Merage School Graduate Programs

For More Information

Full-Time M.B.A. (http://merage.uci.edu/FulltimeMBA)
Email: mba@merage.uci.edu

Email: mbaprograms@exchange.uci.edu

Email: mbaprograms@exchange.uci.edu

Master of Professional Accountancy (http://merage.uci.edu/go/mpac)
Email: mpac@merage.uci.edu

Master of Finance (http://sites.uci.edu/masteroffinance)
Email: mfin@merage.uci.edu  (mpac@merage.uci.edu)

M.S. in Business Analytics (https://merage.uci.edu/programs/masters/master-science-business-analytics)
Email: msba@merage.uci.edu  (msba@merage.uci.edu)

Ph.D. (http://merage.uci.edu/PhD)
Email: phd@merage.uci.edu

Educational Objectives

The Paul Merage School of Business offers a general management M.B.A. degree and a learning experience that prepares graduates for a lifetime of professional and personal growth with increasingly important enterprise-wide responsibilities. The rigorous curriculum, combined with extensive professional and interpersonal training made available through the School’s M.B.A. Career Center, allows students to gain theoretical perspectives that are in turn tested and affirmed with practical application. The result is an environment that fosters the development of professional and personal skills vital to executives and managers. Students are encouraged to develop their ability to lead change by mastering communication skills, to work productively and actively within a team-oriented environment, to gain a solid grasp of quantitative skills, and to appreciate and effectively employ those solutions that integrate information and technology to offer creatively viable business options.

The School has developed a thematic approach to business education: leadership for a digitally-driven world. The goal is to graduate leaders with the exceptional ability to grow their organizations through strategic innovation supported by data analytics, information technology, and collaborative execution. Although a solid grounding in basic business disciplines provides the foundation for effective management, graduates are encouraged to aim higher. They learn about change as it takes place within the context of a knowledge-based, technology-driven society where information and its effective use are vital to establishing a competitive edge. Students, whether they are interested in finance, marketing, general management, strategic planning, accounting, operations, health care, human resources, international business, or other areas, will be thoroughly imbued and comfortable with the nature and importance of strategic innovation and how crucial it is toward sustaining growth in today’s competitive global economy. Further, they will understand the impacts of technology and the technological processes that enable the gathering, analysis, dissemination, and use of information to change the way business is done. The thematic approach of the School provides a skill-set, core understanding, and depth of knowledge that will enable its graduates to be effective managers who are not only proficient in business procedures but have the leadership qualities and conceptual framework to affect change by transforming conventional business practices or perhaps even inventing new business processes and management techniques.

Additionally, The Paul Merage School of Business has achieved a national reputation for excellence in graduate management education in the health care industry through the Health Care Executive M.B.A. (HCEMBA) program. Industry managers and health care professionals learn about managerial challenges and issues in the health care industry where hundreds of health care providers, medical device and instrumentation companies, and biosciences firms are headquartered. Joint M.D./M.B.A. and J.D./M.B.A. programs are also available.

The Paul Merage School of Business also offers a number of specialized and joint master's programs, including: the Master of Professional Accountancy (MPAc); the Master of Finance; the M.S. in Business Analytics; the M.S. in Engineering Management, offered jointly with The Henry Samueli School of Engineering; and the M.S. in Biotechnology Management, offered jointly with the Department of Molecular Biology and Biochemistry (MB&B) in the Francisco J. Ayala School of Biological Sciences and the Department of Biomedical Engineering in The Henry Samueli School of Engineering.

General Admission Requirements

Evaluation of the applicant’s file for admission to the Master's and Ph.D. degree programs will consist of an integrated assessment of all materials (test scores, transcripts of previous academic work, work experience, essays, and letters of recommendation). The University admission standard of a 3.0 or better undergraduate grade point average (on a 4.0 scale) is preferred. The minimum TOEFL (Test of English as a Foreign Language) score acceptable for study at the School for all M.B.A. and specialized master's programs is 80 or better on the Internet-based test. The Ph.D. program minimum acceptable score is 100 on the TOEFL Internet-based test. International M.B.A. and specialized master's programs applicants may also
take the Pearson Test of English (PTE), where the minimum score required for admission is 53; or the International English Language Testing System (IELTS), where the minimum score required is 7. Substantive work experience is considered for applicants to M.B.A. programs.

Requests for application material should be addressed to either the Full-Time M.B.A. (SB1 4500), Fully Employed M.B.A. (SB1 4200), Executive M.B.A. (SB1 4200), Health Care Executive M.B.A. (SB1 4200), Ph.D. Program (SB1 3235), or Master of Professional Accountancy Program (SB1 5400), Master of Finance Program (SB1 4500), or M.S. in Business Analytics Program (SB1 4500) at

The Paul Merage School of Business
University of California, Irvine
Irvine, CA 92697-3125
949.824.4565
MBAPrograms@exchange.uci.edu

Doctor of Philosophy in Management (http://merage.uci.edu/phd/default.aspx)

The Paul Merage School of Business admits students for the Ph.D. in the fall quarter only. The deadline for application is January 4. The Ph.D. program requires a commitment to full-time study. In addition to the other requirements, Ph.D. applicants are encouraged to submit a previously prepared paper (research report, research essay, case study) which may be indicative generally of the applicant’s interests and capabilities.

The School offers the Ph.D. in Management to students with backgrounds in a variety of disciplines. While a master’s degree is preferred, students may be admitted to the doctoral program directly from the baccalaureate degree. There are many appropriate undergraduate majors, including (but not limited to) psychology, political science, business or public administration, mathematics, computer sciences, economics, sociology, and so forth. Students with academic strengths in disciplines not usually considered as precursors for management (e.g., natural sciences, humanities, and the arts) are encouraged to apply. The Ph.D. program is designed to prepare students for academic careers in a number of the fields of management, e.g., organization and management, strategy, operations and decision technologies, management information systems, finance, accounting, and marketing.

Requirements of the Ph.D. program include a broad knowledge of core management disciplines. In addition, the Ph.D. student must qualify as a skilled researcher and must complete a dissertation demonstrating these skills.

The Ph.D. program is divided into two phases: qualification and dissertation. In the qualification phase the student prepares for dissertation research in an area of specialization. This phase is completed when an oral qualifying examination is passed and the candidacy committee recommends advancement to candidacy for the Ph.D. The normative time for advancement to candidacy is three years. The dissertation phase involves a significant original research project which demonstrates the Ph.D. student’s creativity and ability to launch and sustain a career of research. The normative time for completion of the Ph.D. is five years, and the maximum time permitted is six years.

Requests for information should be addressed to the University of California, Irvine, Doctoral Program Admissions Office, The Paul Merage School of Business, SB1 3235, Irvine, CA 92697-3125; phd@merage.uci.edu; or visit the Doctoral program website (http://merage.uci.edu/PhD).

M.B.A. Programs

The Paul Merage School of Business offers a variety of programs leading to the M.B.A. (Master of Business Administration) degree. These include a two-year, Full-Time M.B.A. program and three part-time M.B.A. programs including: a 21-month Executive M.B.A. program, a 21-month Health Care Executive M.B.A. program, and a 27-33 month Fully Employed M.B.A. program. Additionally, a four-year concurrent J.D./M.B.A. program is offered in conjunction with the School of Law and a five-year M.D./M.B.A. program is offered in conjunction with the School of Medicine.

Full-Time M.B.A. Program

The Paul Merage School of Business admits students to the two-year, Full-Time M.B.A. program in the fall quarter. Students from a variety of undergraduate disciplines, including liberal arts, social sciences, physical or biological sciences, computer science, and engineering, are encouraged to apply. The final deadline for completion of all phases of the application procedure is generally around April 1. However, since admissions are received on a rolling basis, applicants are encouraged to check with the M.B.A. Admissions Office regarding application submission. In addition to the general University rules governing admission to graduate study, the School normally requires the completion of the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE). There are no specific prerequisite requirements for the Full-Time M.B.A. program. However, the Admissions Committee does look for evidence of quantitative proficiency in all applicants.

The evaluation of an applicant’s file for admission consists of an integrated assessment of all materials submitted including test scores, transcripts of previous academic work, work experience, essays, and letters of recommendation. The M.B.A. program at The Paul Merage School of Business is distinctive for its focus on providing students the capabilities and skills to succeed in the technology-rich Innovation Economy. Students develop a sophisticated understanding of the new requirements for success in the School’s curriculum that emphasizes the critical drivers of the Innovation Economy: Strategic Innovation, Information Technology, Analytical Decision Making, and Collaborative Execution.

The Full-Time M.B.A. program requires a minimum of 92 units with a minimum grade point average of 3.0 in the core curriculum and overall. The curriculum consists of courses divided into two groups designed to achieve specific educational objectives. Ten required Common Core Courses (40 units) and 52 units of elective courses which students select to emphasize career goals and educational interests. A thesis is not required.

International Requirement. Students must fulfill the requirement in one of the following ways: completion of a Paul Merage School of Business international elective in a functional area; participation in a Paul Merage School of Business international exchange program; or completion of an upper-division or graduate international course offered by another UC school, with the approval of The Paul Merage School of Business Associate Dean.

Electives. In addition to the core courses, 52 more units of elective courses are required. The major emphasis in the elective courses is to develop additional depth in a discipline or interdisciplinary area or specialized competence in the use of a particular set of technical tools and methods. Students select their electives in light of their educational and career goals and interests.

Further information may be obtained by contacting the University of California, Irvine, Full-Time M.B.A. Program Office, The Paul Merage School of Business, SB1 4500, Irvine, CA 92697-3125; 949-824-4622; or visit the Full-Time MBA website (http://merage.uci.edu/FullTimeMBA).

J.D./M.B.A. Program

Highly qualified students interested in combining the study of law with professional qualifications in business are invited to undertake concurrent degree study under the auspices of UC Irvine’s Program in Law and Graduate Studies (PLGS). Students approved for this concurrent degree program pursue a coordinated curriculum leading to a J.D. from the School of Law in conjunction with an M.B.A. from The Paul Merage School of Business. The objective of the program is to promote interdisciplinary study of law while also enabling students to obtain both a J.D. and a business degree in less time than would be required to acquire both degrees separately. The normative time for completion of the J.D./M.B.A. program is four years.

UC Irvine’s PLGS program is well suited to students interested in professional or academic careers focused on the interdisciplinary or multidisciplinary study of law and legal institutions, policy analysis, and/or applied research in law-related fields (for example, taxation, corporate reporting and governance, regulation and compliance, discrimination, securities, property, real estate, and intellectual property).

Applicants must submit separate applications for admission to the School of Law and to the Merage School. Once admitted for study into both components of the program, concurrent degree students will work with the PLGS director and the director of the Full-Time M.B.A. program to develop a program of study that will permit efficient pursuit of both degrees. Concurrent degree students’ law enrollments will include a required 1-unit “Graduate Legal Studies” colloquium and a 3-unit “Interdisciplinary Perspectives on Law” course. Concurrent degree students will be eligible to apply for financial support through the Merage School while pursuing their M.B.A. and through the School of Law while pursuing law studies.

Program Structure. Students in the program complete a four-year combined curriculum leading to a J.D. from the UCI School of Law and an M.B.A. from the The Paul Merage School of Business.

Program Overview. The School of Law requires students to complete 86 law semester units of study for the J.D., 68 of which must be classroom units of law instruction. The remaining 18 law units can be completed outside the School of Law, at the student’s discretion, and with approval of the School’s Dean of Students. Ten of these 18 law units of non-law instruction can be obtained in courses undertaken in the concurrent degree department. The remaining eight law units are typically spent in non-classroom clinical practice.

The Full-Time M.B.A. program operates on a quarter system and J.D./M.B.A. students are required to complete a minimum of 76 M.B.A. units. The curriculum consists of courses divided into two groups designed to achieve specific educational objectives. The courses are divided as follows: 10 required Common Core Courses (40 M.B.A. units) and 36 M.B.A. units of elective courses which students select to emphasize career goals and educational interests. A maximum number of 120 hours of classroom instruction, or 16 M.B.A. units (normally four 4-unit quarter courses), may be utilized toward the M.B.A., total, from sources outside of UCI’s Merage School. This includes any “non-Merage course approvals” taken in other UCI units, intercampus exchange courses, etc.

The M.B.A. component of the J.D./M.B.A. requires that the 16 M.B.A. units of electives permitted from outside the Merage School may be (but are not restricted to be) taken from among appropriate School of Law electives but may not be counted simultaneously toward satisfying concurrent degree requirements in the School of Law.

Detailed information about J.D./M.B.A curriculum paths is available online at the Dual Degree Program website (http://www.law.uci.edu/academics/interdisciplinary-studies/concurrent-degrees.html).

M.D./M.B.A. Program

The M.D./M.B.A. program requires five or six years for completion. It is aimed at individuals who are exceptional in ability and motivation and who seek a career as physicians with major responsibility for administration and management in health care organizations and institutions. Students in this program pursue a combined curriculum for an M.D. degree from the School of Medicine and an M.B.A. from The Paul Merage School of Business.

Students must be currently enrolled in the M.D. program and in good academic standing in order to apply to the combined M.D./M.B.A. program. During their second or third year of medical school, interested students submit an application to The Paul Merage School of Business Admissions Committee, after review by the School of Medicine. Final acceptance to the program is granted by The Paul Merage School of Business, and M.B.A. course work begins following completion of the student’s third year of medical school. Students should be aware that enrollment in the M.D. program does not guarantee acceptance into the M.B.A. program.
The total number of units required to graduate for each program separately are satisfied in the M.D./M.B.A. program. The Full-Time M.B.A. program operates on a quarter system and M.D./M.B.A. students are required to complete a minimum of 76 M.B.A. units.

For more information about the M.D./M.B.A. program, contact the School of Medicine’s admissions office by phone at 949-824-5388 or by email at medadmit@uci.edu (medadmit@uci.edu).

Special Opportunities

The Paul Merage School of Business offers course work in health care management within the M.B.A. program. The courses provide training not only in health care and related issues but also expose students to professionals in the areas of management, finance, marketing, and strategic planning.

In today’s interconnected global business world, it has become increasingly important for management students to learn to operate in an international environment. Students in the full-time M.B.A. program can gain first-hand knowledge of the culture and management practices of other industrialized countries by participating in an academic exchange with universities located abroad. This experience, combined with course work in international management, prepares students for the demands and complexities of the growing global economic environment. Currently, The Paul Merage School of Business has exchange relationships with: Bocconi University, Milan, Italy; China Europe International Business School (CEIBS), Shanghai, China; Chinese University of Hong Kong (CUHK), Hong Kong; Corvinus University of Budapest, Hungary; ESSEC Graduate School of Management, France; Fudan University, Shanghai, China; Hong Kong University of Science & Technology, Hong Kong; Maastricht University, Netherlands; National University of Singapore (NUS), Singapore; Pontificia Universidad Catolica de Chile (PUC), Santiago, Chile; Vienna University of Economics and Business Administration, Vienna, Austria; and Yonsei University, Seoul, Korea.

The Merage School also offers specialized M.B.A. certificates in partnership with our Centers of Excellence, including certificates in Digital Transformation, Innovation and Entrepreneurship, and Real Estate and Urban Development. For complete information about the certificates, see the Centers of Excellence portion of the Catalogue.

M.B.A. Career Center

The M.B.A. Career Center, located within the Merage School, assists M.B.A. students with taking the next steps in their professional career. The Center has two main functions: (1) helping students develop lifelong career management skills through career and professional development activities, job search training, and personalized coaching services and (2) facilitating connections with organizations that hire for internships and full-time jobs. The relatively small size of the M.B.A. program allows students to develop a close working relationship with the M.B.A. Career Center staff.

Fully Employed M.B.A.

The Fully Employed M.B.A. (FEMBA) program gives emerging managers an opportunity to earn an M.B.A. with minimal disruption to their professional lives. Students attend classes delivered in-person or hybrid (online and in-person) during the program. The FEMBA Program enrolls new students in spring or fall. Students that begin the program in spring attend classes nine consecutive quarters, including summers, and complete the program within 27 months. Students that begin the program in fall attend classes during the Fall-Spring academic year and complete the program within 33 months. Students also have the opportunity to accelerate their program to graduate in 21 months.

The program consists of both core courses and electives, allowing students to establish a solid foundation of traditional business skills and then customize their education based on personal interests and goals. The curriculum provides constant interaction between information presented in the classroom and what is being used on the job, reinforcing and enhancing the student’s learning experience.

In addition to classroom work, students attend two residential courses including one abroad focusing on global markets. In this concentrated setting, students and faculty have an in-depth opportunity to explore a variety of business challenges and how those challenges can best be met using contemporary management tools.

Further information may be obtained by contacting the University of California, Irvine, Fully Employed M.B.A. Program Office, The Paul Merage School of Business, SB1 4200, Irvine, CA 92697-3125; 949-824-4565; or visit the Fully Employed MBA website (https://merage.uci.edu/programs/masters/fully-employed-mba).

Special Opportunities

The Paul Merage School of Business offers course work in health care management within the M.B.A. program. The courses provide training not only in health care and related issues but also expose students to professionals in the areas of management, finance, marketing, and strategic planning.

For our Fully Employed and Executive M.B.A. students, we offer week-long global residential courses to immerse students in key areas related to global development, operations, management, and leadership. Past global residential courses have taken place in: Brazil, Argentina, China, Vietnam, Thailand, Myanmar, Russia, Germany, and other locations.

The Merage School also offers specialized M.B.A. certificates in partnership with our Centers of Excellence, including certificates in Digital Transformation, Innovation and Entrepreneurship, and Real Estate and Urban Development. For complete information about the certificates, see the Centers of Excellence portion of the Catalogue.
Executive M.B.A. Program
The Executive M.B.A. (EMBA) program presents a challenging 21-month course of study specifically designed for executives, senior managers, professionals, entrepreneurs, and technical experts throughout Southern California. Participants have an average of 15 years work experience (with a minimum of eight years), demonstrated leadership abilities, and a proven track record of success. Commencing each fall, students meet for seven consecutive quarters on alternate weekends (Friday and Saturday) at The Paul Merage School of Business. Class size allows students the opportunity to actively participate in class discussions and interact closely with their peers.

The program offers an applications-oriented curriculum with an international focus designed to give the seasoned working professional contemporary management tools for successfully leading organizations in a global environment. The EMBA program is a 76-unit program and offers a maximum amount of core and elective course material presented in an accelerated timetable.

In addition to the two, four-day residentials, students participate in an in-depth academic, week-long global residential course abroad. This provides a unique opportunity to experience global business firsthand from a corporate, academic, and cultural standpoint.

Further information may be obtained by contacting the University of California, Irvine, Executive M.B.A. Programs, The Paul Merage School of Business, SB1 4200, CA 92697-3125; 949-824-4565; or visit the Executive MBA website (http://merage.uci.edu/ExecutiveMBA).

Health Care Executive M.B.A. Program
The Health Care Executive M.B.A. (HCEMBA) program is a comprehensive academic experience for professionals and clinicians working in the health care industry. This unique program is designed for professionals who want to expand their business expertise and gain the fundamentals of management as well as develop a better understanding of the economic, political, and social dynamics which shape the global health care industry. Students come from the intersecting industries of pharmaceuticals, medical device, managed care, insurance, health care services, and health care policy. Participants have an average of 12 years of experience in health care, demonstrated leadership abilities, and a proven track record of success. This 21-month program begins each fall. Classes meet one weekend a month, starting Thursday evening and continuing until noon on Sunday. Classes meet for seven consecutive quarters at The Paul Merage School of Business.

The curriculum is a carefully structured program that assures each student’s exposure to the full range of disciplines which are essential components of a graduate-management education. The core and elective courses are specifically customized for application to a health care professional’s daily challenges.

In addition to two, week-long residentials, students participate in an in-depth academic, week-long course in Washington, D.C. where they meet health care industry leaders to better understand legislative and regulatory processes that affect health care.

Further information may be obtained by contacting the University of California, Irvine, Executive M.B.A. Programs, The Paul Merage School of Business, SB1 4200, CA 92697-3125; 949-824-4565; or visit the Health Care Executive MBA website (http://merage.uci.edu/HealthcareExecutiveMBA).

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• The Master of Science in Business Analytics
• M.S. in Engineering Management Degree Program
• M.S. in Biotechnology Management Degree Program

The Master of Finance (M.Fin.)
The Master of Finance program provides extensive and practical training for quantitative and analytical jobs in the field of finance. The program prepares graduates for entry- and mid-level positions in the field of finance, and opportunities to specialize in areas such as corporate finance, investments management, wealth management, and real estate. The program is a one-year, self-supporting terminal master’s degree, which includes opportunities for extra-curricular internships or practicums.

Students build a strong understanding of modern finance, as well as the quantitative and analytical skills needed to address complex problems found in the field of finance today. Graduates will be prepared for positions in such finance fields as risk management, asset and wealth management, real estate management, and forecasting. Longer term career paths could include chief finance officer, risk managers, chief risk officer, and portfolio managers at banks, asset management companies, and investment funds.

Admissions
Applicants may apply directly to the Paul Merage School of Business. Applicants must meet all the prerequisites requirements at the time of matriculation into the program. Admission to graduate-level standing in the Paul Merage School of Business is accorded to those possessing an undergraduate degree with an acceptable level of scholarship from an institution of recognized standing. A quantitative background in subjects such as calculus and intermediate statistics and probability is encouraged, so undergraduate degrees in sciences, engineering, mathematics, and in some economics and business programs are recommended.
Applicants for admission will be evaluated on their academic record and potential for leadership, as demonstrated by the materials submitted in the application. These materials must include university transcripts, two letters of recommendation, a statement of purpose essay, a resume, and a personal interview. We highly recommend that applicants take the GMAT or GRE. While these tests are not required, the admissions team is looking for evidence of strong quantitative skills. In lieu of evidence of a strong quantitative background in the form of previous coursework or relevant professional experience, the school can use the GMAT/GRE test as evidence of such a skill set. If the potential applicant received his/her undergraduate degree from a foreign country and his/her primary language is not English, then s/he will be responsible to take the TOEFL exam with a minimum score of 80 on the internet-based test. A Pearson Test of English (PTE) may be substituted for the TOEFL. The minimum score for the PTE is 53.

Requirements
The program consists of seven required courses and seven electives, with a total of 52 units to be completed in 12 months.

A. Complete the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>FIN 203A</td>
<td>Financial Reporting for Management</td>
</tr>
<tr>
<td>FIN 240</td>
<td>Financial Research Methodology</td>
</tr>
<tr>
<td>FIN 210</td>
<td>Foundations of Finance</td>
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<tr>
<td>FIN 241</td>
<td>Risk Management</td>
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<tr>
<td>FIN 249</td>
<td>Derivatives</td>
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<tr>
<td>FIN 296</td>
<td>Master of Finance Capstone</td>
</tr>
<tr>
<td>FIN 211</td>
<td>Master of Finance Proseminar</td>
</tr>
</tbody>
</table>

B. Select seven electives from FIN and/or MBA course offerings.

1 Must be taken during the fall, winter, and spring quarters.

Master of Professional Accountancy (MPAc) (http://merage.uci.edu/MPAc)
The Master of Professional Accountancy (MPAc) program provides an intensive, focused level of training that will prepare graduates for entering positions within an accounting firm, private company, or public/nonprofit organization. Combined with undergraduate preparation in accounting, the MPAc program will enable students to meet the State of California Board of Accountancy educational standards for licensure as a certified public accountant in California. The program is a self-supporting terminal master’s degree and includes the opportunity for a one-quarter internship. The program is offered as a full-time, one-year program or on a part-time basis in which students complete the program requirements over two years.

Students who complete this program will possess the necessary knowledge to solve fundamental and strategic issues in accounting. They will learn to apply both critical thinking and established accounting processes to issues crucial to the audit and accountability of an organization. The coursework will have a pedagogical underpinning of ethical behavior and professional conduct. The underlying philosophy in the program’s framework is intended to develop a foundational understanding of key accounting principles and concepts while also offering a breadth of broader issues and topics relevant to the discipline.

Further information may be obtained by contacting the University of California, Irvine, Master of Professional Accountancy Program Office, The Paul Merage School of Business, SB1 5400, Irvine, CA 92697-3125; 949-824-9240; or visit the Master of Professional Accountancy website (http://merage.uci.edu/MPAc).

Admissions
Applicants may apply directly to The Paul Merage School of Business. Applicants to the fall class must meet all prerequisite requirements at the time of matriculation into the program. Specifically, an applicant must have satisfactorily completed the following prerequisite courses (or their equivalent) in accounting (although students lacking up to two upper-division undergraduate accounting courses will be permitted to petition to enroll in those courses as an additional part of the MPAc program): introductory financial and managerial accounting (two courses) and at least six of the following eight upper-division U.S. accounting-based courses: intermediate accounting I, intermediate accounting II, international accounting, advanced accounting, individual taxation, corporate and partnership taxation, accounting information systems, and auditing. At the discretion of the Admissions Committee, “provisional admission status” will be offered to highly qualified candidates who have met most, but not all, of the prerequisite requirements and will satisfy the requirements prior to matriculation.

Other highly qualified applicants who do not meet the entrance requirements to begin the program in the fall quarter will be offered an opportunity to enroll in an intensive summer pre-session at The Paul Merage School of Business. The pre-session will be required of those who possess an excellent undergraduate record of achievement, strong letters of recommendation, and a clear focus relative to a career in accounting; and, who need specific prerequisite coursework in accounting and business. The summer pre-session will include four courses. Students must successfully complete all of the pre-session coursework to meet the course prerequisites of the MPAc program in order to enter the program in the fall quarter. Pre-session coursework will be done over the two designated Summer Sessions. Students will enroll in a curriculum of two courses in Summer Session I and two courses in Summer Session II. The courses are as follows:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MPAC 200A</td>
<td>Intermediate Accounting Intensive I</td>
</tr>
<tr>
<td>MPAC 200B</td>
<td>Foundations of Taxation Intensive</td>
</tr>
<tr>
<td>MPAC 200C</td>
<td>Intermediate Accounting Intensive II and Special Topics</td>
</tr>
</tbody>
</table>
Admission to graduate standing in The Paul Merage School of Business is accorded to those possessing an undergraduate degree with an acceptable level of scholarship from an institution of recognized standing. Applicants for admission will be evaluated on their academic record and potential for leadership as demonstrated in submitted application materials. These materials will include official university transcripts and resume, two letters of recommendation, a Statement of Purpose, and an essay. A personal interview, by invitation only, will be part of the admission process. We highly recommend that applicants take the GMAT or GRE. While these tests are not required, the admissions team is looking for evidence of strong quantitative skills. In lieu of evidence for a strong quantitative background in the form of previous coursework or relevant professional experience, the school can use the GMAT/GRE test as evidence of such a skill set. Those students educated from a country where English is not the primary language will be required to possess a minimum score on the Test of English for Foreign Language (TOEFL) of 600 for the paper-based test and 80 for the Internet-based test. Further, international applicants may also take the Pearson Test of English (PTE). The minimum required score for admission is 53. Scores are valid for two years.

Requirements
The program requires students to complete no less than 11 courses and a minimum of 44 units. Of the minimum of 11 courses needed to complete the program, students must satisfactorily complete seven required courses. The required courses are as follows:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>MPAC 230</td>
<td>Accounting Proseminar: Career and Professional Development (Students must enroll in both Proseminar courses.)</td>
</tr>
<tr>
<td>MPAC 231A</td>
<td>Financial Statement Analysis and Forecasting</td>
</tr>
<tr>
<td>MPAC 232</td>
<td>Taxes and Business Strategy</td>
</tr>
<tr>
<td>MPAC 235</td>
<td>Advanced Managerial Accounting</td>
</tr>
<tr>
<td>MPAC 238</td>
<td>Advanced Auditing and Assurance Services</td>
</tr>
<tr>
<td>MPAC 239</td>
<td>Ethics in Accounting and Business</td>
</tr>
<tr>
<td>MPAC 291</td>
<td>Professional Research and Communication</td>
</tr>
</tbody>
</table>

Students will be expected to enroll in and successfully complete at least 16 units of elective work as part of the program requirements. Students will be permitted to enroll in M.B.A. or MPAC level courses if the student has met the prerequisites and there is space allowed in the course. Further, students will be encouraged to pursue a formal internship experience in the winter and/or spring quarters by enrolling in MPAC 241 Accounting Internship, a 2-4 unit course.

The Master of Science in Business Analytics

Business analytics involves the application of sophisticated statistical and analytical methods to extract business value and strategic advantage from the growing availability of large data sets. The ability to effectively analyze evidence-based data is becoming critical for every firm in every industry, so that the demand for professionals with business analytics skill sets far outstrips the supply of such individuals. Big data and analytics have become an essential factor of production at par with traditional labor and capital inputs.

Responsive to these trends, the Paul Merage School of Business offers a Master of Science in Business Analytics, a one-year self-supporting full-time degree targeted at a mix of individuals with and without work experience.

Admissions
Applicants may apply directly to the Paul Merage School of Business. Applicants must meet all the prerequisite requirements at the time of matriculation into the program. Admission to graduate-level standing in the Paul Merage School of Business is accorded to those possessing an undergraduate degree with an acceptable level of scholarship from an institution of recognized standing. A quantitative background is encouraged, so undergraduate degrees in mathematics, computer science, economics, statistics, engineering, and physics are recommended.

Applicants for admission will be evaluated on their academic record and potential for leadership, as demonstrated by the materials submitted in the application. These materials must include university transcripts, two letters of recommendations, a statement of purpose essay, a resume, and a personal interview. We highly recommend that applicants take the GMAT or GRE. While these tests are not required, the admissions team is looking for evidence of strong quantitative skills. In lieu of evidence for a strong quantitative background in the form of previous coursework or relevant professional experience, the school can use the GMAT/GRE test as evidence of such a skill set.

If the potential applicant received his/her undergraduate degree from a foreign country and his/her primary language is not English, s/he will be responsible to take the TOEFL exam with a minimum score of 80 on the internet-based test. A Pearson Test of English (PTE) may be substituted for the TOEFL. The minimum score for the PTE is 53.

Requirements
The curriculum explores three essential areas of training: data management, analytics methods, and business context. Students learn how to handle large data sets, and apply a range of analytics methods – including data analytics, marketing analytics, and operation analytics – to gain business insights relevant to a specific business context.
The basic course requirements include 11 core courses (34 units) and five elective courses (20 units), for a total of 54 units. The required courses are as follows:

A. Complete the following:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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<tbody>
<tr>
<td>BANA 200</td>
<td>Foundations of Business Analytics</td>
</tr>
<tr>
<td>BANA 201A</td>
<td>Statistics for Data Science</td>
</tr>
<tr>
<td>BANA 201B</td>
<td>Management Science for Analytics</td>
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<tr>
<td>BANA 205</td>
<td>Foundations of Marketing</td>
</tr>
<tr>
<td>BANA 204A</td>
<td>Microeconomics for Business Analytics</td>
</tr>
<tr>
<td>BANA 211</td>
<td>MSBA Proseminar</td>
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<tr>
<td>BANA 212</td>
<td>Data and Programming for Analytics</td>
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<tr>
<td>BANA 273</td>
<td>Business Intelligence for Analytical Decisions</td>
</tr>
<tr>
<td>BANA 277</td>
<td>Web and Social Analytics</td>
</tr>
<tr>
<td>BANA 298A</td>
<td>Business Analytics Capstone Prep</td>
</tr>
<tr>
<td>BANA 298B</td>
<td>Business Analytics Capstone Project</td>
</tr>
</tbody>
</table>

B. Select five Business Analytics or Fully-Employed MBA electives.

**M.S. in Engineering Management Degree Program**

The Master of Science in Engineering Management is a graduate degree offered jointly by The Paul Merage School of Business and The Henry Samueli School of Engineering that will prepare engineers for leadership roles in technology, science, government, and engineering-based companies and organizations. The curriculum includes courses in engineering from The Henry Samueli School of Engineering and courses in business administration from The Paul Merage School of Business. Students will learn to think in innovative ways as business and engineering project managers to solve complex engineering product development challenges through consulting projects, business plans and exposure to current issues within the engineering sector. Students will develop quantitative and qualitative skills along with business communication skills.

In this competitive program, students will learn about business from the engineering perspective and engineering from the business perspective. Students will be taught to think about their work through the lens of innovation and to develop a crucial view to enhance their careers.

For more information about the program, see The Henry Samueli School of Engineering section of the *Catalogue*.

**M.S. in Biotechnology Management Degree Program**

The M.S. in Biotechnology Management is a joint graduate degree that will prepare scientists for leadership roles in biotechnology, science, and engineering-based companies through a curriculum comprised of courses from the Department of Molecular Biology and Biochemistry (MB&B) in the Francisco J. Ayala School of Biological Sciences, the Department of Biomedical Engineering in The Henry Samueli School of Engineering, and The Paul Merage School of Business. Students will receive advanced training in biotechnology through course work, a teaching laboratory, and two quarters of independent research in a faculty laboratory of their choosing. They will also learn to think as a business manager by solving product development challenges through consulting projects, creating business plans, and by exposure to current issues within the biotechnology sector. Students will develop quantitative and qualitative skills along with business communication skills. Students will learn about business from the biotechnology perspective and biotechnology from the business perspective and will be taught to think about their work through the lens of innovation, a crucial view for their careers.

For more information about the program, see the Francisco J. Ayala School of Biological Sciences section of the *Catalogue*.

**Executive MBA Courses**

**MGMT EP 200. Responding to Dynamic Times: Thinking Strategically for Executives. 6 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. Administration - Executive Majors only.

**MGMT EP 201A. Statistics for Executives. 4 Units.**

Methods of statistical inference, emphasizing applications to administrative and management decision problems. Topics include classical estimation, hypothesis testing, regression, correlation, analysis of variance, decision analysis, and forecasting.

Restriction: Graduate students only. Administration - Executive Majors only.
MGMT EP 202. Organizational Behavior for Executives. 4 Units.
Develops a better understanding of individual and group behavior in and across organizations, and the frameworks by which to analyze and understand behavior in complex organizations. Enhances the skills required to manage collaboration and lead. Every other weekend course.

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 203A. Financial Reporting for Executives. 4 Units.
Involves the development, analysis, and interpretation of financial accounting information for external reporting purposes. Emphasis on measurement and valuation issues in decision-making problems and cases. Every other weekend course format.

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 203B. Managerial Accounting for Executives. 4 Units.
Involves developing and using internal financial and non-financial information to help organizations make planning, budgeting, control, operating, and performance evaluation decisions. Every other weekend course format.

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

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 204A. Microeconomics for Executives. 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. Every other weekend course format.

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 204B. Macroeconomics for Executives. 5 Units.
Introduces use of macroeconomic analysis to manage the business cycle for competitive advantage. "Business cycle-sensitive" management is explored within the context of marketing, operations management, HRM, merger and acquisition activity, and capital financing and expenditures. Every other weekend course format.

Prerequisite: MGMT EP 204A

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 205. Marketing for Executives. 4 Units.
Introduction to marketing. Topics include developing familiarity with fundamental marketing concepts, theories, and techniques; acquainting students with the type of decisions made by executives, including customer targeting, product, pricing, place, promotion, and research. Every other weekend course format.

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 207. Information Technology for Executives. 5 Units.
Focuses on how information technology is used to create value in organizations through product, process, and strategy innovation. Aims to help managers understand the strategic role of key information technologies in managing organizations. Every other weekend course format.

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 208. Operations Management for Executives. 5 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, just-in-time manufacturing, and quality management. Every other weekend course format.

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 209A. Managerial Finance for Executives. 5 Units.
Introduces students to financial theory and concepts. Topics include time value of money, valuation of stocks and bonds, capital budgeting, portfolio theory, and capital structure choice. Every other weekend course format.

Prerequisite: MGMT EP 201A and MGMT EP 203A and MGMT EP 204A

Restriction: Graduate students only. Administration - Executive Majors only.
MGMT EP 210. Strategic Management for Executives. 5 Units.
Provides conceptual frameworks and techniques to analyze and develop firm strategies. Through case analysis/discussion, helps improve strategic thinking by developing frameworks by which to assess, evaluate, and respond to different business situations. Every other weekend course format.


Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 219. Practice of General Management for Executives. 5 Units.
Designed to teach the graduating MBA how the best managers actually manage. Students will develop a toolkit of proven concepts and practices that will help them succeed as managers at any level.

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

MGMT EP 225. Negotiations For Executives. 5 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. Every other weekend course format.

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

MGMT EP 290. Special Topics in Business. 2-5 Units.
Studies in selected areas of business. Topics addressed vary each quarter.

Repeatability: May be repeated for credit unlimited times.

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

MGMT EP 295A. Global Business I for Executives. 5 Units.
Fundamentals of global strategy, economics, and financial issues. Topics include global manager’s environment, global strategy, impact of national culture on business systems, strategies and practices, foreign direct investment, corporate governance, human resources, and international marketing. Every other weekend course format.

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 295B. Global Business II for Executives. 8 Units.
Emphasizes and reinforces international perspectives contained in the M.B.A. curriculum by providing a week-long intensive seminar abroad in the second year. Scholars and business people from the host country instruct Executive M.B.A. students in designed class sessions and company visits.

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 296. Executive Leadership. 7 Units.
Focuses on the conceptual, practical, and personal dimensions of executive leadership. Past and current leadership theories are addressed. Individual personal assessment and diagnosis. Every other weekend course format.

Prerequisite: Admission to the Executive MBA program.

Grading Option: Satisfactory/unsatisfactory only.

Restriction: Graduate students only. Administration - Executive Majors only.

MGMT EP 299. Individual Study. 1-8 Units.
Individual Study under the direction of a selected faculty member.

Repeatability: May be repeated for credit unlimited times.

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

Fully Employed MBA Courses

MGMT FE 200. Responding to Dynamic Times: Thinking Strategically in Organizations. 6 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. Admin - Fully Employed Majors only.
MGMT FE 201A. Statistics for Managers. 4 Units.
Methods of statistical inference, emphasizing applications to administrative and management decision problems. Topics include classical estimation, hypothesis testing, regression, correlation, analysis of variance, decision analysis, and forecasting. Evening or weekend course format.

Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 202. Organizational Behavior for Managers. 4 Units.
Develops a better understanding of individual and group behavior in and across organizations; the frameworks by which to analyze and understand behavior in complex organizations; and enhances the skills required to manage collaboration and lead. Evening or weekend course format.

Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 203A. Financial Reporting for Managers. 4 Units.
Involves the development, analysis, and interpretation of financial accounting information for external reporting purposes. Emphasis on measurement and valuation issues in decision-making problems and cases. Evening or weekend course format.

Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 203B. Driving Profitability Through Managerial Accounting. 4 Units.
Teaches skills for making vital strategic and tactical decisions (e.g., outsourcing; adding/dropping product lines), to maximize profitability while managing risk. Also covers managerial tools (e.g., budgeting, cost-volume-profit analysis) to drive strategy implementation and incentivize employees. Taught in an evening/weekend format.

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

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

MGMT FE 204A. Microeconomics for Managers. 4 Units.
Provides basic tools for analyzing economic decisions, the determinants and consequences of market structure and market failure. Topics include demand and supply analysis, production and cost theory, perfect competition, monopoly, and introductory game theory. Evening and weekend course format.

Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 204B. Macroeconomics for Managers. 4 Units.
Introduces use of macroeconomic analysis to manage the business cycle for competitive advantage. "Business cycle-sensitive" management is explored within the context of marketing, operations management, HRM, merger and acquisition activity, and capital financing and expenditures. Evening and weekend course format.

Prerequisite: MGMT FE 204A or MGMTMBA 204A

Restriction: Graduate students only. Business Administration Majors only.

MGMT FE 205. Marketing for Managers. 4 Units.
Introduction to marketing. Develops familiarity with fundamental concepts, theories, and techniques in marketing and acquaints students with the type of decisions made by marketing managers including customer targeting, product, pricing, placement, promotion, and research. Evening or weekend course format.

Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 206. Business and Government for Managers. 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. Evening and weekend course.

Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 207. Information Technology for Managers. 4 Units.
Focuses on the technological and managerial issues surrounding the development and use of IT in organizations. Examines how technology can be used to execute an organization's business strategy and to enable new, innovative business strategies. Evening or weekend course format.

Restriction: Graduate students only. Admin - Fully Employed Majors only.
MGMT FE 208. Operations Management for Managers. 4 Units.
Introduction to strategic and tactical issues in production and operations management. 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. Evening or weekend course format.

Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 209A. Managerial Finance for Managers. 4 Units.
Introduces students to financial theory and concepts. Topics include time value of money, valuation of stocks and bonds, capital budgeting, portfolio theory, and capital structure choice. Evening or weekend course format.

Prerequisite: MGMT FE 201A and MGMT FE 203A and MGMT FE 204A
Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 209B. Investments for Managers. 4 Units.
Foundations of investment management. Theory and empirical evidence related to portfolio theory, market efficiency, and valuation models for equities, bonds, and options. Emphasis on practical applications, including optimal investment strategies. Evening or weekend course format.

Prerequisite: MGMT FE 209A or MGMT MBA 209A
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMT FE 210. Strategic Management for Managers. 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. Evening or weekend course format.

Prerequisite: MGMT FE 200 and MGMT FE 202 and MGMT FE 205 and MGMT FE 209A
Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 212. Business Growth Strategies for Managers. 4 Units.
Focuses on management of growth opportunities in industries where applied innovation, usually in the form of technology, people, or processes, creates distinct competitive advantages.

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

MGMT FE 213. New Venture Management. 4 Units.
Teaches students how to launch and manage new businesses. Provides an overview of the start-up process, including how to identify new business opportunities and develop sound operating models, value new ventures, and understand capital financing. Evening or weekend course format.

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

MGMT FE 214. Entrepreneurship. 4 Units.
A project course in which student teams develop a business plan to launch a new venture. Drafts of sections of the plan are due throughout the course. Evening or weekend course format.

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

MGMT FE 216. Strategic Innovation for Managers. 4 Units.
Examines how innovations are created inside and outside the firm and are diffused to the market. Focuses on competition in technology-based industries, but also considers how innovation can transform established industries, for better or for worse.

Prerequisite: MGMT FE 210 or MGMT MBA 210. MGMT FE 210 with a grade of C or better. MGMT MBA 210 with a grade of C or better
Restriction: Master of Business Admin Degree students only. Graduate students only.

MGMT FE 217. Competitive Intelligence for Managers. 4 Units.
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. Evening or weekend course format.

Restriction: Graduate students only. Master of Business Admin Degree students only.
MGMT FE 219. Practice of General Management. 4 Units.
Designed to teach the graduating M.B.A. students how the best managers actually manage. Students will develop a toolkit of proven concepts and practices that will help them succeed as managers at any level.

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

MGMT FE 220. Organizational Change for Managers. 4 Units.
Focuses on the implementation of change. Identifies the features of successful changes in organizations of varying sizes and configurations, with an emphasis on the reasons why individuals resist or embrace change. Evening or weekend course format.

Prerequisite: MGMT FE 202 or MGMTMBA 202

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

MGMT FE 225. Negotiations For Managers. 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. Evening or weekend course format.

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

MGMT FE 227. Global Negotiations. 4 Units.
Emphasizes economic, political, social, and cultural environments of international business negotiations. Topics include self-assessment/analysis, environmental analysis, international team building, negotiation processes and strategies, resources, skills, pre-negotiation preparations, agreements, and post-contract negotiations. Specific emphasis will be placed on cross-cultural problem-solving.

Restriction: Graduate students only.

MGMT FE 231A. Financial Statement Analysis and Valuation for Managers 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: MGMT FE 203A or MGMTMBA 203A. MGMT FE 203A with a grade of C or better. MGMTMBA 203A with a grade of C or better

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

MGMT FE 231B. Financial Statement Analysis and Valuation for Managers II. 4 Units.
Focuses on the financial statement analysis of liabilities and stockholders' equity. Topics include forecasting financial statements, earnings-based valuation models, accounting analysis of mergers and acquisitions, leases, bankruptcy prediction, and derivatives. Evening or weekend course format.

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

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

MGMT FE 246A. Introduction to the Real Estate Process. 4 Units.
Introductory survey course providing an understanding of the real estate market. Topics include real estate economics, valuation, feasibility, investment, tax considerations, financing, development, and corporate real estate asset management. Hands-on lectures, with guest lectures by real estate professionals.

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

MGMT FE 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.

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

MGMT FE 246C. Real Estate Capital Markets. 4 Units.
Understanding the four sectors of real estate capital markets: public debt, private debt, public equity, private equity; estate investment, key players, investment types drive capital solutions, underwriting strategies, and vehicle structuring, debt versus equity source characteristics and implications for returns.
MGMT FE 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.

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

MGMT FE 246E. Mortgage-Backed Securities and Structured Debt. 4 Units.
Theory and operation of the mortgage-backed security market. Historical introduction, technical analysis, examination of operations of residential/commercial mortgage-backed securities markets (RMBS, CMBS), evaluations of the "buy side," mezzanine financing, CDOs, related vehicles. Guest lecturers from industry supplement lectures.

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

MGMT FE 246F. Seminar in Management of the Real Estate Enterprise. 4 Units.
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, family-owned firms, going public, corporate ethics, capital structure, diversification, core competencies, technology. Guest professionals.

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

MGMT FE 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.

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

MGMT FE 248. Corporate Valuation for Managers. 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. Evening or weekend course format.

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

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

MGMT FE 250. Consumer Behavior for Managers. 4 Units.
Examines consumer decision-making processes 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. Evening or weekend course format.

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

MGMT FE 251A. Marketing Research for Managers. 4 Units.
Qualitative and quantitative marketing techniques that generate customer insights. Discusses problem formulation, data collection, statistical analyses, formulating managerial recommendations, implementation, and how research is used by companies. Evening or weekend course format.

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

MGMT FE 252A. Managing Advertising and Communications. 4 Units.
Integrated marketing communications, including advertising, sale promotions, public relations, and direct mail. Exposure to elements of a communications plan; marketing research, including copy testing and tracking; creating brand value; media strategies; metrics. Evening or weekend course format.

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

MGMT FE 252D. New Product Development for Managers. 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. Evening or weekend course format.

Restriction: Graduate students only. Master of Business Admin Degree students only.
MGMT FE 253. Micromarketing. 4 Units.
Develop marketing plans for retailers and neighborhoods based on past purchases and demographics. Covers retail site selection, category management, promotion management, shelf space allocation, pricing, promotions, targeted advertising, consumer segmentation, media selection, list management, and GIS software.

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

MGMT FE 257. Marketing on the Internet for Managers. 4 Units.
Examines impact of the Internet on traditional methods of marketing. Discusses how to capitalize on and increase the Internet's utility as a tool that can increase marketing effectiveness, efficiency, and competitiveness. Evening or weekend course format.

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

MGMT FE 258. Marketing Strategies for High Technology for Managers. 4 Units.
Framework and tools for managing technology-intensive businesses. Product and pricing policies; network externalities; compatibility concerns; systems competitions; technological and market uncertainty; technology licensing strategies; contracting in high-tech markets; product line design; product bundling strategies; usage-based pricing; pricing of networks; auctions.

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

MGMT FE 259. Strategic Brand Management for Managers. 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. Evening or weekend course format.

Prerequisite: MGMT FE 205 or MGMT MBA 205

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

MGMT FE 273. Business Intelligence for Analytical Decisions for Managers. 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. Evening or weekend format.

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

MGMT FE 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.

MGMT FE 280. Forecasting for Managers. 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. Evening or weekend course format.

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

MGMT FE 281. Analytical Decision Models for Managers. 4 Units.
An introduction of analytics tools for decision making. Topics include linear and non-linear optimization and simulation models. Excel Solver will be used as the optimization tool and Risk Solver Platform will be used as the simulation tool. Evening or weekend.

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

MGMT FE 282. Revenue Management for Managers. 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: Graduate students only. Master of Business Admin Degree students only.

MGMT FE 283. Decision Analysis for Managers. 4 Units.
Models of preferences and uncertainty; exercises in creative problem solving. Assessment and use of preference models for private, public, and not-for-profit decision making. Assessment and use of subjective probabilities in decision making. Evening or weekend course format.

Restriction: Graduate students only. Master of Business Admin Degree students only.
MGMT FE 287. Project Management. 4 Units.
Examines the fundamental components of project management and its role in the modern corporation. Emphasis is on how to initiate, implement, control, and terminate a project. Use of computer package for project management. Evening or weekend course format.

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

MGMT FE 288. Predictive Analytics. 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: Graduate students only.

MGMT FE 290. Special Topics in Business. 2-4 Units.
Studies in selected areas of Business. Topics addressed vary each quarter.

Repeatability: Unlimited as topics vary.

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

MGMT FE 292. Business Law for Managers. 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. Evening or weekend course format.

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

MGMT FE 294. EDGE for Managers. 4 Units.
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 successfully compete.

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

MGMT FE 295A. Introduction to Global Business for Managers.
Fundamentals of global strategy, economics, and financial issues. Topics include global manager’s environment, global strategy, impact of national culture on business systems, strategies and practices, foreign direct investment, corporate governance, human resources, and international marketing. Evening and weekend course format.

Grading Option: Satisfactory/unsatisfactory only.

Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 295B. Global Business for Managers. 4 Units.
Emphasizes and reinforces international perspectives contained in the FEMBA curriculum by providing a week-long intensive seminar abroad in the second year. Scholars and business people from the host country instruct FEMBA students in specially designed class sessions and company visits.

Prerequisite: MGMT FE 295A. MGMT FE 295A with a grade of B or better

Restriction: Graduate students only. Admin - Fully Employed Majors only.

MGMT FE 296. Executive Leadership. 6 Units.
Provides perspectives on 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? Evening or weekend course format.

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

MGMT FE 298. Merage Consulting Projects for Managers. 4 Units.
Provides students the opportunity to put into practice concepts, skills, and tools acquired in other parts of the MBA program. Seminars augment internship experiences with analyses of relevant administrative issues.

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

MGMT FE 299. Individual Directed Study. 1-8 Units.
Individual study under the direction of a selected faculty member.

Restriction: Graduate students only. Master of Business Admin Degree students only.
Health Care MBA Courses

MGMT HC 200. Responding to Dynamic Times: Thinking Strategically for Healthcare Executives. 7 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. Administration - Health Care Majors only.

MGMT HC 201A. Statistics for Healthcare Executives. 5 Units.
Methods of statistical inference, emphasizing applications to administrative and management decision problems. Topics include classical estimation, hypothesis testing, regression, correlation, analysis of variance, decision analysis, and forecasting.

Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 201B. Operations Analytics for Healthcare Executives. 5 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. Once a month weekend course format.

Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 202. Organizational Behavior for Healthcare Executives. 5 Units.
Develops a better understanding of individual and group behavior in and across organizations, the frameworks by which to analyze and understand behavior in complex organizations; enhances the skills required to manage collaboration and lead. Once a month weekend course format.

Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 203A. Financial Reporting for Healthcare Executives. 5 Units.
Involves the development, analysis, and interpretation of financial accounting information for external reporting purposes. Emphasis on measurement and valuation issues in decision-making problems and cases. Once a month weekend course format.

Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 203B. Managerial Accounting for Healthcare Executives. 5 Units.
Involves developing and using internal financial and non-financial information to help organizations make planning, budgeting, control, operating, and performance evaluation decisions. Once a month weekend course format.
Prerequisite: MGMT HC 203A

Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 204A. Microeconomics for Healthcare Executives. 5 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. Once a month weekend course format.

Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 205. Marketing for Healthcare Executives. 5 Units.
Introduction to marketing. Develops familiarity with fundamental marketing concepts, theories, and techniques, and acquainting students with the type of decisions made by marketing managers, including customer targeting, product, pricing, place, promotion, and research. Once a month weekend course format.

Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 206. Business and Government for Healthcare Executives. 2 Units.
Introduces students to the many non-market issues that affect today’s managers: environment protection, health and safety, intellectual property protection, antitrust, and lobbying. Takes an interdisciplinary approach using economics, political science, public policy, and law. Once a month weekend course format.

Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 207. Information Technology for Healthcare Executives. 5 Units.
Focuses on how information technology is used to create value in healthcare-related organizations through product, process, and strategy innovation. Aims to help managers and healthcare professionals understand the strategic role of technology. Every other weekend course format.

Restriction: Graduate students only. Administration - Health Care Majors only.
MGMT HC 209A. Managerial Finance for Healthcare Executives. 5 Units.
Introduces students to financial theory and concepts. Topics include time value of money, valuation of stocks and bonds, capital budgeting, portfolio theory, capital structure choice. Once a month weekend course format.
Prerequisite: MGMT HC 201A and MGMT HC 203A and MGMT HC 204A
Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 209B. Investments for Healthcare Executives. 3 Units.
Prerequisite: MGMT HC 209A
Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 210. Strategic Management for Healthcare Executives. 5 Units.
Provides conceptual frameworks and techniques to analyze and develop firm strategies. Through case analysis and discussion, helps students improve analytical and strategic thinking by which to assess, evaluate, and respond to different business situations. Once a month weekend course format.
Prerequisite: MGMT HC 200 and MGMT HC 202 and MGMT HC 205 and MGMT HC 209A
Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 214. Entrepreneurship for Healthcare Executives. 2-5 Units.
A project course in which student teams develop a business plan to launch a new venture. Drafts of sections of the plan are due throughout the course. Once a month weekend course format.
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMT HC 225. Negotiations For Healthcare Executives. 5 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. Once a month weekend course format.
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMT HC 267. Understanding Managed Care. 2-5 Units.
This course is designed to increase understanding of the various concepts of managed health care with an emphasis on the organizational processes required to make it work, and explore the economics and financial pressures these organizations face.
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMT HC 290. Special Topics in Business. 2-5 Units.
Studies in selected areas of business. Topics addressed vary each quarter.
Repeatability: May be repeated for credit unlimited times.
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMT HC 292. Business Law for Healthcare Executives. 2-5 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.
Repeatability: May be repeated for credit unlimited times.
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMT HC 295. Federal Policy in Health Care. 8 Units.
National/international one-week residential course exploring political analysis as related to management of health care organizations. Topics include political environment of management, concepts, and processes central to political analysis, bureaucratic politics, politics, and the manager.
Restriction: Graduate students only. Administration - Health Care Majors only.
MGMT HC 296. Leadership for Healthcare Executives. 7 Units.
Focuses on the conceptual, practical, and personal dimensions of executive leadership. Past and current leadership theories are addressed. Individual personal assessment and diagnosis. Once a month weekend course format.

Grading Option: Satisfactory/unsatisfactory only.

Restriction: Graduate students only. Administration - Health Care Majors only.

MGMT HC 299. Individual Study. 1-8 Units.
Individual study under the direction of a selected faculty member.

Repeatability: May be repeated for credit unlimited times.

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

Management MBA Courses

MGMTMBA 200. Responding to Dynamic Times: Thinking Strategically in Business. 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. 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: 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 Behavior 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 for Management. 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. 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 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: Graduate students only. Business Administration Majors 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: Graduate students only. Business Administration Majors 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: Graduate students only. Business Administration Majors 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: 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. Strategic Management. 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. MGMTMBA 200, MGMTMBA 202, 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 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 209A or MGMT FE 209A) and (MGMTMBA 209B or MGMT FE 209B)
Restriction: Graduate students only. Master of Business Admin Degree 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.

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.

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

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

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

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

Restriction: Graduate students only. 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 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.

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 quantifiable 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 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.

MGMTMBA 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: Graduate students only. Master of Business Admin Degree 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 or MGMT FE 205
Restriction: Graduate students only. Master of Business Admin Degree students only.

MGMTMBA 261B. Physicians, Executives, and Health Leadership. 4 Units.
Elective course offered alternating years, for the UCI M.B.A. students. Designed to bring to the classroom major healthcare leadership and management issues from both the executive and physician perspective.
Prerequisite: MGMTMBA 201A or MGMT FE 201A
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 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: Graduate students only. Master of Business Admin Degree 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: Graduate students only. Master of Business Admin Degree 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: 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 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.

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 2890. 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. 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 or MGMT FE 205.

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

Management PhD Courses

MGMTPhD 291. Ph.D. Special Topics Seminar. 2-12 Units.
Each quarter a number of special topic seminars are offered in the 291 series for Ph.D. students. Examples include topics such as methods seminar, experimental design, qualitative research, structural equation modeling.

Repeatability: Unlimited as topics vary.

MGMTPhD 297A. Doctoral Proseminar. 2 Units.
Analysis of the central theories and theoretical controversies in the field of management. Examination of the formal education for managerial careers and exploration of issues relating to professional careers in research and scholarship in the field of management.

Grading Option: Satisfactory/unsatisfactory only.

Restriction: Graduate students only.

MGMTPhD 297B. University Teaching.
Designed to prepare students for teaching career; incorporates seminars addressing topics of classroom dynamics, syllabus preparation, teaching techniques; establishes mentor relationship with faculty member in student's teaching area, provides classroom experience and includes option of videotape analysis of teaching style.

Restriction: Graduate students only.

MGMTPhD 297D. Philosophy of Science. 4 Units.
Provides exposure to fundamental issues regarding how knowledge is created, defended, and replaced both in the natural and social sciences. Covers current debates on the meaning of the term “scientific” and the validity of the scientific method.

Restriction: Graduate students only.

MGMTPhD 297F. Doctoral Research Methods. 4 Units.
An introduction to the fundamentals of social science research: theory development, research design, methods, data management, and writing for scholarly publications; for doctoral students intending scholarly research careers. Involves hands-on practice in formulating hypotheses, designing research, and conducting journal reviews.

Restriction: Graduate students only. Management Majors only.

MGMTPhD 297G. Qualitative Research. 4 Units.
Focuses on qualitative research techniques for management. A hands-on course that includes in-depth/long interviews, visual research methods, participant/non-participant observation, verbal protocols, constructing field notes, multi-media approaches for data gathering and analyses.

Restriction: Graduate students only.

MGMTPhD 297H. Experimental Design. 4 Units.
Advanced course provides experience in planning and implementing an experiment or quasi-experiment, including choice of topic, study design, data analysis, and manuscript preparation. Data analysis topics include ANOVA, ANCOVA, repeated measures, logistic regression, chi-square, and tests of mediation.

Restriction: Graduate students only.

MGMTPhD 297I. Applied Multivariate Statistics. 2-4 Units.
Provides an overview of the most common techniques for multivariate analysis: principal component analysis, factor analysis, cluster analysis, MANOVA, regression with continuous variables, and regression with discrete variables.

Restriction: Graduate students only.
MGMTPHD 297K. Advanced Qualitative Methods: Analyzing Qualitative Data. 4 Units.
Introduces students to the theory and practice of analyzing qualitative data. Student must have already learned about data collection and research
design for qualitative research and they must have qualitative data they can analyze.
Same as POL SCI 273A, PP&D 213.
Restriction: Graduate students only.

MGMTPHD 297L. Writing for Scholarly Publication. 4 Units.
Introduces methods for planning and carrying out scholarly writing.
Restriction: Graduate students only.

MGMTPHD 297M. SAS Boot Camp. 2 Units.
Teaches basics of SAS programming for empirical research. No prior knowledge of SAS or other computer programming language is required. Provides
knowledge and tools to replicate an empirical study and learn how to perform very advanced data procedures.
Restriction: Graduate students only.

MGMTPHD 297Q. Game-Theoretic Models for Management Research. 4 Units.
Introduces some classic game-theoretic models for management research. It is about modeling strategic interactions between business competitors and/
or partners in an analytical framework. Various applications will be discussed, e.g., pricing strategies, business alliances, e-commerce, negotiations, and
contracts, etc.
Restriction: Graduate students only.

MGMTPHD 297R. Theories of Power and Empowerment. 4 Units.
Studies different ways of thinking about power and its uses. Explores theories of power that inform various notions of empowerment, including
resistance, participatory democracy, and workplace empowerment.
Same as POL SCI 223A, PP&D 279.
Restriction: Graduate students only.

MGMTPHD 297T. Decision Theory. 2-4 Units.
Decision theories and preference models: How models are elicited or theories are experimentally tested, relevance to different management research
areas, alternative theories, applications in management practice, and interpretations for the general public.
Restriction: Graduate students only.

MGMTPHD 297U. Foundational Theories of Organizations. 4 Units.
Covers major economic and sociological perspectives guiding the study of organizations (i.e., transaction cost economics, agency theory, institutional
theories, organizational ecology, network and diffusion theories, behavioral theories, resource dependence), and examines how different theoretical
perspectives are tested.
Restriction: Graduate students only.

MGMTPHD 297V. Information, Psychology, and Social Processes. 4 Units.
In the marketplace for ideas, which succeed and which fail? How do ideas and information spread between individuals, and how do populations of ideas
evolve? This course reviews recent research on these issues and applications to business.
Restriction: Graduate students only.

MGMTPHD 299. Individual Directed Study. 1-12 Units.
Individual study under the direction of a selected faculty member.
Repeatability: May be taken for credit for 12 units.
Restriction: Graduate students only.

MGMTPHD 399. University Teaching. 2-4 Units.
Limited to teaching assistants.
Grading Option: Satisfactory/unsatisfactory only.
Repeatability: May be repeated for credit unlimited times.
Restriction: Graduate students only.
Accounting Courses

**MPAC 200A. Intermediate Accounting Intensive I. 4 Units.**
Designed to provide students with technical U.S. accounting theory and principles background necessary for graduate work in accounting. Current international accounting convergence issues and standards will be discussed on emerging topics.

Repeatability: May be taken for credit 2 times.
Restriction: Accountancy Majors only.

**MPAC 200B. Foundations of Taxation Intensive. 4 Units.**
Provides students with the basic concepts of federal income taxation applicable to all taxpayers. Specifically, principles of taxation for individuals, corporations, and partnerships are discussed.

Repeatability: May be taken for credit 2 times.
Restriction: Accountancy Majors only.

**MPAC 200C. Intermediate Accounting Intensive II and Special Topics. 4 Units.**
Designed to provide students with the technical U.S. accounting theory and principles background necessary for graduate work in accounting. Current international accounting convergence issues and standards will be discussed on emerging topics.

Repeatability: May be taken for credit 2 times.
Restriction: Accountancy Majors only.

**MPAC 200D. Auditing Intensive. 4 Units.**
Designed to provide students with an understanding of the fundamental principles, processes, and ethical considerations involved in the performance of a financial statement audit under U.S. auditing standards.

Repeatability: May be taken for credit 2 times.
Restriction: Accountancy Majors only.

**MPAC 230. Accounting Proseminar: Career and Professional Development. 2 Units.**
Provides students with information and practical skills for success in the program and for professional accounting and business career planning, and with discussions of current issues confronting the accounting profession.

Grading Option: Satisfactory/unsatisfactory only.

Repeatability: May be taken for credit 2 times.
Restriction: Accountancy Majors only.

**MPAC 231A. Financial Statement Analysis and Forecasting. 4 Units.**
Develops skills to analyze corporate financial reports. Topics include profitability, risk analysis, cash flow analysis, revenue and asset recognition, and forecasting. The skills are useful for students to evaluate financial reporting quality, detect earnings management, and predict firms' financial performance.

Prerequisite: Intermediate accounting.
Restriction: Accountancy Majors only.

**MPAC 231B. Advanced Financial Statement Analysis. 4 Units.**
Develops skills to analyze corporate financial reports with a focus on liabilities, stockholders' equity, and valuation. Topics include forecasting financial statements, cash flows- and earnings-based equity, and valuation models, accounting analysis of mergers and acquisitions, lease pensions, and derivatives.

Restriction: Accountancy Majors only.

**MPAC 232. Taxes and Business Strategy. 4 Units.**
Develops a student's ability to identify, understand, and evaluate tax-planning opportunities. The focus is on tax planning concepts and the effects of taxes on business decisions rather than on detailed tax rules, compliance, or legal research.

Restriction: Accountancy Majors only.
MPAC 233. Non-for-Profit Accounting. 2 Units.
Elective course focuses on the accounting and reporting for governmental and non-for-profit entities. Topics include preparation of fund basis financial statements and related reporting and auditing issues. Use of non-financial performance measures for non-for-profit entities will also be discussed.

Restriction: Accountancy Majors only.

MPAC 234. Accounting Policy and Research. 2 Units.
Considers issues in contemporary accounting standard setting and regulation by examining academic accounting research of the various issues. Enables students to develop their knowledge and better appreciate current debates in accounting.

Restriction: Accountancy Majors only.

MPAC 235. Advanced Managerial Accounting. 4 Units.
Design of cost information and systems used to plan and control organizational activities; procedures used to account for unit, process, and program costs; cybernetic evaluation of costing procedures; cost estimation, analysis, and accounting via computers.

Restriction: Accountancy Majors only.

MPAC 236. Forensic Accounting . 2 Units.
Elective course focuses on the principles, and application of forensic accounting. Topics include the identification, detection, and prevention of fraud, valuations, damage calculations, and litigation support. The role of forensic accountants in the legal system will also be discussed.

Restriction: Accountancy Majors only.

MPAC 237. International Accounting. 4 Units.

Prerequisite: Intermediate accounting.

Restriction: Accountancy Majors only.

MPAC 238. Advanced Auditing and Assurance Services. 4 Units.
Designed to provide advanced coverage of topics and emerging issues in auditing and assurance services. Provides a deeper understanding of the fundamental concepts of auditing, assurance services, and developing hot-topics within the auditing profession.

Prerequisite: Intermediate accounting and basic auditing.

Restriction: Accountancy Majors only.

MPAC 239. Ethics in Accounting and Business. 4 Units.
Designed to introduce students to the intellectual principles of ethical decision making by emphasizing the theories of ethics and their application in the business, and specifically, accounting professions. MPAC capstone course with a final comprehensive exam for the program.

Restriction: Accountancy Majors only.

MPAC 241. Accounting Internship. 2-4 Units.
Provides students with the opportunity to apply accounting knowledge through actual work experiences. The internship experience will provide students with knowledge of career opportunities, an understanding of how accounting plays in today’s business environment, and prepare students for success.

Grading Option: Satisfactory/unsatisfactory only.

Repeatability: May be repeated for credit unlimited times.

Restriction: Accountancy Majors only.

MPAC 290. Special Topic Seminars. 2-4 Units.
Studies in selected area of Accounting. Topics addressed vary each quarter.

Repeatability: Unlimited as topics vary.

Restriction: Accountancy Majors only.

MPAC 291. Professional Research and Communication. 4 Units.
Combines research of the professional accounting literature on a range of technical topics with a written communication and oral presentations of the findings.

Restriction: Accountancy Majors only.
MPAC 299. Individual Study. 1-4 Units.
Individual study under the direction of a selected faculty member.

Repeatability: May be repeated for credit unlimited times.

Restriction: Accountancy Majors only.