Management MBA (MGMTMBA)

Courses

MGMTMBA 200. Management of Innovative Organizations. 4 Units.
Using concepts from organization studies and strategy, students examine different frameworks for analyzing and designing innovative organizations, the foundations of strategy and competitive analysis, alliances and networks as a source of innovation, and key issues in managing innovation effectiveness.

Grading Option: Satisfactory/unsatisfactory only.
Restriction: Full-time Master of Business Administration graduate students only.

MGMTMBA 201A. Statistics for Management. 4 Units.
Methods of statistical inference, emphasizing applications to administrative and management decision problems. Topics: classical estimation and hypothesis testing, regression, correlation, analysis of variance, decision analysis, and forecasting.

Prerequisite: Courses in basic statistics with probability.
Restriction: Full-time Master of Business Administration graduate students 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: Full-time Master of Business Administration graduate students only.

MGMTMBA 202. Organizational Analysis 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: Full-time Master of Business Administration graduate students only.

MGMTMBA 203A. Financial Accounting for Management. 4 Units.

Restriction: Master of Business Administration students only.

MGMTMBA 203B. Managerial Accounting for Management. 4 Units.
Involves developing and using financial and non-financial information to help organizations make planning, budgeting, control, operating, and performance evaluation decisions.

Prerequisite: MGMTMBA 203A
Restriction: Masters of Business Administration graduate students only.

MGMTMBA 204A. Microeconomics for Management. 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: Full-time Master of Business Administration graduate students 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.
Restriction: Full-time Master of Business Administration graduate students only.

MGMTMBA 205. Marketing Management. 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: Full-time Master of Business Administration graduate students only.
MGMTMBA 206. Business and Government. 4 Units.
Introduces students to the many non-market issues that affect today's managers, such as: environment protection, health and safety, intellectual property protection, antitrust, and lobbying. Takes an interdisciplinary approach using economics, political science, public policy and law.
Restriction: Full-time Master of Business Administration graduate students only.

MGMTMBA 207. Information Technology for Management. 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: Full-time Master of Business Administration graduate students only.

MGMTMBA 208. Operations Management. 4 Units.
Introduction to strategic and tactical issues in production and operations management. A blend of quantitative and qualitative considerations. Topics: product planning, process design, capacity management, production planning, inventory control, distribution management, just-in-time manufacturing, quality management.
Restriction: Full-time Master of Business Administration graduate students 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: Full-time Master of Business Administration graduate students 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.
Restriction: Masters of Business Administration graduate students only.

MGMTMBA 210. Business Strategy. 4 Units.
Examines the functions and responsibilities of senior management and the decisions that determine the direction of the organization and shape its future. Introduces students to concepts, frameworks, and analytical techniques firms use to analyze strategic issues.
Prerequisite: MGMTMBA 202 and MGMTMBA 205 and MGMTMBA 209A.
Restriction: Master of Business Administration students only.

MGMTMBA 211. MBA Proseminar.
Provides students in the Merge 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.

MGMTMBA 213. New Venture Management: A Course in Entrepreneurship. 4 Units.
Focuses on how to launch 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.
Prerequisite: MGMTMBA 202 and MGMTMBA 205.
Restriction: Masters of Business Administration graduate 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.
Prerequisite: MGMTMBA 202 and MGMTMBA 205 and MGMTMBA 210.
Restriction: Masters of Business Administration graduate students only.
MGMTMBA 218. Business Dynamics. 4 Units.
Addresses how managers can successfully face the continuous challenges to their survival in a time-efficient, strategically sound manner. Builds on the core strategy course by tackling an extended range of strategic responses to dynamic and competitive environments.

Prerequisite: MGMTMBA 200 and MGMTMBA 202 and MGMTMBA 210.
Restriction: Master of Business Administration 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 200 and MGMTMBA 202.
Restriction: Masters of Business Administration graduate 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.

Prerequisite: MGMTMBA 200 and MGMTMBA 202.
Restriction: Master of Business Administration 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 200 and MGMTMBA 202.
Restriction: Masters of Business Administration graduate 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 200 and MGMTMBA 202.
Restriction: Master of Business Administration students only.

MGMTMBA 231A. FSA-Earnings Quality and Asset Analysis. 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.
Restriction: Master of Business Administration students only.

MGMTMBA 231B. FSA-Liability and Equity Analysis. 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 Administration students only.

MGMTMBA 234. Financial Statement Analysis. 4 Units.
Develops an initial set of skills essential to using financial statements for business analysis. Topics include financial information "quality," earnings management, revenue recognition, forecasting financial information, and equity valuation.

Prerequisite: MGMTMBA 203A.
Restriction: Master of Business Administration students only.
MGMTMBA 236. Accounting Control and Corporate Governance. 4 Units.
Equips MBA students with skills to deal with the challenges and opportunities organizations face in dealing with the separation of ownership and control.
Prerequisite: MGMTMBA 203A and MGMTMBA 203B.
Restriction: Master of Business Administration students only.

MGMTMBA 242. Portfolio Management. 4 Units.
Advanced portfolio decision-making. Topics include index models, portfolio performance measures, bond portfolio management and interest immunization, stock market anomalies and market efficiency.
Prerequisite: MGMTMBA 201A and MGMTMBA 201B and MGMTMBA 204A and MGMTMBA 209A and MGMTMBA 209B.

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 and MGMTMBA 209B.
Restriction: Masters of Business Administration 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 covered are investments and financing decisions in international capital markets.
Prerequisite: MGMTMBA 201A and MGMTMBA 201B and MGMTMBA 204A and MGMTMBA 204B and MGMTMBA 209A and MGMTMBA 209B.

MGMTMBA 246A. Introduction to Real Estate Process. 4 Units.
Introductory survey course providing a working knowledge of the real estate market. Topics include real estate economics, valuation, feasibility, investment, tax considerations, financing, development, and corporate real estate asset management. Lectures and cases, with supplemental presentations by real estate professionals.
Prerequisite: MGMTMBA 246A.
Restriction: Masters of Business Administration graduate students only.

MGMTMBA 246B. International Real Estate. 4 Units.
Survey of international real estate investment opportunities. Topics include size and breadth; opportunities and challenges (tax treatment, currency/political/market risks, transaction costs, lack of local knowledge); ownership vehicles (REITs, joint ventures, equity funds, etc.). Global cast of guest lecturers supplements lectures.
Prerequisite: MGMTMBA 246A.
Restriction: Masters of Business Administration graduate students only.

MGMTMBA 246C. Real Estate Capital Markets. 4 Units.
Understanding the four sectors of real estate capital markets: public debt, private debt, public equity, private equity; fundamental drivers of real estate investment; key players; investment types; underwriting strategies; debt vs. equity source characteristics and implications for returns.
Prerequisite: MGMTMBA 246A.
Restriction: Masters of Business Administration graduate students only.

MGMTMBA 246D. The Real Estate Development Process. 4 Units.
Nature and composition of development community and development process. Emphasis on role of conflicting interests, values and goals, and market uncertainty. Special attention paid to deal structuring and risk management. Lectures, guest lecturers, team projects evaluating actual development project.
Prerequisite: MGMTMBA 246A.
Restriction: Masters of Business Administration graduate students only.

MGMTMBA 246E. Mortgage-Backed Securities and Structured Finance. 4 Units.
Theory and operation of the residential and commercial mortgage-backed securities markets. Historical introduction, pricing and technical analysis, the securitization process and roles of individual players, investment characteristics, structured finance and derivatives, recent policy issues. Guest lecturers from industry supplement lectures.
Prerequisite: MGMTMBA 246A.
Restriction: Masters of Business Administration graduate students only.
MGMTMBA 246F. Seminar in Management of the Real Estate Enterprise. 4 Units.
Capstone seminar. Looks beyond “The Deal” to management of the real estate enterprise itself. Explores aspects of decision-making focused upon strategic objectives: goal setting, legal/tax structures, public vs. closely-held entities, corporate ethics, capital structure, managing growth, diversification, technology. Guest professionals.
Prerequisite: MGMTMBA 246A.
Restriction: Masters of Business Administration graduate students only.

MGMTMBA 246G. Applied Real Estate Security Analysis and Portfolio Management. 4 Units.
Provides an understanding of the public real estate investment trust (REIT) market and its place in modern investment strategies, presents methods for analyzing and valuing companies, and introduces basic concepts for constructing and managing a real estate investment portfolio.
Prerequisite: MGMTMBA 246A.
Restriction: Masters of Business Administration graduate 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 209B.
Restriction: Master of Business Administration students only.

MGMTMBA 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 and MGMTMBA 209B.
Restriction: Masters of Business Administration graduate students only.

MGMTMBA 250. Consumer Behavior. 4 Units.
Examines consumer decision-making process with 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.
Prerequisite: MGMTMBA 205.
Restriction: Master of Business Administration 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.
Prerequisite: MGMTMBA 205.
Restriction: Master of Business Administration students only.

MGMTMBA 252A. Advertising and Communications Management. 4 Units.
Covers integrated marketing communications which includes advertising, sale promotions, public relations, and direct mail. Topics include elements of a communications plan, marketing research including copy testing and tracking, creating brand value, media strategies, and measuring return on investment.
Prerequisite: MGMTMBA 205.
Restriction: Master of Business Administration 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.
Prerequisite: MGMTMBA 205.
Restriction: Master of Business Administration students only.
MGMTMBA 254. International 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.
Prerequisite: MGMTMBA 205.
Restriction: Master of Business Administration students only.

MGMTMBA 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.
Restriction: Master of Business Administration students only.

MGMTMBA 257. Marketing on the Internet. 4 Units.
Examines 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.
Prerequisite: MGMTMBA 205.
Restriction: Master of Business Administration students only.

MGMTMBA 258. Marketing Strategies for High Technology. 4 Units.
Framework and tools for managing technology-intensive businesses. Product and pricing policies; network externalities; compatibility concerns; systems competition; technological and market uncertainty; technology licensing strategies; contracting in high-tech markets; product line design; product bundling strategies; usage-based pricing; pricing of networks.
Prerequisite: MGMTMBA 205.
Restriction: Master of Business Administration students only.

MGMTMBA 259. Strategic Brand Management. 4 Units.
Addresses important branding decisions faced by organizations. A computer simulation allows students hands-on experience in making decisions about their brand and seeing the results of those decisions.
Prerequisite: MGMTMBA 205.
Restriction: Master of Business Administration students only.

MGMTMBA 261A. Physicians, Executives, and Healthcare Law. 4 Units.
Elective course offered alternating years, for the UCI MBA students. Designed to bring to the classroom major healthcare law issues.
Prerequisite: MGMTMBA 201A.

MGMTMBA 261B. Physicians, Executives, and Health Leadership. 4 Units.
Elective course offered alternating years, for the UCI MBA students. Designed to bring to the classroom major healthcare leadership and management issues from both the executive and physician perspective.
Prerequisite: MGMTMBA 201A.

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: Master of Business Administration students only.

MGMTMBA 264. US Health Policy. 4 Units.
Provides an overview of US health policy with a particular emphasis on current policy developments and debates. Students will be introduced to the basic tools of policy analysis and will apply them to health policy issues.
Restriction: Master of Business Administration students only.
MGMTMBA 272. Critical IT Decisions for Business Executives. 4 Units.
Develops frameworks to help business executives make critical IT decisions. Examples include how much to invest in IT, determining management practices to maximize return on IT investment, sourcing strategies for IT and business process outsourcing, strategies for digital environments.
Prerequisite: MGMTMBA 207.
Restriction: Master of Business Administration students only.

MGMTMBA 273. Business Intelligence for Analytical. 4 Units.
Introduces methods to mine data repositories for business intelligence to facilitate analytical decision-making. Topics include clustering for market segmentation, association rules to discover relationships between different purchase decisions, Naive-Bayes classification techniques for decision making using decision-trees.
Restriction: Master of Business Administration students only.

MGMTMBA 274. Database Management and Strategic Applications. 4 Units.
Examines contemporary business applications of databases including CRM, knowledge management, data-warehousing, data-mining, and business intelligence. Also covers the database design process with a focus on enabling business decision making including capturing the linkages among data, and retrieving data.
Prerequisite: MGMTMBA 207.
Restriction: Master of Business Administration 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: Master of Business Administration students only.

MGMTMBA 280. Forecasting. 4 Units.
Basic theory and techniques used to forecast future activities in technological, economic, social, and political arenas. Impact of forecasting on managerial decision making.

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 Administration 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: Master of Business Administration 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: Masters of Business Administration graduate students only.

MGMTMBA 290. FLD STUDIES IN MGMT. 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.

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.
MGMTMBA 293. Biotech Management. 5 Units.
Taught jointly by Biological Sciences 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: Master's Program in Biotechnology Management students only.

MGMTMBA 295B. Micromarketing Lab. 2 Units.
Develop marketing plans for retail locations and neighborhoods based on past purchases and demographics. Topics include retail site selection, targeted advertising, promotion management, and category management. Gain experience with Geographic Information System (GIS) software and retail sales (POS) analysis.

Corequisite: MGMTMBA 205.

Restriction: Master of Business Administration students only.

MGMTMBA 298. Experiential Learning. 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.