and are expected to account for how these resources are utilized for the greater good. However, understanding how well nonprofit programs and services produce their desired outcomes can be a challenge. This course is designed to provide a broad – yet rigorous – overview of the knowledge and tools available to evaluate the effects of nonprofit and social impact programs and policies.	Refer to Vergil or contact instructor for more information	CA1, CA3	
School of Professional Studies (SPS)	Political Analytics	POAN K5020	Strategic Thinking		X		Politics involves a complex interaction of competing interests. For practitioners, it is crucial to understand how efforts are met with responses, and predicting those responses is critical to designing successful strategies. Game theory is the formal mathematical analysis of strategic interaction across the social sciences. This course provides a general theoretical language to the theory of games, examining the intentional thought process of rational actors in strategic environments. Students will acquire tools for understanding the dynamics that lead to the success of a political campaign or policy-making effort. Course topics include two-person games, dynamic games, bargaining, and signaling. Students will also examine a variety of cases.	Refer to Vergil or contact instructor for more information	CA1, CA3	
School of Professional Studies (SPS)	Political Analytics	POAN K5040	Survey & Polling Methodology		X		Survey research has played a pivotal role in politics for the better part of the last century, with a wide range of campaign and public policy professionals conducting surveys to gain insight into the thoughts, feelings, and opinions of the electorate and citizenry as a whole. Since the early 2000s, the use of survey experiments has become exponentially more prevalent in the political realm as a way to assess attitudes, anticipate reactions, or measure causal relationships. Recent trends point to the growing importance of the internet and social media to conduct surveys and the linkage of publicly available personal information as well as with information on individuals’ social and economic behavior. In this course, students will learn about the strengths and weaknesses of survey research as well as limitations associated with survey design and various analytical techniques, and they will acquire concrete knowledge of practical tools used in campaigns, advocacy, and election forecasting. Students will be introduced to a set of principles for conducting survey research and analyzing survey data that are the basis for standard practice in the field. Students will be familiarized with terminology and concepts associated with survey questionnaire design, sampling, data collection and aggregation, and survey data analysis to gain insights and to test hypotheses about the nature of human and social behavior and interaction. The course will present a framework that will enable students to evaluate the influence of different sources of error on the quality of data.	Refer to Vergil or contact instructor for more information	CA1	
School of Professional Studies (SPS)	Political Analytics	POAN K5050	Program Evaluation		X		Political campaign managers, policymakers, lobbying firms, advocacy organizations, and other professionals operating in the political arena need to be able to distinguish effective programs from ineffectual ones. Electoral campaigns, policy-making initiatives, advocacy efforts, lobbying operations, social movement activities, and media investigations can all be assessed through a program evaluation lens, enabling improved data-based decision-making regarding whether an existing program should be continued, expanded, enhanced, or discontinued. Program evaluation techniques can also be used to assess the potential impact of new programs and to improve the effectiveness of program administration. This course focuses on methods for evaluating program designs, evidence collection, analysis, and interpretation, frameworks for decision-making, and reporting and communicating findings. Students will build upon the foundational knowledge that was established during the Strategic Thinking course and develop practical skills related to various types of program evaluation.	Refer to Vergil or contact instructor for more information	CA1, CA3	

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School of Professional Studies (SPS)	Political Analytics	POAN K5060	Leadership		X		Successful leaders in politics, campaign management, and related professions must be able to lead change in their organizations, not only motivate and manage their teams toward a common goal. The aims that leaders seek to achieve are determined by their ability to create value, collaborate, influence, navigate uncertainty, and advance ideas, programs, and movements. In this course, students will learn about how the development of personal attributes and abilities lays the groundwork for building the core leadership competencies that are essential for high-impact management as well as changing the behavior and the culture of organizations with particular emphasis on how to successfully introduce the methods and results of analytics. Students will explore the motivations, obstacles, and interventions of change, and learn to build alliances, facilitate difficult meetings and develop a transformation plan. They will also review some of the most important academic research and business publications on change management and the implementation of analytics. The course is intended to enhance practical skills through dynamic interactions with the instructor, role-playing with classmates, and other real-world experiences.	Refer to Vergil or contact instructor for more information	CA2, CA3
School of Professional Studies (SPS)	Political Analytics	POAN K5120	Electoral Data & Predictive Modeling	X			When investing campaign resources, including funding for advertising and field operations staff, it is critical that investment decisions be as cost-effective as possible. The use of previous behavior on voting and turnout, as well as political attitudes, is used to develop predictive models to guide investment decisions. These models are modified in real time to reflect changing political conditions. This course will teach students how to select data for model construction, run models, and use them to influence campaign strategies and decision-making. The student will analyze the strategies used in ensuring effective use of campaign resources. The student will propose and develop predictive models for investment decisions and data-based campaign strategies.	Refer to Vergil or contact instructor for more information	CA1
School of Professional Studies (SPS)	Political Analytics	POAN K5130	Big Data & Political Strategy	X			Some experts on U.S. political campaigns have argued that big data has fundamentally changed the way politicians win elections and pursue policymaking. With the combination of massive amounts of personal data and information about individual voters and society at large, readily available processing power, sophisticated machine learning techniques, and cheap and efficient communication methods, modern political professionals are able to identify likely supporters, understand their issues of interest and concern, make direct appeals with micro-targeted messages, and mobilize these constituencies to donate, volunteer, turnout, mobilize, and vote accordingly. Without a doubt, big data has the potential to inform strategic decision-making across multiple aspects of politics. In this course, students will learn about the range of big data sources that can be gathered and aggregated, including public data, traditional and social media data, consumer and transactional data, web data, and data from machines and sensors. Students will become familiar with the ways in which both structured and unstructured data can be used to gain insights about political actors' sentiments, attitudes, and opinions and to develop strategies to predict and prompt behavior.	Refer to Vergil or contact instructor for more information	CA1, CA3
School of Professional Studies (SPS)	Sports Management	SPRT K5240	Business Intelligence In Sports	X			This course examines the history and future of companies growing their customer relationship management (CRM) tool. From the early stages of data collection, to the data explosion witnessed in recent year, this course examines the tools needed to make informed decisions on customers. This business strategy aimed at understanding, anticipating and responding to customer needs in order to expand the customer relationship based on customer's actions and data points.	Refer to Vergil or contact instructor for more information	CA1
School of Professional Studies (SPS)	Sports Management	SPRT K5350	Fundamentals Of Sports Analytics	X			This course is an introduction to the application of analytic tools and techniques used to aid sports decision-makers. The structure of the course examines the use of analytics to four main areas of interest: player performance measurement, in-game decision-making, player selection and team/roster construction, and sports administration such as marketing, pricing, contracts, stadium management, etc. Emphasis is placed on how the application of analytics has altered the decision processes of sports organizations. Fundamentals of Sports Analytics provides a needed skill set for today's sports managers and leaders. Having a basic understanding of analytical tools and their application to sports issues is essential for the success of anyone pursuing a career in the field of sports management.	Refer to Vergil or contact instructor for more information	CA1
School of Professional Studies (SPS)	Strategic Communication	COMM K5020	Strategic Storyteller	X			The purpose of this course is to provide students with a deep and broad understanding of stories and how they can be used in strategic communication. Drawing from a wealth of evidence-based and field-tested work on storytelling from both local and global contexts, students will learn why stories tend to be so powerful and—with a focus on the written, performed, and transmedia aspects of storytelling—gain experience in telling stories to achieve organizational objectives. Your skills will be sharpened through lively seminar discussions, storytelling exercises, workshop-style coaching, and presentations and on-camera practice. By the end, students will walk away with a new mindset and a host of strategies that can be immediately implemented in their everyday work.	Refer to Vergil or contact instructor for more information	CA2
School of Professional Studies (SPS)	Strategic Communication	COMM K5090	DIGITAL MEDIA & ANALYTICS	X			Digital media opens new opportunities for increasingly targeted communications across a variety of channels, which rapidly expands the importance of analytics in tracking and measuring key performance indicators (KPIs). This course prepares students to work within data- and model-driven environments with an emphasis on using analytics to develop insights and support strategic decisions.	Refer to Vergil or contact instructor for more information	CA1

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School of Professional Studies (SPS)	Strategic Communication	COMM K5121	Activating Employees		X		Through strategic internal communication, employees are focused on driving business results and encouraged to act as brand ambassadors on behalf of their organization, building the organization's reputation. This course focuses on communication from the inside-out, addressing the opportunities, challenges, and issues communication professionals face today in dealing proactively and reactively with internal stakeholders. How can leaders build credibility with employees in an authentic way? How do you influence your CEO to take a leadership position and act as the champion of the employee communication effort? How can an internal communication strategy ensure truthful and respectful communication during times of change?	Yes	CA2, CA3
School of Professional Studies (SPS)	Strategic Communication	COMM K5170	Crisis Communications	X	X		This course covers the basic elements of crisis communication and the procedures for creating crisis communications plans and for reacting to crises when they occur. How best to develop various plans for different critical audiences and understand the most effective strategies for communicating your organization’s message during a crisis is explored. The course examines various types of crises that can occur with corporations and nonprofit organizations and the differences and similarities among them. How to avoid the classic and common pitfalls of crisis communication are addressed, as are ethical issues that arise during crises. Numerous case studies are discussed in class and exercises both in and outside of class are assigned so students gain experience in crisis communication situations.	Refer to Vergil or contact instructor for more information	CA2
School of Professional Studies (SPS)	Sustainability Management	SUMA K5255	Data Analysis And Visualization In Sustainability	X			Data science is an exciting new field of applied research that takes advantage of the ever-growing volume of data being collected to support of decision-making in both the public and private sectors. Similar to traditional statistical analysis, these new approaches have limits and issues that are important to understand before application to problem solving. This course aims to introduce the common methods used in data science, best practices in data management, and the basic scripting skills required to start analyzing data in R and Python. After introducing foundational scripting and data analysis methods, a case study approach will be used to highlight both what can be accomplished with data analysis and the limits of the data and methods used. Lab exercises will teach basic skills in scripting in Python and R and then move to a common approach for data analysis: adapting existing scripts and software libraries to solve applied data problems. The requirement to understand the interaction of social and natural systems requires data-driven policy decisions, and the ongoing assessment of policies requires rigorous, reproducible assessments of effectiveness for promoting sustainability. Both requirements can be met in part by data science approaches that are applicable to the natural and social sciences and reproducible in academic and applied settings. Data science techniques have been developed to derive insight from large volumes of available data that are often collected for purposes other than the interests of the data scientist. This flexibility in approach means that the techniques used in data science are well adapted to support gaining insights from data relevant for sustainability science. This course has been designed to introduce these techniques in anticipation of increased use in promoting sustainability. The course has no perquisites; however, an understanding of statistics and probability will be very useful background, and any previous programming or scripting skills will be applicable to the lab assignments.	Yes	CA1
School of Professional Studies (SPS)	Sustainability Management	SUMA K5025	Corporate Sustainability Reporting And Strategy	X			This course is designed for those who will hold positions in corporations with responsibilities for mapping and managing Environmental, Social and Governance (ESG)issues relating to a business, setting sustainability goals, communicating progress towards goals, and engaging with stakeholders, including civil society organizations, suppliers, customers, and investors. While a sustainability report is a snapshot in time of a company’s performance against sustainability goals, the sustainability reporting process, is a continuous improvement cycle designed to embed sustainability within the corporation. This course will explore the interplay between corporate sustainability strategy and reporting. Expectations for how today’s companies operate are rapidly evolving. It is increasingly recognized that by implementing sustainability management mechanisms, companies can better manage physical, regulatory, technological, and reputational risks, as well as create value through efficiencies and innovation. Embedding sustainability into the corporate DNA necessitates corporations to expand their horizons for strategic planning. Implementing sustainability reporting practices enables corporations to do just that.	Yes	CA1, CA3
School of Professional Studies (SPS)	Sustainability Management	SUMA K5033	Decision Models & Management	X			This course provides an introduction to computer-based models for decision-making. The emphasis is on models that are widely used in diverse industries and functional areas, including finance, accounting, operations, and marketing. Applications will include advertising planning, revenue management, asset-liability management, environmental policy modeling, portfolio optimization, and corporate risk management, among others. The applicability and usage of computer-based models have increased dramatically in recent years, due to the extraordinary improvements in computer, information and communication technologies, including not just hardware but also model-solution techniques and user interfaces. Twenty years ago working with a model meant using an expensive mainframe computer, learning a complex programming language, and struggling to compile data by hand; the entire process was clearly marked “experts only.” The rise of personal computers, friendly interfaces (such as spreadsheets), and large databases has made modeling far more accessible to managers. Information has come to be recognized as a critical resource, and models play a key role in deploying this resource, in organizing and structuring information so that it can be used productively.	Yes	CA1

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School of Professional Studies (SPS)	Sustainability Management	SUMA K5220	Sustainable Entrepreneurs hip	X			Entrepreneurship is all the rage in conversations on Wall Street and Main Street. Everyone and their neighbor seems to want the glitz and glamour of starting a successful company and being their own boss, but few take the plunge because of the inherent risks and tiresome challenges of developing an early-stage company. This course applies entrepreneurial thinking to different business models as seen through a social, environmental, and economic sustainability perspective. The course will explore the relationship between society’s need for business development and costs to the environment. You will study ways in which sustainable entrepreneurship can significantly diminish dependency on fossil fuels and toxic substances. The course will challenge you to conceive and pitch a sustainable entrepreneurial or intrapreneurial business concept. Guest lectures, readings, case studies, activities, and group work will support the development of your entrepreneurial venture. This course is distinctive from others at Columbia in several ways. This course puts sustainability concepts to work by inspiring students to think about value creation through the lens of ecological and social stewardship; then to test market their ideas, evaluate the business landscape, and create a thoughtful business plan and execution strategy. The class is appropriate for those with an interest in the unique challenges of starting a social good or clean technology company. This course requires business and technical proficiency gained in a competitive undergraduate program or commensurate professional experience. During the course, students will work in teams to formulate a business solution around a sustainability issue. All teammates will need to understand their solution, including technical and scientific aspects, and the mechanisms by which you develop a company and market your solution. This is an elective course and is approved to satisfy “Area 5 – General and Financial Management” requirement for the M.S. in Sustainability Management curriculum. Registration is open to students from the School of Professional Studies; School of International and Public Affairs; Graduate School of Arts and Sciences; SEAS Graduate Programs; and Graduate School of Architecture, Planning, and Preservation.	Yes	CA3
School of Professional Studies (SPS)	Sustainability Management	SUMA K5260	Digital Product Development for Sustainability	X			In April 2022, the Intergovernmental Panel on Climate Change (IPCC) reported that global efforts are unlikely to reduce carbon emissions in line with COP21 targets of 1.5o C above preindustrial levels. This finding underscores the urgency around decarbonizing the economy and sustainably managing natural resources. A so-called “big, hairy, audacious goal,” it requires that similarly ambitious solutions be implemented across countries and industries. It is only by measuring resources that stakeholders can manage them and ensure that they are available in sufficient quantities for future generations. Web tools provide up-to-date analyses of aggregated data; distill complex issues into accessible visualizations; enable users to drill down to answer questions; offer insights into complicated and interdependent issues; and display changes in performance over time. For example, Sustainable 1/S&P Global’s ESG Scores are valuable because they expose patterns in data related to environmental, social and governance risks and opportunities. This elective course will introduce students to the digital product management role in the context of sustainability. Students will get a strong understanding of what it means to be a product manager and its role in the organization. The course will demonstrate how to define a product vision; identify a product strategy; create product roadmaps; design a customer experience; enable data-driven decisions; understand the development process; manage for results; and, by “leading through influence,” coordinate cross-functional teams of business analysts, developers, data providers, marketing, users, customers, senior management and other stakeholders. The course is about product strategy and how to innovate and launch new products and features. Students will be prepared for product management roles in companies; though many of those skills are applicable to entrepreneurship, the course is not geared toward start-ups or new ventures.	Yes	CA1
School of Professional Studies (SPS)	Sustainability Science	SUSC K5060	Statistics, Data Analysis, And Coding For Sustainability Science	X			Students in the Master of Science in Sustainability Science will encounter a range of scientific problems throughout their Science-specific courses that require a strong foundational level of mathematical and statistical knowledge. In addition, course-work will involve computer coding to read, analyze, and visualize data sets. This course provides an overview of essential mathematical concepts, an introduction to new concepts in statistics and data analysis, and provides computer coding skills that will prepare students for coursework in the Master of Science in Sustainability Science program as well as to succeed in a career having a sustainability science component. In addition to an overview of essential mathematical concepts, the skills gained in this course include statistics, and coding applied to data analysis in the Sustainability Sciences. Many of these skills are broadly applicable to science-related professions, and will be useful to those having careers involving interaction with scientists, managing projects utilizing scientific analysis, and developing science-based policy. Students enrolled in this course will learn through lectures, class discussion, and hands-on exercises that address the following topics: Review of mathematical concepts in calculus, trigonometry, and linear algebra; Mathematical concepts related to working on a spherical coordinate system (such as that for the Earth); Probability and statistics, including use of probability density functions to calculate expectations, hypothesis testing, and the concept of experimental uncertainty; Concepts in data analysis, including linear least squares, time-series analysis, parameter uncertainties, and analysis of fit; Computer coding skills, including precision of variables, arrays and data structures, input/output, flow control, and subroutines, and coding tools to produce basic X-Y plots as well as images of data fields on a global map.	Yes	CA1

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School of Professional Studies (SPS)	Technology Management	TMGT K5010	Banking and Technology: Financial Services in the Digital Age (1.5 Points) [spring A]	X			This course offers students a strategic and applied framework for understanding the transformative impact of financial technology (FinTech) on the global banking and financial services industry. Through case studies, industry analysis, and collaborative projects, students will explore how traditional banks, fintech unicorns, big tech firms, and non-bank financial players are reshaping the competitive landscape. The course traces the evolution of fintech across core sectors, including payments, lending, and capital markets, while examining the rise of disruptive technologies such as artificial intelligence, machine learning, blockchain, open banking, and digital currencies, including CBDCs, cryptocurrencies, and decentralized finance. Students will also analyze the regulatory and governance challenges emerging from rapid innovation in financial services. Emphasizing strategic thinking, leadership, and applied analysis over technical specialization, the course culminates in an individual research paper and a team-based final project. It is designed for students aspiring to leadership roles in the evolving global digital financial ecosystem. Delivered in person over seven weeks, this 1.5-elective course is open to graduate students across the School of Professional Studies and other Columbia University programs. There are no specific competencies, prerequisite knowledge, or prior coursework in the discipline required to enroll.	Yes	CA1, CA3
School of Professional Studies (SPS)	Technology Management	TMGT K5011	Ethics and Technology in a Changing World (Spring Term B) (1.5 Points) [spring B]	X			This 1.5-credit onsite graduate course examines the ethical dynamics shaping contemporary technology management as innovation, regulation, and societal expectations rapidly evolve. Drawing on globally recognized perspectives and frameworks in responsible AI leadership and governance, the course explores how ethical considerations inform strategic decision-making across the technology lifecycle, from human-centered design to enterprise-scale digital transformation. Students critically analyze emerging challenges in artificial intelligence, data stewardship, collective decision-making systems, and value alignment, with attention to governance models, institutional accountability, and evolving regulatory frameworks. An emphasis is placed on evaluating the economic, social, and sustainable implications of technologies to strengthen ethical leadership discernment and strategic risk evaluation. The course equips students to critically navigate the ethical complexities of technological progress while aligning innovation with institutional values, societal responsibility, and long-term organizational integrity in a rapidly evolving global landscape.	Yes	CA3
School of Professional Studies (SPS)	Technology Management	TMGT K5113	Organizational Design, Strategy, and Governance	X			Generative AI is accelerating the need for organizations of all kinds to adapt to survive and grow. This imperative for “transformation” occurs among organizations of all types and sizes, increasing the demand for the ability to lead through disruption and organizational change. This course is intended to provide flexible frameworks for assessment, strategy and implementation to enable students to understand the inputs to and develop the strategies for transformation.	Refer to Vergil or contact instructor for more information	CA3
School of Professional Studies (SPS)	Technology Management	TMGT K5115	Accounting And Finance For Technology	X	X		An exploration of the central concepts of corporate finance for those who already have some basic knowledge of finance and accounting. This case-based course considers project valuation; cost of capital; capital structure; firm valuation; the interplay between financial decisions, strategic consideration, and economic analyses; and the provision and acquisition of funds. These concepts are analyzed in relation to agency problems: market domination, risk profile, and risk resolution; and market efficiency or the lack thereof. The validity of analytic tools is tested on issues such as highly leveraged transactions, hybrid securities, volatility in initial public offerings, mergers and acquisitions, divestitures, acquisition and control premiums, corporate restructurings, and sustainable and unsustainable market inefficiencies.	Refer to Vergil or contact instructor for more information	CA1, CA3
School of Professional Studies (SPS)	Technology Management	TMGT K5120	Operations Management In IT	X			This course provides an examination of the role the technology leader plays in the daily operations and performance management of an organization. The course focuses on how tech leaders can manage both up and down within their organizations through critical examination of current IT topics such as Outsourcing, Cloud Computing, Enterprise Architecture (as a strategy), Information Security, Risk Management, IT Governance, and determining/communicating the business value of IT. Students leave the course with a deep understanding of the dramatically different priorities, skills, and actions required to succeed as an IT leader.	Refer to Vergil or contact instructor for more information	CA1, CA2
School of Professional Studies (SPS)	Technology Management	TMGT K5125	Law for Technology	X			Law is infused into every part of business, especially through the lens of technology. Fluency in business and legal frameworks, risk/benefit principles, from idea to exit, is essential for any innovation leader. This course offers a deep dive into the critical phases of technology companies and their journey through growth, scaling, and eventual market exit. Topics include capital formation, contracts, intellectual property, human capital, and business transactions.	Refer to Vergil or contact instructor for more information	CA3
School of Professional Studies (SPS)	Technology Management	TMGT K5136	Cybersecurity Strategy And Executive Response	X	X		With high profile cybersecurity breaches and incidents occurring on an almost daily basis, cybersecurity strategy is a board-level topic. From Target Corporation to Sony Corporation, Chief Executive Officers (CEOs) and other c-suite executives are being held accountable for breaches of data, which has in turn driven interest at the board level in cybersecurity strategy, incident response, and technology risk management. Under the working assumption that a corporation’s risk appetite, of which cybersecurity is one pillar, must drive its cybersecurity strategy and associated incident response, this course seeks to provide students with the tools needed to build, deliver and implement a cybersecurity strategy, obtain executive and board-level consensus around the proposed strategy, and develop an associated “cyber playbook” to respond to security incidents.	Refer to Vergil or contact instructor for more information	CA1, CA3

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School of Professional Studies (SPS)	Technology Management	TMGT K5180	Leading Disruptive Change In The Digital Economy	X			This course enables students to understand the impact of IT on an organization’s transformative objectives. Students learn how to integrate IT as the key driver for business process change and for continuous improvement in incremental gains and for selective reengineering to effectuate substantial breakthroughs in process performance. Students will develop an in-depth understanding of how technology can have a push-effect on an organization’s processes and of the factors that must be in-synch to facilitate such an effect, e.g., organizational desire for change, corporate culture, and the strategic role that IT leaders must play in working together with the lines of business to effectuate this change.	Refer to Vergil or contact instructor for more information	CA1, CA3	
School of Professional Studies (SPS)	Technology Management	TMGT K5200	Machine Learning & Artificial Intelligence	X	X		This course provides a broad overview of applied analytics frameworks and methods to help organizations turn data into informative insights. The chain of inferences leading from data collection to utilization for decision-making represents a comprehensive and coherent validation framework for the use of data to inform real-life problems. The course covers tools for addressing a set of claims about a problem based on data: exploratory data analysis, multivariate regression, causal inference, network analysis, and predictive analytics. It also introduces computational methods in natural language processing and machine learning and how these methods are integrated and deployed within modern database frameworks to turn organizations in data-savvy organizations. AAM helps students to recognize which applied analytic frameworks and methods to use to make smarter and better decisions and producing better results for their organizations. Students learn how different analytic methods are used to address critical data issues facing an organization and how best to apply those methods. Students learn how to conduct in-depth strategic analytic analysis of business problems and communicate those results to all levels of an organization — both technical and non-technical audiences. Students will have the opportunity to apply these analytic methods to real problems in specific industries associated with their area of interest.	Refer to Vergil or contact instructor for more information	CA1	
School of Professional Studies (SPS)	Technology Management	TMGT K5470	Blockchain, AI, and IT	X			This course provides education at the executive level on the technology and design of Blockchains and their business implications. Technology executives need to understand the disruption and opportunities that decentralized ledgers (i.e., Blockchains) will create in the coming years. Indeed, the business impact of Blockchain technologies will likely be much larger than that which the internet itself has had because Blockchain will fundamentally change the power dynamic of data ownership. Blockchain is already impacting a variety of industries, and in this class we will look specifically at its analytical implications.	Refer to Vergil or contact instructor for more information	CA1	
Teacher's College (TCOL) For TC courses, students can also consult the TC Bulletin directly - https://www.tc.columbia.edu/academics/courses/	Organization & Leadership (ORL)	ORL Y5362	Group dynamics: A systems perspective	X			Enrollment limited. The course explores social processes in groups and their impact on individual behavior. In addition to a series of lectures/discussions, students are required to participate in an experiential group relations conference or to conduct a self-study project on group relations. Special fee is required.This class gives students the opportunity to develop an in-depth understanding of group dynamics from a systemic perspective and to learn about their own behavior in groups. Readings, lectures, and discussions will address dynamics as they occur in varied groups, systems and contexts including the business world, educational institutions, healthcare systems, the military, religious institutions, and in community and family life. The interplay of power, authority, socio-political identities, and group dynamics is emphasized.	Refer to Vergil or contact instructor for more information	CA2	
Teacher's College (TCOL) For TC courses, students can also consult the TC Bulletin directly - https://www.tc.columbia.edu/academics/courses/	Organization & Leadership (ORL)	ORLA 5025	Ecology Of Data-Driven Leadership	Consult Directory of Classes	Consult Directory of Classes		This course relies upon systems theory and its application to school systems. The course teaches prospective leaders the use of databases of various kinds to pursue a systematic inquiry in the health and productivity of the ecology of the school. It explores various approaches to data mining, model building, and ultimately the "art of improvisational leadership." The course teaches students how to distinguish the different purposes for which data can be used and misused and relies heavily on the use of cases, simulations and exercises, including those with complex feedback systems. Familiarity with spreadsheets and simple statistics is helpful.	Refer to Vergil or contact instructor for more information	CA1	
Teacher's College (TCOL) For TC courses, students can also consult the TC Bulletin directly - https://www.tc.columbia.edu/academics/courses/	Organization & Leadership (ORL)	ORLD Y4085	Management And Leadership Skills In Practice	Consult Directory of Classes	Consult Directory of Classes		This course develops skills as a manager and leader using a cognitive-science based approach to skills development. Taking a hands-on, experiential approach, the purpose is to demystify the notion of management, provide students with feedback about their own management potential, and facilitate their personal and intellectual growth as a skilled leader. To paraphrase the father of modern management, Peter Drucker: Only three things happen naturally in organizations: friction, confusion and underperformance. Everything else requires management and leadership. In this course, students will learn how to more effectively lead and motivate groups while understanding, as Paul Hawkes said, "Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them."	Refer to Vergil or contact instructor for more information	CA3	

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Teacher's College (TCOL) For TC courses, students can also consult the TC Bulletin directly - https://www.tc.columbia.edu/academics/courses/	Organization & Leadership (ORL)	ORLD Y5054	Strategy Development As A Learning Process In Organizations	Consult Directory of Classes	X		This course provides a comprehensive view of organizational strategy from a learning perspective. Students examine various models for facilitating the development of strategic initiatives through learning interventions.	Refer to Vergil or contact instructor for more information	CA2, CA3
Teacher's College (TCOL) For TC courses, students can also consult the TC Bulletin directly - https://www.tc.columbia.edu/academics/courses/	Organization & Leadership (ORL)	ORLD Y5060	Learning And Technology In Organizations	Consult Directory of Classes	Consult Directory of Classes		This course is designed to help students understand the rapidly changing role of intelligent technology for organizational learning about strategy and capacity building. The course draws on a combination of research case studies together with the existing theories on organizational learning in the workplace to address the complex dilemmas faced by human resource managers and corporate executives regarding the impact of technology on employee learning and management. The objectives of this course are presented in four integrated competency units: first, the ways in which IT has revolutionized learning in organizations; second, the alternative ways technology can be used to support distance learning; third, technology as it supports knowledge management; and, fourth, how technology changes organizational functioning and management.	Refer to Vergil or contact instructor for more information	CA1, CA3
Teacher's College (TCOL) For TC courses, students can also consult the TC Bulletin directly - https://www.tc.columbia.edu/academics/courses/	Organization & Leadership (ORL)	ORLD Y5061	The Learning Organization	Consult Directory of Classes	Consult Directory of Classes		This course focuses on the practice of organization learning as a system of discrete components including learning and development programs, HR systems, corporate universities, executive coaching, using consultants, action learning programs, and OD, among others. Attention is given to action science as a framework for understanding OL at the individual, group, and organizational levels. Cases and readings balance theory and practice to demonstrate how leaders strive to integrate learning to increase organizational agility.	Refer to Vergil or contact instructor for more information	CA3
Teacher's College (TCOL) For TC courses, students can also consult the TC Bulletin directly - https://www.tc.columbia.edu/academics/courses/	Organization & Leadership (ORL)	ORLJ Y5115	Social Networks & Performance	X			This course allows students to understand how social networks influence performance in a wide variety of settings. Relevant topics in the application of social network ideology are explored, such as motivated goal pursuits, leadership processes, and the structure of group and organizational networks. The course also explores important interpersonal processes through a social network lens, such as human conflict, emotional contagion, and helping behavior.	Refer to Vergil or contact instructor for more information	CA1, CA2