

# The Paul Merage School of Business

---

## Ian Williamson, Dean

The Paul Merage School of Business (<http://merage.uci.edu/>) offers the B.A. in Business Administration, the B.S. in Business Information Management (offered jointly with the Donald Bren School of Information and Computer Sciences), the M.B.A. (Master of Business Administration), the MPAc (Master of Professional Accountancy), the Master of Finance, the Master of Innovation and Entrepreneurship, the M.S. in Business Analytics, the M.S. in Biotechnology Management (offered jointly with the School of Biological Sciences and The Henry Samueli School of Engineering), the M.S. in Engineering Management (offered jointly with The Henry Samueli School of Engineering), the Ph.D. in Management, and undergraduate minors in Management, Accounting, and Innovation and Entrepreneurship. The Master's degree is professional in nature and is intended to provide future managers with a firm foundation in the basic disciplines and in management tools and techniques; the Ph.D. in Management is for those who wish to pursue a career in scholarly research.

The undergraduate minor in Management is designed for those who wish to gain some insight into issues of modern management, as well as those who anticipate future graduate work in management. In establishing the undergraduate minor in Accounting, the faculty anticipated two types of students to be drawn to courses in accounting: (1) students preparing for careers in accounting or in other fields that require some knowledge of accounting, and (2) students planning to pursue a graduate degree in accounting who wish early guidance and undergraduate work appropriate to this career objective. The minor in Innovation and Entrepreneurship provides extensive academic and practical training for students to embark on careers as entrepreneurs (innovating to form new companies) and intrapreneurs (innovating within existing companies).

## Honors

**Graduation with Honors.** Honors at graduation, e.g., *cum laude*, *magna cum laude*, *summa cum laude*, are awarded to approximately the top 16 percent of the graduating seniors. To be eligible for honors, a general criterion is that students must have completed at least 72 units in residence at the University of California. The student's cumulative record at the end of the final quarter is the basis for consideration for awarding Latin honors. Other important factors are considered visit at Honors Recognition (<http://catalogue.uci.edu/honors/>).

## Merage Career Center

The Merage Career Center, located within the Merage School, assists 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 MBA program allows students to develop a close working relationship with the Career Center staff.

## Graduate Educational Objectives

The Paul Merage School of Business offers a general management MBA 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 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.

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 (MFin); the Master of Innovation and Entrepreneurship (MIE); the M.S. in Business Analytics (MSBA); the M.S. in Engineering Management (MSEM), offered jointly with The Henry Samueli School of Engineering (<http://catalogue.uci.edu/thehenrysamuelschoolofengineering/>); and the M.S. in Biotechnology Management (MSBTM), offered jointly with the Department of Molecular Biology and Biochemistry (MB&B) in the School of Biological Sciences (<http://catalogue.uci.edu/schoolofbiologicalsciences/>) and the Department of Biomedical Engineering in The Henry Samueli School of Engineering. Joint M.D./MBA and J.D./MBA programs are also available.

- Accounting, Minor
- Biotechnology Management, M.S.
- Business Administration, B.A.
- Business Analytics, M.S.
- Business Information Management, B.S.
- Engineering Management, M.S.
- Innovation and Entrepreneurship, Minor
- J.D./M.B.A. Program
- M.D./M.B.A. Program
- Management, Minor
- Management, Ph.D.
- Master of Business Administration, Executive
- Master of Business Administration, Full-Time
- Master of Business Administration, Fully Employed
- Master of Finance
- Master of Innovation and Entrepreneurship
- Master of Professional Accountancy

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 MBA 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 MBA 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 MBA programs.

Requests for application material should be addressed to either the Full-Time MBA (SB1 5400), Fully Employed MBA (SB1 4200), Executive MBA (SB1 4200), Ph.D. Program (SB1 3235), or Master of Professional Accountancy Program (SB1 4500), Master of Finance Program (SB1 4500), Master of Innovation and Entrepreneurship (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

## Centers of Excellence

At The Paul Merage School of Business, the Centers of Excellence serve as the bridge between campus and community. The Merage School also offers specialized M.B.A. certificates in partnership with the Centers, including certificates in Digital Transformation, Innovation and Entrepreneurship, and Real Estate and Urban Development.

### Beall Center for Innovation & Entrepreneurship

Founded in 2007, The Beall Center for Innovation & Entrepreneurship (<http://merage.uci.edu/ResearchAndCenters/Beall/>) provides thought leadership in the fields of entrepreneurship education and innovation research to both the students and faculty of The Paul Merage School of Business and the greater worldwide academic community. Through the Center and its activities, a campuswide community of involvement for students and researchers passionate about innovation and entrepreneurship has been organized around a nexus of active volunteers, board members, and alumni who provide world-class programs, resources, and relationships to the University in the areas of entrepreneurship and new venture creation.

### Center for Global Leadership

The Center for Global Leadership (<http://merage.uci.edu/ResearchAndCenters/CLTD/>) is an important resource for UC Irvine and The Paul Merage School of Business students. This Center seeks to inspire global leadership by being the best place to learn, study, and develop ideas to improve socially responsible global leadership. This is done by enabling collaboration between leading scholars, students, and the global leadership community to generate innovative ideas and best practices to address the current and future challenges of an increasingly integrated world. The Center works with experienced leaders to identify practical global-leadership knowledge needs and then develops systematic research on these questions, sharing that knowledge through conferences and our Research Translations. We use this knowledge to develop co-curricular programs for students such as the Executive Mentoring Program and the Social Responsibility Initiative that connect students with community leaders.

## Center for Real Estate

The Center for Real Estate (<http://merage.uci.edu/ResearchAndCenters/CRE/>) at The Paul Merage School of Business is an integral and indispensable component of the program in Real Estate and Urban Development at UC Irvine. In addition to offering eight real estate elective courses, it provides students with a network of connections to the business community, including members of its Advisory Board, industry leaders, and alumni. The Center offers fellowships, extracurricular activities, and resources that enhance the M.B.A. learning experience.

## Center for Health Care Management and Policy

The Center for Health Care Management and Policy (<http://merage.uci.edu/ResearchAndCenters/healthcare/>) at The Paul Merage School of Business advances knowledge through research and education while providing forums for dialogue on crucial challenges and concerns facing the nation's health care system today. This interdisciplinary research institute brings together health care scholars, policy experts, and industry professionals to share vital information and a range of perspectives on such fundamental issues as quality of care, cost, and access. A wide range of programs contribute to the debate on national health care policy and help leaders in government, business, and nonprofit organizations make better-informed decisions. The Center's activities build on the Merage School's health care-oriented educational programs, including its M.D./M.B.A. joint degree program.

## Center for Digital Transformation

The Center for Digital Transformation (CDT) (<http://merage.uci.edu/ResearchAndCenters/CDT/>) generates and disseminates knowledge that helps businesses, governments, and society adapt to and leverage the possibilities enabled by emerging digital technologies. Research themes include Digital Economics, Digital Business Models and Processes, Digital Services Delivery, and Big Data & Analytics. CDT serves as an interdisciplinary research institute, drawing on economists, behavioral scientists, sociologists, and computer scientists. The Center deploys an open innovation model, partnering with companies, nonprofits, experts, and the community at large to identify and address critical research questions. CDT hosts several outreach initiatives which support and educate students, as well as connects them to key industry professionals.

## Center for Investment and Wealth Management

The Center for Investment and Wealth Management (<http://merage.uci.edu/ResearchAndCenters/ciwm/>) is dedicated to the mission of educating Merage School M.B.A. students in the area of investment and wealth management. The Center seeks to enhance students' educational experience and help them to advance their professional expertise and growth at the same time. The education that the Center provides is a collaborative effort between UC Irvine's expert faculty and seasoned professionals dedicated to sharing their experience and knowledge. The concept is to create cutting-edge curriculum with the flexibility to teach students topics in real time. This year, a number of the Center's board members have participated as distinguished lecturers. They are prominently known in the wealth management community and speak to students about their career path, the industry, and ways to achieve success. They are from a wide array of backgrounds including financial institutions, investment companies, law firms, accounting firms, and wealth management companies in Orange County and beyond.

## John S. and Marilyn Long U.S.-China Institute for Business and Law

The John S. and Marilyn Long U.S.-China Institute for Business and Law (<http://longinstitute.uci.edu/>) at UC Irvine is a premier research entity established to facilitate and further develop legal and commercial relationships between the United States and China. The Long Institute is a collaborative effort between The Paul Merage School of Business and the School of Law at UC Irvine and will involve chaired professors with extensive expertise in the areas of both business and law as it relates to the U.S and China. The Institute serves to promote a bilateral understanding and engagement between the two economic superpowers and will feature events and research involving both scholars and practitioners from various industries engaging in U.S.-China trade. Students and faculty can also be involved by participating in exchange programs with major Chinese universities.

## Faculty

Dennis Aigner, Ph.D. University of California, Berkeley, *Professor Emeritus of Paul Merage School of Business*

Alpesh N. Amin, M.D. M.B.A. Northwestern University, *Department Chair and Thomas and Mary Cesario Endowed Chair in Medicine and Professor of Medicine; Biomedical Engineering; Paul Merage School of Business; Program in Public Health; Radiological Sciences*

Christopher Bauman, Ph.D. University of Illinois at Chicago, *Associate Professor of Paul Merage School of Business*

David Blake, Ph.D. Rutgers, The State University of New Jersey, *Professor Emeritus of Paul Merage School of Business*

Kevin Bradford, Ph.D. University of Florida, *Assistant Professor of Teaching of Paul Merage School of Business (personal setting, sales management, distribution of firearms, marketing practices of guns, gun culture)*

Tonya Bradford, Ph.D. Northwestern University, *Assistant Professor of Paul Merage School of Business (rituals, market exchange, gift-giving, communities)*

Philip Bromiley, Ph.D. Carnegie Mellon University, *Professor of Paul Merage School of Business*

Nai-Fu Chen, Ph.D. University of California, Los Angeles, *Professor Emeritus of Paul Merage School of Business*

Vidyanand Choudhary, Ph.D. Purdue University, *Professor of Paul Merage School of Business*

Elizabeth Chuk, Ph.D. University of Washington, *Assistant Professor of Paul Merage School of Business* (financial reporting, consequences of accounting standards, defined benefit pensions, earnings management)

N. Edward Coulson, Ph.D. University of California, San Diego, *Professor of Paul Merage School of Business; Economics; Urban Planning and Public Policy*

Imran Currim, Ph.D. Stanford University, *UCI Chancellor's Professor of Paul Merage School of Business*

Sanjeev Dewan, Ph.D. University of Rochester, *Professor of Paul Merage School of Business*

Joseph DiMento, Ph.D. University of Michigan, *Distinguished Professor of Law; Criminology, Law and Society; Paul Merage School of Business; Urban Planning and Public Policy*

Martha S. Feldman, Ph.D. Stanford University, *Johnson Chair in Civic Governance and Public Management and Professor of Urban Planning and Public Policy; Paul Merage School of Business; Sociology*

Paul Feldstein, Ph.D. University of Chicago, *Professor Emeritus of Paul Merage School of Business*

Mary Gilly Graham, Ph.D. University of Houston, *Professor of Paul Merage School of Business*

John Graham, Ph.D. University of California, Berkeley, *Professor Emeritus of Paul Merage School of Business*

Luyi Gui, Ph.D. Georgia Institute of Technology, *Assistant Professor of Paul Merage School of Business*

Vijay Gurbaxani, Ph.D. University of Rochester, *Taco Bell Chair in Information Technology Management and Professor of Paul Merage School of Business; Informatics* (economics of information systems management, impact of information technology on organization and market structure)

David Hirshleifer, Ph.D. University of Chicago, *Paul Merage Chair in Business Growth and Distinguished Professor of Paul Merage School of Business; Economics*

Siew Hong Teoh Hirshleifer, Ph.D. University of Chicago, *Professor of Paul Merage School of Business*

Joanna Ho, Ph.D. University of Texas at Austin, *Professor of Paul Merage School of Business*

Chong Huang, Ph.D. University of Pennsylvania, *Assistant Professor of Paul Merage School of Business*

Mireille Jacobson, Ph.D. Harvard University, *Associate Professor of Paul Merage School of Business*

Philippe Jorion, Ph.D. University of Chicago, *Professor of Paul Merage School of Business; Economics*

John Joseph, Ph.D. Northwestern University, *Associate Professor of Paul Merage School of Business*

Lynn Robin Keller, Ph.D. University of California, Los Angeles, *Professor of Paul Merage School of Business*

Sreya Kolay, Ph.D. University of Rochester, *Assistant Professor of Paul Merage School of Business*

Sharon Koppman, Ph.D. University of Arizona, *Assistant Professor of Paul Merage School of Business; Sociology* (work and occupations, sociology of culture, creative industries)

Kenneth Kraemer, Ph.D. University of Southern California, *Professor Emeritus of Paul Merage School of Business*

Loraine Lau, Ph.D. University of California, Los Angeles, *Associate Professor of Paul Merage School of Business*

Ben Lourie, Ph.D. University of California, Los Angeles, *Assistant Professor of Paul Merage School of Business*

Radhika Lunawat, Ph.D. University of Minnesota, *Assistant Professor of Paul Merage School of Business; Economics*

Newton Margulies, Ph.D. University of California, Los Angeles, *Professor Emeritus of Paul Merage School of Business*

Peter Navarro, Ph.D. Harvard University, *Professor Emeritus of Paul Merage School of Business*

David Neumark, Ph.D. Harvard University, *Distinguished Professor of Economics; Paul Merage School of Business*

Tingting Nian, Ph.D. New York University, *Assistant Professor of Paul Merage School of Business*

Gerardo Okhuysen, Ph.D. Stanford University, *Professor of Paul Merage School of Business*

Judith Olson, Ph.D. University of Michigan, *Professor Emeritus of Informatics; Paul Merage School of Business* (interactive and collaborative technology, human-computer interaction, computer-supported cooperative work)

Jone Pearce, Ph.D. Yale University, *Professor of Paul Merage School of Business*

Cornelia Pechmann, Ph.D. Vanderbilt University, *Professor of Paul Merage School of Business*

Morton Pincus, Ph.D. Washington University, *Professor of Paul Merage School of Business*

Andrew Policano, Ph.D. Brown University, *Professor Emeritus of Paul Merage School of Business*

Judy Rosener, Ph.D. Claremont Graduate University, *Professor of Teaching Emerita of Paul Merage School of Business*

Maritza Salazar, Ph.D. New York University, *Assistant Professor of Paul Merage School of Business; Psychological Science* (team science, group dynamics and processes, team-based organizations, global teams, impact of culture on work behavior, international management, management of innovation and learning)

Claudia Schoonhoven, Ph.D. Stanford University, *Professor Emerita of Paul Merage School of Business*

Christopher Schwarz, Ph.D. University of Massachusetts, *Associate Professor of Paul Merage School of Business*

Carlton Scott, Ph.D. University of New South Wales, *Professor Emeritus of Paul Merage School of Business*

Devin Shanthikumar, Ph.D. Stanford University, *Assistant Professor of Paul Merage School of Business*

Terrence Shevlin, Ph.D. Stanford University, *Paul Merage Chair in Business Growth and Professor of Paul Merage School of Business*

Kut So, Ph.D. Stanford University, *Professor of Paul Merage School of Business*

Eric Spangenberg, Ph.D. University of Washington, M.B.A. Portland State University, *Professor of Paul Merage School of Business; Psychological Science* (sensory cues in the retail environment and the effects of self-prediction on behavior)

Zheng Sun, Ph.D. New York University, *Associate Professor of Paul Merage School of Business*

Eli Talmor, Ph.D. University of North Carolina at Chapel Hill, *Professor Emeritus of Paul Merage School of Business*

John Turner, Ph.D. Carnegie Mellon University, *Associate Professor of Paul Merage School of Business*

Rajeev Tyagi, Ph.D. University of Pennsylvania, *Walter B. Gerken Chair in Enterprise and Society and Professor of Paul Merage School of Business*

Kerry Vandell, Ph.D. Massachusetts Institute of Technology, *Professor Emeritus of Paul Merage School of Business; School of Law*

Alladi Venkatesh, Ph.D. Syracuse University, *Professor of Paul Merage School of Business* (social impacts of information technology, Internet and the New Economy, Smart Home technologies, children and multimedia)

Libby Weber, Ph.D. University of Southern California, *Associate Professor of Paul Merage School of Business*

Patricia A. Wellmeyer, M.S. California State University, Fullerton, *Assistant Professor of Teaching of Paul Merage School of Business*

Margarethe Wiersema, Ph.D. University of Michigan, *Professor of Paul Merage School of Business*

Ian Williamson, Ph.D. Victoria University of Wellington, *Dean of the Paul Merage School of Business and Professor of Paul Merage School of Business*

Mingdi Xin, Ph.D. New York University, *Assistant Professor of Paul Merage School of Business*

David Yang, Ph.D. Harvard University, *Assistant Professor of Paul Merage School of Business*

Shuya Yin, Ph.D. University of British Columbia, *Associate Professor of Paul Merage School of Business*

Maia Young, Ph.D. Stanford University, *Assistant Professor of Paul Merage School of Business*

Lu Zheng, Ph.D. Yale University, *Professor of Paul Merage School of Business*

## 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. Emerging Topics in Accounting. 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. 4 Units.**

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 is also 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.**

An online course. A comprehensive study of differences between US GAAP and International Financial Reporting Standards (IFRS).

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.

## **Business Analytics Courses**

**BANA 200. Foundations of Business Analytics. 2 Units.**

Provides overview of the field of business analytics, and the theory and practice underpinnings of the three MSBA curricular tracks: Data Analytics, Marketing Analytics, and Operations Analytics. Provides students with a working knowledge of the R programming language.

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 201A. Statistics for Data Science. 4 Units.**

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

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 201B. Management Science for Analytics. 4 Units.**

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

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 205. Foundations of Marketing. 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 Analytics Majors only.

**BANA 211. MSBA ProSeminar.**

Provides students in the Merage School Master of Science in Business Analytics program with information and practical skills for success in the MSBA program and for business career planning.

Grading Option: Satisfactory/unsatisfactory only.

Repeatability: May be repeated for credit unlimited times.

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 212. Data and Programming for Analytics. 4 Units.**

Challenges and teaches students how to handle data, from initial data acquisition to final data analysis. Provides students with a working knowledge of the Python programming language.

Prerequisite: Basic familiarity with programming is recommended.

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 241. Business Analytics Internship. 2-4 Units.**

Students apply analytics and big data knowledge obtained from classroom theory through work experiences. Provides knowledge of career opportunities, an understanding of the role analytics plays in business environments, and preparation for the business analytics profession.

Grading Option: Satisfactory/unsatisfactory only.

Repeatability: May be repeated for credit unlimited times.

Restriction: Business Analytics Majors only.

**BANA 271. Marketing Analytics. 4 Units.**

Introduces students to quantitative marketing analytics methods and teaches them how to apply the methods to business problems of interest. Topics include: resource allocation and ROI, marketing mix analytics, customer analytics, market segmentation and targeting, advertising, promotions, and digital marketing.

Restriction: Graduate students only.



**BANA 273. Machine Learning for Analytics. 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, and Naive-Bayes classification techniques for decision making using decision-trees.

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 274. Deep Learning and Applications. 4 Units.**

Provides students with an understanding of specific topics in machine learning including networks and deep learning, improving neural networks, structuring deep learning projects, and convolutional neural networks.

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 275. Natural Language Processing and Applications. 4 Units.**

Focuses on providing students knowledge of advanced techniques for data analytics. Students deepen their understanding of topics including: dimension reduction, text mining and topic modeling, sentiment analysis, collaborative filtering, and causal estimation.

Restriction: Graduate students only.

**BANA 277. Customer and Social Analytics. 4 Units.**

Examines how business managers can leverage Web 2.0 and social media analytics to create value for their organizations and customers. Topics include digital and social strategies; Web and search analytics; display and mobile advertising; social networks and influence; social media.

Restriction: Graduate students only.

**BANA 279. Business Data Management. 4 Units.**

Provides essential knowledge for business managers to store and utilize data effectively. Aims to introduce the core concepts in databases, data warehouses, and big data on cloud. Offers an in-depth understanding of each technology's core concepts with hands-on programming.

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 287. The Art and Science of Applied Forecast Modeling. 4 Units.**

Covers core and advanced techniques of forecasting. Emphasizes the innovation required to develop accurate models, inspires the need to break rules, leverages ideation needed to discover data sources and engineer variables, and seeks ways to build new models.

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 288. Predictive Analytics. 4 Units.**

Deals with predicting entities (forecasting) and predicting membership of known groups (classification). Blends methodologies of forecasting and data mining, focusing on multiple regression, logistic regression, neural nets, ARIMA, discriminate analysis, and k-nearest neighbors, and applying these methods to managerial problems/decision-making.

Restriction: Graduate students only.

**BANA 290. Special Topics in Business Analytics. 4 Units.**

Studies in selected areas of business analytics. Topics addressed vary each quarter.

Repeatability: Unlimited as topics vary.

Restriction: Graduate students only.

**BANA 294. Big Data Analytics with Hadoop. 4 Units.**

In-depth hands-on exploration of various cutting-edge information technologies used for big data analytics. Focuses on using Hadoop, Sqoop, Pig, and Hive for ETL operations and on understanding the MapReduce algorithm using Apache Mahout for data mining algorithms.

Restriction: Business Analytics Majors only.

**BANA 295. Big Data Management Systems. 4 Units.**

Provides an introductory-level overview to the emerging technologies in database systems. Students gain critical insight into big data challenges, the choices of different systems and technologies available, relative advantages/disadvantages, and unique aspects of different systems.

Restriction: Graduate students only.

**BANA 298A. Business Analytics Capstone Prep. 2 Units.**

Prep course for the required capstone project. Students apply the knowledge and methods acquired through the program's coursework to an applied business analytics problem. Requirements include project selection, submission of project plan, and data collection/analysis.

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 298B. Business Analytics Capstone Project. 4 Units.**

Continuation of the capstone project. Students apply the knowledge and methods acquired through the coursework in the program to an applied business analytics problem. Work includes data analysis, completed research paper, and final presentation.

Prerequisite: BANA 298A

Restriction: Graduate students only. Business Analytics Majors only.

**BANA 299. Individual Study. 1-4 Units.**

Individual study under the direction of a selected faculty member.

Repeatability: May be repeated for credit unlimited times.

## **Executive MBA Courses**

**MGMT EP 200. Thinking Strategically in the Digital Age 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. Business Analytics: Decision-Making 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 Leadership 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 Policies 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 in the Digital Age. 4 Units.**

Provides basic tools for analyzing economic decisions of consumers and firms. Topics include demand and supply analysis, production and cost theory, perfect competition, monopoly, market failures, and introductory game theory. Every other weekend course format.

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

**MGMT EP 204B. Macroeconomics for Executives. 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. Every other weekend course format.

Prerequisite: MGMT EP 204A. MGMT EP 204A with a grade of C or better

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

**MGMT EP 205. Marketing Leadership. 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. Competing with Digital: Technology, Analytics, Business Models. 4 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. Operational Excellence: Processes, Strategy, and Analytics. 4 Units.**

Introduction to strategic and tactical issues in production and operations management. A blend of quantitative and qualitative considerations. Topics include product planning, process design, capacity management, production planning, inventory control, 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. 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. Every other weekend course format.

Prerequisite: MGMT EP 201A and MGMT EP 203A and MGMT EP 204A. MGMT EP 201A with a grade of C or better. MGMT EP 203A with a grade of C or better. MGMT EP 204A with a grade of C or better

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

**MGMT EP 210. Strategy for Executives: Foundations and Dynamics . 4 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.

Prerequisite: MGMT EP 200 and MGMT EP 202 and MGMT EP 205 and MGMT EP 209A. MGMT EP 200 with a grade of C or better. MGMT EP 202 with a grade of C or better. MGMT EP 205 with a grade of C or better. MGMT EP 209A with a grade of C or better

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

**MGMT EP 219. Practice of General Management for Executives. 4 Units.**

Teaches the graduating MBA how the best managers actually manage. Students develop a toolkit of proven concepts and practices that will help them succeed as managers at any level.

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

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

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

**MGMT EP 290. Special Topics in Business. 2-4 Units.**

Studies in selected areas of business. Topics addressed vary each quarter.

Repeatability: May be repeated for credit unlimited times.

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

**MGMT EP 295A. Global Business I for Executives. 4 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. 4 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. 4 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.

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. Thinking Strategically in the Digital Age for Managers. 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. Business Analytics: Decision-Making 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 201B. Management Science for Managers. 4 Units.**

Uses both prescriptive analysis and risk analysis to explore linear programming models, network problems, and simulation. The goal is to introduce and help students acquire some skills of logical thinking with formal models and improve students' decision making capability.

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

**MGMT FE 202. Organizational Leadership 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 in the Digital Age. 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 Management. 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 207. Competing with Digital. 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. Operational Excellence: Processes, Principles, and Analytics. 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. 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.

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

**MGMT FE 210. Strategy for Managers: Foundations and Dynamics . 4 Units.**

Provides conceptual frameworks and techniques to analyze and develop firm strategies. Through case analysis and discussion, helps improve strategic thinking by developing frameworks by which to assess, evaluate, and respond to different business situations. 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 211. Networks, Platforms, and Ecosystems . 4 Units.**

Focuses on unique strategic issues raised by multi-sided platform businesses that facilitate interaction among different parties. Combining economic theory and case examples to unpack subtle factors making multi-sided businesses different. From value propositions to pricing strategies to design decisions.

Restriction: Master of Business Admin Degree students only. Graduate 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 215. Strategy in a Digital Age. 4 Units.**

Focuses on applying unchanging basic principles of strategy, economics, and organization to digital technologies. Studies historical and contemporary competitive situations to work out key underlying digital mechanisms that shape competition over time.

Restriction: Master of Business Admin Degree 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: Master of Business Admin Degree students only. Graduate 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 in a Digital World 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: Master of Business Admin Degree students only. Graduate students only.

**MGMT FE 222. Performance Management in 21st Century Organizations . 4 Units.**

The key to sustained competitive advantage in a 21st century organization. Performance management is all about aligning employee attitudes and behaviors with firm goals and performance.

Restriction: Master of Business Admin Degree students only. Graduate 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 228. International Management for Managers. 4 Units.**

Introduction to the effects of different national cultures, and political and economic systems on the assumptions, expectations, organizational practices, and organizational forms needed to conduct cross-national organizational work. Evening or weekend course format.

Prerequisite: MGMT FE 202

Restriction: Master of Business Admin Degree students only. 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 233. Wealth Management for Managers. 4 Units.**

Aims to integrate behavioral finance, psychology, personal financial planning, risk management, and asset management to provide students with the theoretical and practical knowledge to effectively build and manage wealth.

Restriction: Admin - Fully Employed Majors only.

**MGMT FE 245. FinTech and the Digital Economy. 4 Units.**

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

Restriction: Master of Business Admin Degree students only. 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 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 247. Venture Capital and Private Equity for Managers. 4 Units.**

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

Restriction: Master of Business Admin Degree students only.

**MGMT FE 249. Derivatives for Managers. 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. Evening or weekend course format.

Prerequisite: MGMT FE 209A or MGMTMBA 209A

Restriction: Master of Business Admin Degree students only. Graduate 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 255. Business to Business Selling and Sales Management. 4 Units.**

Sales is the interpersonal process where the needs of the buyer are uncovered and satisfied, to the long-term benefit of both parties. Students explore sales force management and personal selling in a dynamic, digital environment.

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

**MGMT FE 257. Marketing on the Internet for Managers. 4 Units.**

Examines the Internet's impact 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: Master of Business Admin Degree students only. Graduate 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 MGMTMBA 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: Master of Business Admin Degree students only. Graduate students only.

**MGMT FE 278. Data and Programming for Analytics. 4 Units.**

Challenges and teaches students to handle data that come in a variety of forms and sizes. Guides students through the whole data management process, from initial data acquisition to final data analysis.

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



**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 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 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 285. Supply Chain Analytics for Managers. 4 Units.**

Introduces students to fundamental analytics tools to manage business uncertainties, meet customer needs, and drive business disruptions through supply chain innovations. Example topics include forecasting, inventory management, capacity planning, profit analysis, supply chain coordination, risk management, simulation-based performance analysis.

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

**MGMT FE 293. Information, Communication, and Coordination: Practicum for Analyzing Organizations. 4 Units.**

Use of contextual inquiry and ethnographic methods to assess real world contexts. Exploring culture, power, physical layout, and the role of artifacts in information flow, communication practices, and coordination through qualitative fieldwork in an organization.

Restriction: Master of Business Admin Degree students only. Graduate 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 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 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 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. Competing with Digital in Healthcare: Analytics, Platforms, and Business Models. 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 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 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 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.

## Innovation and Entrepreneurship Courses

**INNO 202. Leadership for Entrepreneurs. 4 Units.**

Assists experienced and inexperienced entrepreneurs with some of the challenges of managing others, and helps them build their understanding and skills so they can become more successful managers of people.

Restriction: Graduate students only.

**INNO 203. Financial Accounting for Entrepreneurs. 2 Units.**

Provides the building blocks of financial accounting that are essential to entrepreneurs. Covers financial ratios and statements, including forecasting financial statements, basic transaction analysis, and generally accepted accounting principles.

Restriction: Graduate students only.

**INNO 205. Marketing for Entrepreneurs. 4 Units.**

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.

Restriction: Graduate students only.

**INNO 209. Managerial Finance for Entrepreneurs. 2 Units.**

Provides the building blocks of finance knowledge that are essential to entrepreneurs. Covers investment and financing decisions, including the time value of money, cash flow creation, cost of capital, and capital budgeting.

Restriction: Graduate students only.

**INNO 211. MIE Pre-Accelerator .**

Prepares students for the New Venture Competition in spring quarter. Students form teams to create a startup, submit concept paper, pitch ideas, and attend workshops throughout the academic year.

Grading Option: Satisfactory/unsatisfactory only.

Repeatability: May be repeated for credit unlimited times.

Restriction: Master of Innovation and Entrepreneurship Degree students only. Graduate students only.

**INNO 212. Business Growth Strategies for Entrepreneurs. 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.

**INNO 214. Entrepreneurship. 4 Units.**

Student teams develop a business plan to launch a new venture. Drafts of sections of the plan are due throughout the course.

Restriction: Master of Innovation and Entrepreneurship Degree students only.

**INNO 215. Lean Startup. 4 Units.**

Exposes students to an entrepreneurial experience with the same pressures and demands of an early-stage startup to provide a real-world, hands-on learning experience in starting a company.

Restriction: Master of Innovation and Entrepreneurship Degree students only.

**INNO 218. Venture Capital for Entrepreneurs. 2 Units.**

Overview of venture capital and private equity, which constitute the alternative asset class (as opposed to conventional investments). Many start-up and entrepreneurial firms require substantial capital, and venture capital and private equity organizations finance these high-risk but potentially high-reward companies.

Restriction: Graduate students only.

**INNO 252D. New Product Development for Entrepreneurs. 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, and test them prior to launch. Evening or weekend course format.

Restriction: Graduate students only.

**INNO 257. Marketing on the Internet for Entrepreneurs. 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.

**INNO 275. Innovation Internship. 2-4 Units.**

Students apply innovative and creative knowledge obtained from classroom theory through work experiences. Provides knowledge of career opportunities, an understanding of the role innovation plays in business environments, and preparation to become an entrepreneur.

Grading Option: Satisfactory/unsatisfactory only.

Repeatability: May be repeated for credit unlimited times.

Restriction: Master of Innovation and Entrepreneurship Degree students only.

**INNO 290. Special Topics in Innovation and Entrepreneurship. 2-4 Units.**

Studies in selected areas of innovation and entrepreneurship. Topics addressed vary each quarter.

Repeatability: Unlimited as topics vary.

Restriction: Graduate students only.

**INNO 292. Business Law for Entrepreneurs. 2 Units.**

Focuses on educating individuals starting, or investing in, a new business in the U.S. Provides an overview to common legal issues faced by entrepreneurs, such as business formation and structure, governance and employment contracts, and intellectual property and taxation.

Restriction: Graduate students only.

**INNO 294. Edge: Innovation in the New Digital Age. 4 Units.**

Explores the strategic and operational issues that business leaders face in adapting to the new business environment, what we call innovating, managing, and competing at the edge.

Restriction: Master of Innovation and Entrepreneurship Degree students only.

**INNO 298. Merage Consulting Projects for Entrepreneurs. 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.

**INNO 299. Individual Study. 1-8 Units.**

Individual study under the direction of a selected faculty member.

Repeatability: May be repeated for credit unlimited times.

**Management MBA Courses****MGMTMBA 200. Thinking Strategically in the Digital Age. 4 Units.**

Focuses on the strategic and organizational challenges that a rapidly changing environment poses to the firm's management and frames them according to Merage's strategic emphasis on analytical decision making, innovation, and information technology.

Grading Option: Satisfactory/unsatisfactory only.

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 201A. Business Analytics: Decision-Making. 4 Units.**

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

Prerequisite: Courses in basic statistics with probability.

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 201B. Management Science. 4 Units.**

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

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 202. Organizational Leadership for Management. 4 Units.**

Develops a better understanding of the causes and consequences of individual and group behavior, and the frameworks by which to analyze and understand complex organizations; and enhances the skills required to manage and lead an organization.

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 203A. Financial Reporting. 4 Units.**

Involves the development, analysis, and interpretation of financial accounting information for external reporting purposes.

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 203B. Driving Profitability Through Management Accounting. 4 Units.**

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

Prerequisite: MGMTMBA 203A or MGMT FE 203A

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

**MGMTMBA 204A. Microeconomics for Management in the Digital Age. 4 Units.**

Provides basic tools for analyzing economic decisions of consumers and firms. Topics include demand and supply analysis, production and cost theory, perfect competition, monopoly, market failures, and introductory game theory.

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 205. Marketing Principles. 4 Units.**

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

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 207. Competing with Digital: Technology, Analytics, and Platforms. 4 Units.**

Focuses on the technological and managerial issues surrounding the development and use of IT in organizations. Examines role of technology in organizations, how technology can be used to execute an organization's business strategy and to enable new, innovative business strategies.

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 208. Operational Excellence: Processes, Models, and Analytics. 4 Units.**

Introduction to strategic and tactical issues in production and operations management. A blend of quantitative and qualitative considerations. Topics include product planning, process design, capacity management, production planning, inventory control, distribution management, just-in-time manufacturing, quality management.

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 209A. Managerial Finance. 4 Units.**

Introduces students to financial theory and concepts. The main topics covered are time value of money, valuation of stocks and bonds, capital budgeting, portfolio theory, capital structure choice.

Prerequisite: MGMTMBA 201A and MGMTMBA 203A and MGMTMBA 204A

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 209B. Investments. 4 Units.**

Foundations of investment management. Theory and empirical evidence related to portfolio theory, market efficiency, asset pricing models, factor models, and option pricing theory. Students are expected to combine market research results and electronic information sources to create optimal investment strategies.

Prerequisite: MGMTMBA 209A or MGMT FE 209A

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

**MGMTMBA 210. Strategy: Foundations and Dynamics. 4 Units.**

Provides conceptual frameworks and techniques to analyze and develop firm strategies. Through case analysis and discussion, helps improve strategic thinking by developing frameworks by which to assess, evaluate, and respond to different business situations.

Prerequisite: MGMTMBA 200 and MGMTMBA 202 and MGMTMBA 205 and MGMTMBA 209A

Restriction: Graduate students only. Business Administration Majors only.

**MGMTMBA 211. MBA Proseminar.**

Provides students in the Merage School Full-time MBA Program with information and practical skills for success in the MBA program, and for business career planning.

Grading Option: Satisfactory/unsatisfactory only.

Repeatability: May be repeated for credit unlimited times.

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

**MGMTMBA 213. New Venture Management. 4 Units.**

Teaches students how to launch and manage a new business by providing an overview of the start-up process, including how to identify new business opportunities and how to develop a sound operating model, value new ventures, and understand capital financing.

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

**MGMTMBA 214. Entrepreneurship: Planning the New Venture. 4 Units.**

Project course in which student teams develop a business plan to launch a new venture. The final business plan is presented to an expert panel.

Prerequisite: (MGMTMBA 202 or MGMT FE 202) and (MGMTMBA 205 or MGMT FE 205) and (MGMTMBA 210 or MGMT FE 210)

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

**MGMTMBA 217. Competitive Intelligence. 4 Units.**

The course focuses on how to design a competitive intelligence program which is a core foundation upon which competitive strategies and execution tactics are developed, assessed, and modified.

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

**MGMTMBA 218. Business Dynamics. 4 Units.**

Enhances students' analytical skills by analyzing complex challenges that businesses face and to quickly implement a winning response.

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

**MGMTMBA 220. Organizational Change. 4 Units.**

Focuses on the implementation of change, including identifying the features of successful change in organizations of varying sizes and configurations, with an emphasis on the reasons why individuals resist or embrace change.

Prerequisite: MGMTMBA 202 or MGMT FE 202

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

**MGMTMBA 225. Negotiations. 4 Units.**

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

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

**MGMTMBA 228. International Management. 4 Units.**

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

Prerequisite: MGMTMBA 202 or MGMT FE 202

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

**MGMTMBA 231A. Financial Statement Analysis and Valuation I. 4 Units.**

Develops skills essential to using financial statements for business analysis by examining financial information quality, profitability and risk analysis, earnings management, revenue recognition, asset recognition and valuation, and how financial reporting is related to the business environment and managerial incentives.

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

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

**MGMTMBA 244. Multinational Finance. 4 Units.**

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

Prerequisite: MGMTMBA 209A or MGMT FE 209A

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

**MGMTMBA 245. FinTech and the Digital Economy for Business. 4 Units.**

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

Restriction: Master of Business Admin Degree students only.

**MGMTMBA 247. Venture Capital and Private Equity. 4 Units.**

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

Restriction: Master of Business Admin Degree students only.

**MGMTMBA 248. Corporate Valuation. 4 Units.**

Studies cases that expand concepts covered in the introductory corporate finance course and focuses on estimating the value of firms and projects in diverse settings.

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

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

**MGMTMBA 250. Consumer Behavior. 4 Units.**

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

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

**MGMTMBA 251A. Marketing Research. 4 Units.**

Covers conducting marketing research to generate consumer insights that will drive sales, market share, and profitability and/or realize other quantitative objectives. Discusses problem formulation, data collection, statistical analyses, formulating managerial recommendations, implementation, and how research is used by companies.

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

**MGMTMBA 252D. New Product Development. 4 Units.**

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

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

**MGMTMBA 254. Global Marketing. 4 Units.**

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

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

**MGMTMBA 262. Managing Nonprofits. 4 Units.**

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

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

**MGMTMBA 263. Economics of Information. 4 Units.**

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

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

**MGMTMBA 270. Data Camp for Managers. 2 Units.**

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

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

**MGMTMBA 274. Data and Programming for Analytics. 4 Units.**

Challenges and teaches students to handle data that come in a variety of forms and sizes. Guides students through the whole data management process, from initial data acquisition to final data analysis.

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

**MGMTMBA 276. Analytics and Technology Consulting. 4 Units.**

Focuses on elements of analytics and personalized engagement. Students work on a project using a real-life business problem and data to get hands-on understanding.

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



**MGMTMBA 279. Digital Strategies and Markets. 4 Units.**

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

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

**MGMTMBA 283. Decision Analysis. 4 Units.**

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

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

**MGMTMBA 285. Supply Chain Analytics. 4 Units.**

Introduces students to the use of advanced analytics and data-driven methods to successfully manage uncertainty in supply chains, meeting customer needs in the most timely and cost effective manner, and driving business disruptions through innovations.

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

**MGMTMBA 287. Project Management. 4 Units.**

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

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

**MGMTMBA 288. Predictive Analytics for Business. 4 Units.**

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

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

**MGMTMBA 290. Field Studies in Management. 2-4 Units.**

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

Repeatability: May be repeated for credit unlimited times.

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

**MGMTMBA 292. Business Law. 4 Units.**

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

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

**MGMTMBA 293. Biotech Management . 5 Units.**

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

Same as MOL BIO 253.

Restriction: Graduate students only. Biotechnology Majors only.

**MGMTMBA 294. Edge. 4 Units.**

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

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

**MGMTMBA 295B. Micromarketing with Digital Footprints. 2-4 Units.**

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

Corequisite: MGMTMBA 205 or MGMT FE 205.

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

**MGMTMBA 298. Merage Consulting Projects. 4 Units.**

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

Restriction: Second-year MBA students only.

**MGMTMBA 299. Individual Study . 1-12 Units.**

Individual study under the direction of the selected faculty member.

Repeatability: May be repeated for credit unlimited times.

Restriction: Graduate students only.

## 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 292. Pre-Colloquium Seminar . 0-2 Units.**

Seeks to facilitate discussion of upcoming Colloquium research papers increasing the likelihood that Ph.D. students are active participants in all of the Colloquia. Active participation enhances exposure of Ph.D. students to visiting scholars.

Grading Option: Satisfactory/unsatisfactory only.

Repeatability: May be taken for credit 3 times.

Restriction: Graduate students only. Management Majors only.

**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 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.**

Introduction to the theory and practice of analyzing qualitative data. Students must have already learned about data collection and research design for qualitative research and must have qualitative data they can analyze.

Same as UPPP 213, POL SCI 273A.

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 UPPP 279, POL SCI 223A.

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 297W. Establishing Your Academic Career. 4 Units.**

Overview of the best practices for succeeding in an academic career. Presenting oneself in conversation, in written documents, in research talks, and in teaching.

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. 0-4 Units.**

Limited to teaching assistants.

Grading Option: Satisfactory/unsatisfactory only.

Repeatability: May be taken for credit for 4 units.

Restriction: Graduate students only.

## Management Courses

**MGMT 1. Introduction to Business and Management. 4 Units.**

Rigorous overview of major business functions and management topics. Addresses the global and fast-changing environment in which modern business enterprises operate as well as the challenges posed by concerns about sustainable growth, ethics, and social responsibility.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 4A. Basic Economics for Managers I. 4 Units.**

Microeconomic principles for managers. Useful applications of basic economic principles to situations in business as well as in various professions.

Materials fee.

Overlaps with ECON 23, ECON 20A.

Restriction: Business Administration Majors have first consideration for enrollment. For School of Social Sciences majors, MGMT 4A may not be used as a substitute for ECON 20A.

(III)

**MGMT 4B. Basic Economics for Managers II. 4 Units.**

Macroeconomic principles for managers. Useful applications of basic economic principles to situations in business as well as in various professions.

Prerequisite: MGMT 4A or ECON 20A

Overlaps with ECON 20B.

Restriction: Business Administration Majors have first consideration for enrollment. For School of Social Sciences majors, MGMT 4B may not be used as a substitute for ECON 20B.

(III)

**MGMT 5. Management of Contemporary Organizations. 4 Units.**

Equips students with working knowledge of several major subject areas within the context of business and society studies. Topics include: role of management in organizations, corporate social responsibility and responsiveness, ethics and values in business, government regulation, and international business.

**MGMT 7. Statistics for Business Decision Making. 4 Units.**

Basics of data analysis and the fundamental notion of statistical inference emphasizing applications to administrative and management decision problems. Classical estimation and hypotheses testing, regression, correlation, analysis of variance, nonparametric methods, and statistical probability.

Overlaps with STAT 7, STAT 8, ECON 15A, ECON 15B.

Restriction: Business Administration Majors have first consideration for enrollment.

(Va)

**MGMT 30A. Principles of Accounting I. 4 Units.**

First in a two course introductory series. Emphasis on financial accounting concepts and practices essential to the administration of business enterprises; including recording and valuation of financial transactions, and preparation, analysis, and interpretation of financial statements.

Overlaps with ECON 25.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 30B. Principles of Accounting II. 4 Units.**

Second in a two-course introductory series. Emphasis is on the introduction of managerial accounting concepts and techniques as tools to aid management in carrying out the primary internal functions of planning, control, and decision-making.

Prerequisite: MGMT 30A

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 90. Special Topics in Management. 1 Unit.**

Studies in selected areas of management. Topics addressed vary each quarter.

Repeatability: Unlimited as topics vary.

**MGMT 101. Management Science. 4 Units.**

Concepts and methods of management science, which applies mathematical modeling and analysis to management problems. Topics include linear and integer programming, project scheduling, inventory management, queuing analysis, decision analysis, and simulation.

Prerequisite: MGMT 7

Restriction: Upper-division students only. Business Administration Majors have first consideration for enrollment.

**MGMT 102. Managing Organizational Behavior. 4 Units.**

Basic theory and concepts which provide the manager with tools for understanding behavior of people in organizations. Areas such as individual, group, and organizational determinants of attitudes, turnover, and job performance.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 105. Introduction to Marketing. 4 Units.**

Basic marketing concepts; discussion of the role marketing plays in modern society. Topics include industrial and consumer marketing, promotion, distribution, and pricing theory.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 107. Introduction to Management Information Systems. 4 Units.**

Information Technology (IT) continues to drive rapid productivity growth and structural changes in the economy. Topics include what IT is, and how companies can use IT to improve business processes, enhance customer services, and gain competitive advantage over rivals.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 109. Introduction to Managerial Finance. 4 Units.**

Basics of financial administration. Capital budgeting, cost of capital, cash budgeting, working capital management, and long-term sources of funds. Provides a basic understanding of issues and techniques involved in financial decision making.

Prerequisite: MATH 2B and MGMT 30A

Overlaps with ECON 134A.

Restriction: Upper-division students only. Business Administration Majors have first consideration for enrollment.

**MGMT 110. Strategic Management. 4 Units.**

Addresses management of the entire business. Role of the general manager in organizations, industry analysis, core competencies, growth through vertical integration, innovation, acquisition and diversification, globalization, strategy implementation, and the ethical and moral responsibility of a manager.

Prerequisite: MGMT 102 and MGMT 105 and MGMT 109

Overlaps with ECON 147B.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 111. China and the Global Order. 4 Units.**

Introduces students to China's economic and military relations with the world, assessment of likelihood for conflict, and how to strategically manage business risk from regional conflict. Includes an original documentary series and engaging discussion.

(VIII)

**MGMT 113. New Ventures: A Course in Entrepreneurship. 4 Units.**

Introduction to the survival and growth of new ventures. Methods include analysis of live cases, guest speakers, discussion, and field projects with contemporary new ventures to learn about new venture management and surviving the liabilities of newness.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 115. Lean Startup. 4 Units.**

Based on the well-known Lean Launchpad course currently used by a growing segment of the startup world. Students work in teams to ideate, develop a Business Model Canvas, and gather customer/market feedback.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 120. Managing Organizational Change. 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.

Prerequisite: MGMT 1

Restriction: Business Administration Majors only.

**MGMT 123. Creativity and Leadership in Entrepreneurial Organizations. 4 Units.**

Learn about your own thinking process; develop the ability to think both logically and creatively and to understand how emotions affect your thinking. Class sessions involve discussion and experiential exercises. Business problems and issues are used for discussion and exercises.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 124. Human Resources Management. 4 Units.**

Theory and practice of managing human resources. Students will identify and analyze HR dilemmas, apply labor law, and design systems and processes to develop the human resources needed to help organizations achieve their goals.

Restriction: Business Administration Majors have first consideration for enrollment. Business Information Mgmt Majors have first consideration for enrollment.

**MGMT 125. Negotiations. 4 Units.**

The objective is to assist students in developing an understanding of different theoretical perspectives and develop their skills in negotiating. Exploration of feelings and beliefs about negotiation, negotiation skills, and putting theory into action by practicing new negotiation skills.

Prerequisite: MGMT 102

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 126. Foundations of Teams. 4 Units.**

Social and psychological processes that detract from effective teamwork and collaboration. Tools to understand how to be a better team member are introduced. Provides the foundation for students to become effective team leaders and to manage difficult team situations.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 127. Business Ethics. 4 Units.**

Comprehensive introduction to ethical considerations in business with a focus on awareness to the complexity of ethical decision-making and how to make choices from a standpoint of ethical consciousness.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 128. International Management. 4 Units.**

Impact of different cultures and political/economic systems on assumptions, expectations, and organizational practices relevant to conducting business in different national settings. Understanding of the challenges of cross-national management and resources utilized to work and conduct business outside the United States.

Restriction: Business Administration Majors have first consideration for enrollment.

(VIII)

**MGMT 129. Leadership. 4 Units.**

Case analyses, free-form discussion, and written assignments designed to develop critical thinking skills, as well as knowledge of approaches to differing leadership challenges. Experiential exercises encourage students to develop their ability to innovate, foster collaboration, manage conflict, and value diversity.

Prerequisite: MGMT 102

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 131A. Intermediate Accounting I. 4 Units.**

First course in a series of two intermediate-level courses in financial accounting theory and practice. Concepts include the measurement, valuation, and reporting of current and long-term assets, current liabilities, and revenue recognition issues.

Prerequisite: (MGMT 30A or ECON 25) and MGMT 30B

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 131B. Intermediate Accounting II. 4 Units.**

Second course in a series of two intermediate-level courses in financial accounting theory and practice. Concepts include the measurement, valuation, and reporting of long-term liabilities and contingencies, accounting for stockholders' equity, and the Statement of Cash Flows.

Prerequisite: MGMT 131A

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 131C. Intermediate Accounting III. 4 Units.**

Third in a three-part series (A, B, and C). Focuses on developing knowledge related to investments, debt/equity issues, accounting for income taxes, pensions, leases, and revenue recognition.

Prerequisite: MGMT 131B

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 132A. Individual Taxation. 4 Units.**

Fundamentals of federal income taxation pertaining to individuals. Topics include income, deductions, credits, property transactions, and the impact of taxes on business and investment decisions.

Prerequisite: MGMT 30B

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 133. Corporate and Partnership Taxation. 4 Units.**

Fundamentals of federal income taxation pertaining to partnerships and corporations, including subchapter S corporations. Emphasis on the tax issues associated with formation, operation, and termination of these entities.

Prerequisite: MGMT 132A

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 134. Data Analytics in Accounting. 4 Units.**

Provides students with an understanding of data types and sources and how to apply and leverage analytical techniques in making financial and managerial accounting decisions. Business and ethical issues surrounding the collection and use of Big Data are also discussed.

Prerequisite: MGMT 30B

Restriction: Business Administration Majors only.

**MGMT 136. Accounting Information Systems & Spreadsheets. 4 Units.**

Fundamentals of accounting information systems including internal controls and transaction processing cycles. Development of efficient spreadsheets as applied to financial and managerial accounting concepts.

Prerequisite: MGMT 30B

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 137. Advanced Accounting. 4 Units.**

Covers advanced concepts in accounting theory and practice. Topics include business combinations, consolidated financial statements, foreign exchange transactions, international, and governmental/nonprofit accounting standards.

Prerequisite: MGMT 131B

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 138. Auditing. 4 Units.**

An introduction to auditing practice with emphasis on the verification of financial statements and related information. Topics include professional ethics, assessment of audit risk, study and evaluation of internal control, gathering and evaluating audit evidence, and audit reporting.

Prerequisite: MGMT 131B

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 141. 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: MGMT 109

Overlaps with ECON 132A.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 144. Multinational Finance. 4 Units.**

Focuses on financial issues facing multinational corporations, the most important of which is the management of foreign exchange risk. Introduction to investments and financing decisions in international capital markets.

Prerequisite: MGMT 109 and (ECON 20A or MGMT 4A) and (ECON 20B or MGMT 4B)

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 145. FinTech. 4 Units.**

Provides working knowledge of economic mechanisms in areas of FinTech. Identifying and analyzing important issues through a balance of qualitative analysis and quantitative applications. Topics covered include Bitcoin, Blockchain, Crowdfunding, peer-to-peer lending, robo-advisor, and their economic and social impacts.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 146A. Introduction to the Real Estate Process. 4 Units.**

Introductory survey course providing a working knowledge of the real estate market, both residential and commercial. Topics include real estate economics, appraisal, feasibility, investment, tax considerations, financing, and development. Lectures and cases, with supplemental presentations by real estate professionals.

Restriction: Upper-division students only. Business Administration Majors have first consideration for enrollment.

**MGMT 147. Applied Financial Valuation. 4 Units.**

Case study course designed to confront students with real-world financial valuation problems. Situations are chosen to enhance students' understanding of the application of finance theory. The principal focus is on estimating the value of firms and projects in diverse settings.

Prerequisite: MGMT 109 and MGMT 141

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 149. Derivatives. 4 Units.**

Introduction to financial derivatives. Covers forward contracts, futures, swaps, and options. Applications of these instruments, including pricing and risk management, are emphasized.

Prerequisite: MGMT 109

Restriction: Business Administration Majors have first consideration for enrollment.



**MGMT 150. Consumer Behavior. 4 Units.**

Application of the behavioral sciences to understanding buyer behavior. Topics include perception, memory, affect, learning, persuasion, motivation, behavioral decision theory, social and culture influences, and managerial implications.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 151. Marketing Research. 4 Units.**

Research to aid managerial decisions for products and services; problem formulation, research design, data collection, sampling, statistical analyses, managerial recommendations, and implementation in several real-world settings.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 153. Sales Management. 4 Units.**

Designed for students interested in learning about sales force management and personal selling by firms engaged in business-to-business and consumer goods/services marketing. Covers advantages of personal selling, how to perform sales calls, challenges of sales managers, roles of buying centers.

Restriction: Business Information Mgmt Majors have first consideration for enrollment. Business Administration Majors have first consideration for enrollment.

**MGMT 154. Global Marketing. 4 Units.**

Students are exposed to the challenges and opportunities facing marketers in the international marketplace. Special attention is given to the management of cultural differences in product development, distribution systems, pricing, and promotion.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 155. Brand Management. 4 Units.**

Introduction to issues in planning, implementing, and evaluating brand strategies, relevant theories, models, and tools for the making of brand decisions; application of these principles.

Prerequisite: MGMT 105

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 156. Pricing Strategy . 4 Units.**

Provides a framework for designing and analyzing pricing strategies. Emphasizes role of pricing in the marketing-mix decisions and broader marketing strategy of a firm. Incorporates study of various economic, psychological, competitive, and organizational foundations that enter into effective pricing decisions.

Prerequisite: MGMT 105

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 158. Digital Media Marketing Strategy . 4 Units.**

Entails developing digital marketing strategy across numerous digital marketing platforms; understanding digital native consumers and newer consumer.

Prerequisite: MGMT 105

Restriction: Business Administration Majors only.

**MGMT 159. Analysis of Marketing Data. 4 Units.**

Provides opportunity to learn and apply analytical skills to marketing datasets to unveil hidden patterns and truths, to measure and quantify the performance differences between different initiatives, and to inform decision-making in an increasingly digital world.

Prerequisite: MGMT 105

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 165. U.S. Healthcare Systems. 4 Units.**

Providers, suppliers, payers, consumers, and the unique market dynamics among these players. Structure, organization, and financing of health care. The health care industry's relationship to the overall economy will be explored.

Restriction: Business Administration Majors have first consideration for enrollment. Business Information Mgmt Majors have first consideration for enrollment.

**MGMT 166. Business of Medicine. 4 Units.**

In order to improve the quality and efficiency of health care delivery one must understand the design and management of health care operations. Opportunities for innovation and changes needed to design a simple, accessible, fair, and effective health care system.

Restriction: Business Administration Majors have first consideration for enrollment. Business Information Mgmt Majors have first consideration for enrollment.

**MGMT 171. Social Media. 4 Units.**

Covers theoretical aspects and business applications of social media tools including blogs, wikis, social networking platforms, immersive environments, and other social computing technologies. Also covers business value of social-media-enabled processes.

Restriction: Business Administration Majors have first consideration for enrollment. Business Information Mgmt Majors have first consideration for enrollment.

**MGMT 172. Data and Programming for Analytics. 4 Units.**

Challenges and teaches students how to handle data that come in a variety of forms and sizes. Guides students through the whole data management process, from initial data acquisition to final data analysis.

Prerequisite: Recommended: Previous experience with programming languages (preferably Python).

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 173. Business Intelligence for Analytical Decisions. 4 Units.**

BI from both managerial and technical perspectives. Learn to apply a variety of data mining techniques to learn business intelligence embedded in data, and apply that intelligence to run your business more efficiently. These techniques are useful in different areas.

Prerequisite: MGMT 107

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 174. Business Data Management. 4 Units.**

Query, manipulate, and understand data and learn about leading edge applications for databases. Database fundamentals including entity relationship design, creating database tables, normalization, and data querying. Contemporary applications of database using case studies. Applications include data warehousing, data mining.

Prerequisite: MGMT 107

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 176. Digital Strategies. 4 Units.**

Covers business strategies for firms that make technology products. Insights are applicable not only to industries that make information and technology goods but also to industries that leverage digitization and network effects for their products.

Restriction: Business Administration Majors only.

**MGMT 178. Management of Information Technology. 4 Units.**

Strategic use and impact of information technology (IT) in organizations. Covers what IT is, and how it works, business value of IT, and IT strategies that organizations can employ to create value.

Prerequisite: MGMT 107

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 182. Supply Chain Management. 4 Units.**

Flows of materials and information among all of the firms that contribute to a product or service. Forecasting, demand management, logistical networks, inventory management, supplier contracting, sourcing, information technology, flexibility, globalization, and performance management.

Prerequisite: MGMT 101

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 189. Operations Management. 4 Units.**

Managing the productive resources, from which raw materials as inputs are being transformed into useful outputs of final products and services. Explanation of issues pertaining to both manufacturing and services-oriented systems.

Prerequisite: MGMT 101

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 190. Special Topics in Management. 2-4 Units.**

Studies in selected areas of management. Topics addressed vary each quarter.

Prerequisite: Prerequisites vary.

Repeatability: Unlimited as topics vary.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 191W. Business Communication. 4 Units.**

Provides students with a solid foundation in business communication. Emphasis is placed on improving students' written and oral communication skills to help them succeed in (1) upper-division Business Administration courses, (2) graduate school, and (3) work and career activities.

Prerequisite: Satisfactory completion of the Lower-Division Writing requirement.

Restriction: Business Administration Majors only.

**(Ib)****MGMT 192. Business Law. 4 Units.**

A study of the legal environment of business. Topics include contracts, agency, partnerships, corporations, and other basic principles of law as they relate to business transactions.

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 194. Financial Statement Analysis. 4 Units.**

Study of financial statements and their related footnotes; tools and procedures common to financial statement analysis; relationships among business transactions, environmental forces (political, economic, social), and reported financial statement information; how financial statement information can help solve certain business problems.

Prerequisite: MGMT 30A and MGMT 30B

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 196. Decision Analysis. 4 Units.**

Use of decision analysis digital technologies for multiple objective decisions under certainty; decision-making under risk using decision trees; fitting probability distributions to judgments or data; and Monte Carlo simulation, applied to business, government, not-for-profit, and personal decisions.

Prerequisite: MGMT 101

Restriction: Business Administration Majors have first consideration for enrollment.

**MGMT 198A. Administrative Internship. 4 Units.**

Selected undergraduates serve as managers within administrative units on campus with a three-quarter course which complements the intern experience. Topics include management ethics, study of non- and for-profit institutions, career management, and the changing nature of the workforce.

Grading Option: Pass/no pass only.

Repeatability: May be taken for credit 3 times.

**MGMT 198B. Administrative Internship. 4 Units.**

Selected undergraduates serve as managers within administrative units on campus with a three-quarter course which complements the intern experience. Topics include management ethics, study of non- and for-profit institutions, career management, and the changing nature of the workforce.

Grading Option: Pass/no pass only.

Repeatability: May be taken for credit 3 times.

**MGMT 198C. Administrative Internship. 4 Units.**

Selected undergraduates serve as managers within administrative units on campus with a three-quarter course which complements the intern experience. Topics include management ethics, study of non- and for-profit institutions, career management, and the changing nature of the workforce.

Grading Option: Pass/no pass only.

Repeatability: May be taken for credit 3 times.

**MGMT 199. Independent Study. 1-4 Units.**

Individual study under the direction of a selected faculty member.

Repeatability: May be repeated for credit unlimited times.