Management MBA (MGMTMBA)

Courses

MGMTMBA 200. Thinking Strategically in the Digital Age. 4 Units.
Focuses on the strategic and organizational challenges that a rapidly changing environment poses to the firm’s management and frames them according to Merage’s strategic emphasis on analytical decision making, innovation, and information technology.

Grading Option: Satisfactory/unsatisfactory only.

Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 201A. Business Analytics: Decision-Making. 4 Units.
Methods of statistical inference, emphasizing applications to administrative and management decision problems. Topics include classical estimation and hypothesis testing, regression, correlation, analysis of variance, decision analysis, and forecasting.

Prerequisite: Courses in basic statistics with probability.

Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 201B. Management Science. 4 Units.
An introduction to computer-based models for decision making. Topics include optimization (linear programming, integer programming, network flow models) and computer simulation. Uses spreadsheets extensively, including Excel built-in and add-in packages.

Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 202. Organizational Leadership for Management. 4 Units.
Develops a better understanding of the causes and consequences of individual and group behavior, and the frameworks by which to analyze and understand complex organizations; and enhances the skills required to manage and lead an organization.

Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 203A. Financial Reporting. 4 Units.
Involves the development, analysis, and interpretation of financial accounting information for external reporting purposes.

Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 203B. Driving Profitability Through Management Accounting. 4 Units.
Teaches core skills for making vital strategic and tactical decisions (e.g., outsourcing; adding/dropping product lines), to maximize profitability while managing risk. Also covers operational and managerial tools (e.g., budgeting, planning, cost-volume-profit analysis) to drive strategy implementation and incentivize employees.

Prerequisite: MGMTMBA 203A or MGMT FE 203A

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 204A. Microeconomics for Management in the Digital Age. 4 Units.
Provides basic tools for analyzing economic decisions of consumers and firms. Topics include demand and supply analysis, production and cost theory, perfect competition, monopoly, market failures, and introductory game theory.

Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 205. Marketing Principles. 4 Units.
Introduction to the field of marketing. Objectives include developing familiarity with fundamental concepts, theories, and techniques in marketing, and acquainting students with the type of decisions made by marketing managers including customer targeting, product, pricing, distribution, promotion, and research.

Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 207. Competing with Digital: Technology, Analytics, and Platforms. 4 Units.
Focuses on the technological and managerial issues surrounding the development and use of IT in organizations. Examines role of technology in organizations, how technology can be used to execute an organization’s business strategy and to enable new, innovative business strategies.

Restriction: Graduate students only. Business Administration Majors only.
MGMTMBA 208. Operational Excellence: Processes, Models, and Analytics. 4 Units.
Introduction to strategic and tactical issues in production and operations management. A blend of quantitative and qualitative considerations. Topics include product planning, process design, capacity management, production planning, inventory control, distribution management, just-in-time manufacturing, quality management.
Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 209A. Managerial Finance. 4 Units.
Introduces students to financial theory and concepts. The main topics covered are time value of money, valuation of stocks and bonds, capital budgeting, portfolio theory, capital structure choice.
Prerequisite: MGMTMBA 201A and MGMTMBA 203A and MGMTMBA 204A
Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 209B. Investments. 4 Units.
Foundations of investment management. Theory and empirical evidence related to portfolio theory, market efficiency, asset pricing models, factor models, and option pricing theory. Students are expected to combine market research results and electronic information sources to create optimal investment strategies.
Prerequisite: MGMTMBA 209A or MGMT FE 209A
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 210. Strategy: Foundations and Dynamics. 4 Units.
Provides conceptual frameworks and techniques to analyze and develop firm strategies. Through case analysis and discussion, helps improve strategic thinking by developing frameworks by which to assess, evaluate, and respond to different business situations.
Prerequisite: MGMTMBA 200 and MGMTMBA 202 and MGMTMBA 205 and MGMTMBA 209A
Restriction: Graduate students only. Business Administration Majors only.

MGMTMBA 211. MBA Proseminar.
Provides students in the Merage School Full-time MBA Program with information and practical skills for success in the MBA program, and for business career planning.
Grading Option: Satisfactory/unsatisfactory only.
Repeatability: May be repeated for credit unlimited times.
Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 213. New Venture Management. 4 Units.
Teaches students how to launch and manage a new business by providing an overview of the start-up process, including how to identify new business opportunities and how to develop a sound operating model, value new ventures, and understand capital financing.
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 214. Entrepreneurship: Planning the New Venture. 4 Units.
Project course in which student teams develop a business plan to launch a new venture. The final business plan is presented to an expert panel.
Prerequisite: (MGMTMBA 202 or MGMT FE 202) and (MGMTMBA 205 or MGMT FE 205) and (MGMTMBA 210 or MGMT FE 210)
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 217. Competitive Intelligence. 4 Units.
The course focuses on how to design a competitive intelligence program which is a core foundation upon which competitive strategies and execution tactics are developed, assessed, and modified.
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 218. Business Dynamics. 4 Units.
Enhances students’ analytical skills by analyzing complex challenges that businesses face and to quickly implement a winning response.
Restriction: Graduate students only. Master of Business Admin Degree students only.
MGMTMBA 220. Organizational Change. 4 Units.
Focuses on the implementation of change, including identifying the features of successful change in organizations of varying sizes and configurations, with an emphasis on the reasons why individuals resist or embrace change.

Prerequisite: MGMTMBA 202 or MGMT FE 202

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 225. Negotiations. 4 Units.
Using a combination of theory and practice via negotiation simulations, students expand their repertoire of negotiating skills and develop their ability to analyze different negotiation situations and contexts.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 228. International Management. 4 Units.
Introduction to the effects of different national cultures, political and economic systems on the assumptions, expectations, organizational practices, and organizational forms needed to conduct cross-national organizational work.

Prerequisite: MGMTMBA 202 or MGMT FE 202

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 231A. Financial Statement Analysis and Valuation I. 4 Units.
Develops skills essential to using financial statements for business analysis by examining financial information quality, profitability and risk analysis, earnings management, revenue recognition, asset recognition and valuation, and how financial reporting is related to the business environment and managerial incentives.

Prerequisite: MGMTMBA 203A or MGMT FE 203A. MGMTMBA 203A with a grade of C or better. MGMT FE 203A with a grade of C or better

Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 244. Multinational Finance. 4 Units.
Focuses on financial issues facing multinational corporations, the most important of which is the management of foreign exchange risk. Other topics include investments and financing decisions in international capital markets.

Prerequisite: MGMTMBA 209A or MGMT FE 209A

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 245. FinTech and the Digital Economy for Business. 4 Units.
Provides working knowledge of the role of IT-enabled innovation in financial markets to help students acquire an understanding of broad economic issues that are of wide applicability in many areas of FinTech. Both qualitative analysis and quantitative applications are explored.

Restriction: Master of Business Admin Degree students only.

MGMTMBA 247. Venture Capital and Private Equity. 4 Units.
Geared to students who are seeking a career in finance and/or in working with venture capital firms, private equity/buyout firms, investment banks, commercial lenders, mezzanine fund investors, corporate finance, and entrepreneurial firms.

Restriction: Master of Business Admin Degree students only.

MGMTMBA 248. Corporate Valuation. 4 Units.
Studies cases that expand concepts covered in the introductory corporate finance course and focuses on estimating the value of firms and projects in diverse settings.

Prerequisite: (MGMTMBA 209A or MGMT FE 209A) and (MGMTMBA 209B or MGMT FE 209B)

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 250. Consumer Behavior. 4 Units.
Examines the consumer decision-making process with an emphasis on application of concepts and research findings from behavioral sciences for solution of marketing problems. Includes models of consumer decision-making, information processing theories, and sociological influences on consumer decision-making.

Restriction: Graduate students only. Master of Business Admin Degree students only.
MGMTMBA 251A. Marketing Research. 4 Units.
Covers conducting marketing research to generate consumer insights that will drive sales, market share, and profitability and/or realize other quantitative objectives. Discusses problem formulation, data collection, statistical analyses, formulating managerial recommendations, implementation, and how research is used by companies.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 252D. New Product Development. 4 Units.
Designed to introduce the new product development process and techniques to identify markets, develop new product ideas, measure consumer preferences, position and design new products, as well as test them prior to launch. Analytical thinking and techniques are emphasized.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 254. Global Marketing. 4 Units.
Provides an understanding of the problems and perspectives of marketing across national boundaries, and develops analytical abilities for structuring and controlling marketing programs related to overseas business. Financial, legal, and cultural barriers to international marketing are emphasized.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 262. Managing Nonprofits. 4 Units.
Focuses on the similarities and differences between for-profit and nonprofit organizations, with emphasis on the management of nonprofits. Topics include: marketing, fundraising, staffing, management/director relationships, use of volunteers, and emerging career opportunities.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 263. Economics of Information. 4 Units.
Provides students with an understanding of fundamental economic principles governing information technology industries. Particularly, implications for optimal pricing strategies, determinants/consequences of market structure, and the role and rationale for government intervention and the implications for business strategy.

Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 270. Data Camp for Managers. 2 Units.
Provides an overview of R for basic data analytics and visualization with hands-on training using Data Camp. This project is meant to foreshadow the analysis that students will be doing in their electives.

Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 274. Data and Programming for Analytics. 4 Units.
Challenges and teaches students to handle data that come in a variety of forms and sizes. Guides students through the whole data management process, from initial data acquisition to final data analysis.

Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 276. Analytics and Technology Consulting. 4 Units.
Focuses on elements of analytics and personalized engagement. Students work on a project using a real-life business problem and data to get hands-on understanding.

Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 279. Digital Strategies and Markets. 4 Units.
Examines how online social media are impacting organizations and markets. Topics include collective intelligence, online social influence, social networks, and social media monetization. The target audience consists of students interested in IT consulting, competitive strategy, marketing, and entrepreneurship.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 283. Decision Analysis. 4 Units.
Models of preferences and uncertainty; exercises in creative problem solving. Assessment and use of preference models (von Neumann-Morgenstern expected utility and measurable value functions) for private, public, and not-for-profit decision making. Assessment and use of subjective probabilities in decision making.

Restriction: Graduate students only. Master of Business Admin Degree students only.
MGMTMBA 285. Supply Chain Analytics. 4 Units.
Introduces students to the use of advanced analytics and data-driven methods to successfully manage uncertainty in supply chains, meeting customer needs in the most timely and cost effective manner, and driving business disruptions through innovations.

Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 287. Project Management. 4 Units.
Examines the fundamental components of project management and its role in the modern corporation. Emphasis on how to initiate, implement, control, and terminate a project. Use of computer package for project management.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 288. Predictive Analytics for Business. 4 Units.
Deals with predicting entities, such as demand for a product or service (forecasting) and predicting membership of known groups (classification). Blends methodologies of forecasting and data mining and focuses on the application of these methods to managerial problems and decision-making.

Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 290. Field Studies in Management. 2-4 Units.
Each quarter a number of special topic seminars are offered in the 290 series. Examples of possible topics include Communication in Organizations, Power and Authority in Organizations, International Management, Health Care Administration, Real Estate Development.

Repeatability: May be repeated for credit unlimited times.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 292. Business Law. 4 Units.
Detailed study from a business viewpoint of contract theories, assignments, delegation of duties, third-party beneficiary contracts, defenses to consensual contracts, types of conditions, methods of excusing conditions, remedies, and types of damages.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 293. Biotech Management. 5 Units.
Taught jointly by Bio Sci and Merage School faculty, the course addresses fundamental aspects within, and associated with, the biotechnology industry. Curriculum is focused largely on management issues, including finance, product development, pharmaceuticals, project management, regulatory affairs, and ethics.

Same as MOL BIO 253.

Restriction: Graduate students only. Biotechnology Majors only.

MGMTMBA 294. Edge. 4 Units.
Edge explores the crucial roles of external forces - globalization, technology, shifting demographics - as transformative catalysts for change - opening markets, erasing boundaries, and transforming industries. This course prepares future business leaders to innovate and compete successfully.

Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 295B. Micromarketing with Digital Footprints. 2-4 Units.
How businesses use digital footprints from household data and point-of-purchase data to customize product offerings and delivery, store locations, advertising, and promotions to households and neighborhoods with the highest market potential. Hands-on experience with Geographic Information System (GIS) mapping software.

Corequisite: MGMTMBA 205 or MGMT FE 205.

Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 298. Merage Consulting Projects. 4 Units.
Provides students the opportunity to put into practice concepts, skills, and tools acquired in other parts of the M.B.A. program. Seminars augment internship experiences with analyses of relevant administrative issues.

Restriction: Second-year MBA students only.
MGMTMBA 299. Individual Study . 1-12 Units.
Individual study under the direction of the selected faculty member.

Repeatability: May be repeated for credit unlimited times.

Restriction: Graduate students only.