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. 2 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 204B. Macroeconomics for Management. 4 Units.
Introduces use of macroeconomic analysis to manage the business cycle for competitive advantage. Such "business cycle-sensitive" management is explored within the context of marketing, operations management, HRM, merger and acquisition activity, and capital financing and expenditures.

Prerequisite: MGMTMBA 204A or MGMT FE 204A

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 215. Global Competitive Strategy. 4 Units.
Explores advanced topics in managing the geographic scope of the firm: locating activities in the right places, which markets to penetrate, horizontal integration across countries, and multinational partnering.
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 229. Leadership Strategies. 4 Units.
Provides insight/perspectives about the study and development of leadership. Helps students answer three questions: Where am I currently as a leader? What tools can I use to improve my leadership? What is my plan for the future as a leader. Materials fee.
Prerequisite: MGMTMBA 202 or MGMT FE 202. MGMTMBA 202 with a grade of C or better. MGMT FE 202 with a grade of C or better
Restriction: Master of Business Admin Degree students only. Graduate 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 231B. Financial Statement Analysis and Valuation II. 4 Units.
Focuses on the financial statement analysis of liabilities and stockholders’ equity. Covers topics such as forecasting financial statements, earnings-based valuation models, accounting analysis of mergers and acquisitions, leases, bankruptcy prediction, and derivatives.
Prerequisite: MGMTMBA 203A
Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMTMBA 243. Bonds and Fixed Income. 4 Units.
Fixed-income markets include treasury bonds, corporate bonds, and asset-backed securities. Focuses on techniques and methodologies for valuing different types of debt as well as their uses.
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 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.

MGTMBA 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: (MGTMBA 209A or MGMT FE 209A) and (MGTMBA 209B or MGMT FE 209B)

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

MGTMBA 249. Derivatives. 4 Units.
Studies financial derivatives instruments, including forward contracts, futures, swaps, and options. Advanced applications of these instruments, including pricing and risk management, are emphasized.

Prerequisite: MGMTMBA 209A or MGMT FE 209A

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

MGTMBA 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.

MGTMBA 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.

MGTMBA 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.

MGTMBA 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.

MGTMBA 256. Design Management and Innovation. 4 Units.
Presents a design-driven approach, from design as organizational vision to strategic innovation to managing the design process. Students are exposed to design fundamentals and work in teams that involve creativity workshops and real-world projects.

Prerequisite: MGMTMBA 205 or MGMT FE 205. MGMTMBA 205 with a grade of C or better. MGMT FE 205 with a grade of C or better

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

MGTMBA 257. Marketing on the Internet. 4 Units.
Examines the impact of the Internet on traditional methods of doing marketing, and explores its existing and future uses. Discusses how to capitalize on and increase the Internet's utility as a tool that can increase marketing effectiveness, efficiency, and competitiveness.

Restriction: Master of Business Admin Degree students only. Graduate students only.
MGMTMBA 258. Marketing Strategies. 4 Units.
Prepares students to identify and address strategic marketing problems in today’s business environment. Major foci is on the strategic marketing process, the digital transformation of business, situation analyses, and STP. Integrates marketing knowledge with practice.

Restriction: Master of Business Admin Degree students only. Graduate 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 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 277. Blockchain and Cryptocurrency. 2 Units.
Provides students with an introduction to and an architectural understanding of “why” and “how” Blockchain was created, an overview of altcoins, and provide an understanding of the challenges and risks involved with this new Blockchain technology and cryptocurrency landscape.

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 282. Revenue Management. 4 Units.
Students learn to apply advanced analytics to earn incremental revenue through the efficient use of resources and science-based pricing methods. Statistics and optimization (using Excel and Excel Solver). Industry-specific implementation issues.

Restriction: Master of Business Admin Degree students only. Graduate 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 Management. 4 Units.
Introduces students to the tools and strategies to effectively match supply and demand. Focuses on the coordination of material and information flows in supply chains. Recent innovations are also discussed, including globalization, the impact of electronic commerce, and sustainability issues.

Restriction: Graduate students only. Master of Business Admin Degree students only.
MGMT MBA 286. Fundamentals of Business Analytics. 4 Units.
Focusses on the business understanding, on the process of business analytics, and teaching a framework to understand the key drivers that could be fed into a mathematical model. Emphasizes how to make use of information to drive digital change.

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

MGMT MBA 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.

MGMT MBA 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.

MGMT MBA 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.

MGMT MBA 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.

MGMT MBA 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.

MGMT MBA 295B. Micromarketing with Digital Footprints. 2 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: MGMT MBA 205 or MGMT FE 205.

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

MGMT MBA 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.

MGMT MBA 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.