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# Business Administration

Accredited by AACSB International—The Association to Advance Collegiate Schools of Business

## Associateships

Graduate teaching associateships and graduate nonteaching associateships in business administration are available to a limited number of qualified students. Application blanks and additional information may be secured from the departmental offices of the College of Business Administration.

## General Information

The College of Business Administration offers graduate study leading to the Master of Business Administration degree, Master of Science degree in Business Administration and the Master of Science degree in Accountancy. The College also offers a joint program with the College of Arts and Letters leading to both a Master of Business Administration and a Master of Arts in Latin American Studies. The College of Business Administration M.B.A. and M.S. programs are accredited by AACSB International—The Association to Advance Collegiate Schools of Business.

The major goal of the Master of Business Administration degree is to prepare students with diverse academic backgrounds for entry into general management positions in business and not-for-profit enterprises. The primary purpose of the Master of Science degree in Business Administration is to provide a foundation for technical and executive careers in the management of specific functional and professional areas.

The objective of the Master of Science degree in Accountancy is to prepare students for careers as professional accountants in financial institutions, government, industry, nonprofit organizations, and public practice. The basic conceptual knowledge of accounting and business can be obtained through an undergraduate degree or by otherwise meeting the prerequisites for the M.S. degree in Accountancy. The program offers the opportunity for greater depth of education by allowing students to concentrate their education in courses of specialized study in accounting.

Close contacts with large and small firms, both local and national, enhance the business student's education. The generous cooperation of local business and government organizations provides opportunities for research and field study for graduate students. The continued professionalization of the business executives' responsibilities has created many opportunities for the student with an advanced degree in business administration.

All students considering graduate work in business are advised to seek further details from the Graduate School of Business in the College of Business Administration (619) 594-5217 prior to applying for admission.

## Admission to Graduate Study

Admission to the College's graduate programs is competitive, that is, a number of factors are taken into consideration in the admission decision, and only the top applicants are accepted. These factors include the applicant's previous academic performance, the quality of the previous universities attended, the field of undergraduate study, scores on the Graduate Management Admissions Test (GMAT), management experience and the written application essay. References which validate experience may also be considered. A 570 TOEFL score is normally required when English is not the student's principal language.

Students applying for admission should electronically submit the University application available at [www.csumentor.edu](http://www.csumentor.edu).

The following materials should be submitted as a complete package directly to the Graduate School of Business:

- (1) Two sets of original and official transcripts of all previous academic work (in sealed envelopes): This would include all degree transcripts and a transcript from the last institution attended. Transcripts must reflect the last 60 semester (90 quarter) units attempted;
- Students with international coursework must submit all official transcripts and proof of degree. If certificates and transcripts are not in English, they should be accompanied by certified English translations;
- (2) A copy of your GMAT score report (official copy requested at time of test; SDSU code 4682);
- (3) Personal statement;
- (4) Resume;
- (5) Letters of reference (optional; maximum of three).

Mail or deliver your complete admissions package to:

Graduate School of Business  
San Diego State University  
5500 Campanile Drive  
San Diego, CA 92182-8228

## Master of Business Administration Degree

### Admission to the Degree Curriculum

Regulations governing admission to the University and to the College of Business Administration are outlined above and in Part Two of this bulletin.

### Advancement to Candidacy

All students must satisfy the general requirements for advancement to candidacy, as described in Part Two of this bulletin.

### Specific Requirements for the Master of Business Administration Degree

**(Major Code: 05011)**

The student must complete an approved program of study including 49 units of graduate coursework with a maximum of six units of 500-level courses. Up to 12 units of coursework may be accepted for transfer credit. Transfer credit will be accepted for graduate coursework completed at an accredited AACSB institution or with the approval of the Director of Graduate Programs.

At least 37 of the total units required must be completed in residence at San Diego State University, and at least nine units of program courses must be completed after advancement to candidacy.

Students entering the program should have completed coursework in basic statistics and macro- and micro-economics. They should be proficient in college-level mathematics including algebra and in the use of personal computers including spreadsheets and wordprocessing.

## Business Administration

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The requirements for the degree are as follows:

1. Complete the following core of eight courses. (19 units)

BA 650	Financial Accounting (2)
BA 651	Organizational Behavior (2)
BA 652	Statistical Analysis (3)
BA 653	Managerial Economics (2)
BA 655	Marketing (3)
BA 660	Managerial Accounting (2)
BA 662	Operations Management (2)
BA 665	Financial Management I (3)

A student who has earned 12 or more undergraduate units in a specific field (finance, management, etc.) may substitute an advanced course for a core course in the same field with permission from the Director of Graduate Business Programs.

2. Complete one course from each of the below listed themes. (12 units)

### Interpersonal Skills Theme

IDS 705	Communication Strategies (3)
MGT 669	Human Resource Management (3)
MGT 720	Seminar in Behavioral Sciences for Management (3)
MGT 721	Seminar in Group Processes and Leadership (3)
MGT 741	Seminar in Organization Power and Politics (3)
MKTG 763	Seminar in Sales Management (3)

### Legal, Ethical, Political, and Economic Environment Theme

ACCTG 681	Seminar in Regulatory and Management Controls (3)
FIN 604	Legal Environment for Executives (3)
FIN 659	Decision Making in the World Economy (3)
MGT 626	Competitive Analysis of Industries (3)
MGT 722	Seminar in Business Ethics and Social Institutions (3)
MGT 740	Seminar in Business Management and the Natural Environment (3)
MGT 742	Seminar in Business and the Good Society (3)
MKTG 765	Seminar in Marketing and Public Policy (3)

### Management of Technology and Information Systems Theme

IDS 609	Management Information Systems (3)
IDS 680	Information Systems Hardware and Software (3)
IDS 688	Information Systems in Organizations (3)
MGT 731	Seminar in Strategic Management of Technology and Innovation (3)
MKTG 761	Product Innovation Management (3)
MKTG 768	Seminar in Internet Marketing and E-Business (3)

### Globalization Theme

ACCTG 661	Seminar in International Accounting (3)
FIN 654	Seminar in International Business Finance (3)
IDS 744	Seminar in Quality and Productivity Management (3)
IDS 753	Global Supply Chain Management (3)
MGT 671	Seminar in Employee Involvement in Management(3)
MGT 710	Seminar in World Business Environment (3)
MGT 723	Seminar in International Strategic Management (3)
MKTG 769	Seminar in International Marketing (3)

3. Complete 15 units of electives. Not more than 12 units outside the College of Business Administration and not more than a total of six units in courses 780, Field Studies in Business, 797, Research, and 798, Special Study, will be accepted toward the degree. Courses taken outside of the College of Business Administration should be related to the MBA program and must be approved by the Director of Graduate Programs.

4. Among themes and electives listed above, a student must complete at least one course in each of three of the departments in the College of Business Administration.
5. Complete a culminating experience course. (3 units)  
BA 795 Integrative Business Analysis (3)  
BA 799A Thesis (3) Cr/NC/RP

A student may choose to specialize by completing 12 units of non-core courses from one of the following specializations:

Accountancy
Athletics and Fitness Management
Biomedical Regulatory Affairs Management
Electronic Business
Entrepreneurship
Finance
Health Services Administration
Information Systems
International Business Management
Marketing
Operations Management
Real Estate

Specialization courses may be either theme or elective courses.

## Full and Half-Time Programs

Students enrolling in the M.B.A. program may be either full- or half-time students. Generally, in their first year, full-time students must take four courses at a time and half-time students must take two courses at a time. Students will be assigned to classes during their first year if they are full-time students and during the first two years if they are half-time students, based on a combination of personal and administrative factors. It is anticipated that half-time students will pursue their coursework in the evening and full-time students will take courses during the day.

## Master of Business Administration for Executives

(Offered only through the College of Extended Studies)

### Specific Requirements for the M.B.A. Degree for Executives

(Major Code: 05011)

The Master of Business Administration for Executives is operated by the Executive Management Office in the College of Business Administration, and is an alternative path for the Master of Business Administration degree. The program is one of about 150 in the nation designed especially to meet the needs of mid-career executives, and the only one of its kind in San Diego county. Students in the program have an average of 15 years of full-time professional work experience and eight years of managerial or equivalent experience, and bring a wealth of practical knowledge to the classroom discussion.

Students accepted for the M.B.A. for Executives are fully matriculated in the University and meet all University requirements as established by the Graduate Council. For the convenience of the students, however, courses are scheduled in a modular fashion on alternate Fridays and Saturdays rather than following the traditional semester time frame. The fee structure is also unique to the program and unrelated to the usual San Diego State University fee schedule. Students should contact the program office for a program calendar, class schedules, and fee summary.

In addition to meeting the requirements for classified graduate standing, and the basic requirements for the master's degree as described in Part Two of this bulletin, students must complete an approved program of studies containing 48 units of 600- and 700-numbered courses. These courses will be offered in a predetermined

pattern over 24 consecutive months. No transfer courses and no substitute courses are accepted.

The official programs of all students in any one cycle are identical. Advancement to candidacy requires completion of at least 24 units of coursework listed on the official program of study with a minimum grade point average of 3.0 (B).

## Admission

In addition to meeting the criteria for admission to the University, as well as those listed under "Admission to the Graduate Program in the College of Business Administration," applicants must also demonstrate that they have had significant experience in management-level positions in business, government, or not-for-profit organizations.

Students applying for admission to the MBA for Executives program should submit the application, fee, and materials described below to Candace Williams, Executive Management Program:

- (1) Two sets of official transcripts (in sealed envelopes);
- (2) GMAT scores;
- (3) SDSU/EMBA department application;
- (4) Three letters of reference (forms are included in the application packet);
- (5) A one-page statement of career objectives;
- (6) Resume.

Complete directions are included in the MBA for Executives program application packet. Call (619) 594-6010.

Mail or deliver your complete admissions package to:

Candace Williams, Director  
MBA for Executives Program  
San Diego State University  
5500 Campanile Drive  
San Diego, CA 92182-8232

## Master of Science Degree in Business Administration

### Admission to the Degree Curriculum

In addition to meeting the requirements for classified graduate standing in the University and admission to the College of Business Administration, as described above, and in Part Two of this bulletin, the student must have satisfactorily completed equivalents of the following courses:

BA 650	Financial Accounting (2)
BA 651	Organizational Behavior (2)
BA 652	Statistical Analysis (3)
BA 653	Managerial Economics (2)
BA 655	Marketing (3)
BA 660	Managerial Accounting (2)
BA 662	Operations Management (2)
BA 665	Financial Management I (3)

In addition, the student's adviser may request satisfactory completion of additional prerequisite courses in the student's proposed field of specialization.

Notice of admission to a curriculum with classified graduate standing will be sent to the student upon the recommendation of the College of Business Administration and the approval of the Dean of the Graduate Division.

For admission to the taxation concentration (05022) the student must be a certified public accountant (CPA) or have a juris doctor (JD) degree from an accredited law school and have completed Accountancy 201 and 202.

### Advancement to Candidacy

All students must satisfy the general requirements for advancement to candidacy, as described in Part Two of this bulletin.

Students concurrently enrolled in deficiency coursework may be given permission to take the comprehensive examination in their concentration prior to actual completion of all coursework. However, comprehensive examinations will not be evaluated and results will not be reported to the Graduate Division until all deficiency coursework has been successfully completed. This may delay graduation.

## Specific Requirements for the Master of Science Degree

In addition to meeting the requirements for classified graduate standing as described above and the general requirements for master's degrees as described in Part Two of this bulletin, the student must complete a graduate program of at least 30 approved units including at least 21 units in 600- and 700-numbered courses. Up to nine units of coursework may be accepted as transfer credit. This program cannot include Finance 604; Information and Decision Systems 609; and Business Administration courses numbered 650-665, without specific permission of the Director, Graduate Business Programs. At least 24 units must be in business administration and economics. Not more than a total of six units in courses 797, Research, 798, Special Study, and Business Administration 780, Field Studies in Business, may be accepted for credit toward the degree.

Each of the concentrations in the Master of Science in Business Administration requires Plan A, Thesis; or Plan B, Directed Readings in Business Administration or a written comprehensive examination offered by the appropriate department. The program must be approved by the college and departmental adviser.

For regulations concerning grade point averages, final approval for the granting of the degree, award of the degree, and diplomas, see the section entitled "Basic Requirements for the Master's Degree," in Part Two of this Bulletin.

Concentrations	Major Code
Entrepreneurship	(05997)
Finance	(05041)
*Financial and Tax Planning	(05043)
Human Resource Management	(05151)
Information Systems	(07021)
International Business	(05131)
Management	(05061)
Marketing	(05091)
Operations Management	(05064)
**Real Estate	(05111)
Taxation	(05022)
***Total Quality Management	(05072)

## Special Provision for Specific Concentrations

**\*Financial and Tax Planning.** For this concentration an optional Plan B, Comprehensive Examination, is available. Here students may substitute a comprehensive examination and three units of additional coursework for the thesis requirement. This examination will be administered while students are registered in Finance 657.

Additionally, this concentration requires the following prerequisites, rather than the list shown under "Admission to the Degree Curriculum:"

ACCTG 201	Financial Accounting Fundamentals (3)
ECON 101	Principles of Economics (3)
ECON 102	Principles of Economics (3)
ECON 201	Statistical Methods (3) <b>OR</b>
STAT 119	Elementary Statistics for Business (3)
ECON 320	Intermediate Macroeconomic Theory (3) <b>OR</b>
ECON 422	Business Cycles (3)
FIN 240	Legal Environment of Business (3)
FIN 323	Fundamentals of Finance (3)

**\*\*Real Estate.** This concentration requires the following prerequisites, rather than the list shown under "Admission to the Degree Curriculum:"

## Business Administration

ACCTG 201	Financial Accounting Fundamentals (3)
ECON 101	Principles of Economics (3)
ECON 102	Principles of Economics (3)
ECON 201	Statistical Methods (3) <b>OR</b>
STAT 119	Elementary Statistics for Business (3)
FIN 240	Legal Environment for Business (3)
FIN 323	Fundamentals of Finance (3)
MKTG 370	Marketing (3)
MATH 120	Calculus for Business Analysis (3)

### \*\*\*Total Quality Management.

No new students are being admitted into this program.

This concentration requires the following prerequisites, rather than the list shown under "Admission to the Degree Curriculum:"

ACCTG 201	Financial Accounting Fundamentals (3)
ACCTG 202	Managerial Accounting Fundamentals (3)
ECON 101	Principles of Economics (3)
ECON 102	Principles of Economics (3)
FIN 240	Legal Environment of Business (3)
FIN 323	Fundamentals of Finance (3)
IDS 301	Statistical Analysis for Business (3)
IDS 302	Introduction to Operations Management (3)
IDS 609	Management Information Systems (3)
MGT 350	Management and Organizational Behavior (3)
MGT 405	International Business Strategy and Integration (3)
MKTG 370	Marketing (3)
MATH 120	Calculus for Business Analysis (3)

## Master of Business Administration and Juris Doctor Degree

(Major Code: 05995)

### General Information

The College of Business Administration and the California Western School of Law offer a four-year concurrent program and study leading to a Master of Business Administration and Juris Doctor degree in law. The objective of the concurrent degrees program is to prepare students who are competent in both of law and business administration for advanced practice in many areas where the fields converge.

### Admission to Graduate Study

Regulations governing admission to the University and to the College of Business Administration are outlined in Part Two of this bulletin.

The concurrent degree program requires separate application to each institution and admission to each institution. Admission decisions are made independently by San Diego State University and California Western School of Law; admission to one institution does not imply admission to the other.

The coordinators for the concurrent degree program in business administration and law are the Director of the Graduate School of Business, San Diego State University, and the Associate Dean, California Western School of Law.

### Specific Requirements for the MBA/JD Concurrent Degree

#### College of Business Administration (37 Units)

BA 650	Financial Accounting (2)
BA 651	Organizational Behavior (2)
BA 652	Statistical Analysis (3)
BA 653	Managerial Economics (2)
BA 655	Marketing (3)

BA 660	Managerial Accounting (2)
BA 662	Operations Management (2)
BA 665	Financial Management I (3)
BA 780	Field Studies in Business (3)
BA 795	Integrative Business Analysis (3)
Electives:	Three units

#### Interpersonal Skills Theme: 3 Units

IDS 705	Communication Strategies
MGT 669	Human Resource Management
MGT 720	Seminar in Behavioral Sciences for Management
MGT 721	Seminar in Group Processes and Leadership
MGT 741	Seminar in Organization Power and Politics
MKTG 769	Seminar in International Marketing

#### Globalization Theme: 3 Units

ACCTG 661	Seminar in International Accounting
FIN 654	Seminar in International Business Finance
IDS 744	Seminar in Quality and Productivity Management
IDS 753	Global Supply Chain Management
MGT 671	Seminar in Employee Involvement in Management
MGT 710	Seminar in World Business Environment
MGT 723	Seminar in International Strategic Management
MKTG 769	Seminar in International Marketing

#### Management of Technology Theme: 3 Units

IDS 609	Management Information Systems
IDS 680	Information Systems Hardware and Software
IDS 688	Information Systems in Organizations
MGT 731	Seminar in Strategic Management of Technology and Innovation
MKTG 761	Product Innovation Management
MKTG 768	Seminar in Internet Marketing and E-Business

### California Western School of Law (77 Units)

Civil Procedures I and II (6)
Constitutional Law I (3)
Contracts I and II (6)
Criminal Law (3)
Criminal Procedure I (3)
Evidence (4)
Legal Process (0)
Legal Skills I, II, III (6)
Professional Responsibility (2)
Property I and II (6)
Torts I and II (6)
Internship (5)
Electives: 27 units

The specific sequence of courses over the four year period is listed in the admissions material. Students attend the schools in the following pattern:

Year 1	California Western School of Law <b>only</b>
Year 2	San Diego State University College of Business Administration <b>only</b>
Year 3	Both Schools
Year 4	Both Schools

## Master of Business Administration and Master of Arts in Latin American Studies Degrees

### General Information

The College of Business Administration and the Center for Latin American Studies offer a three-year concurrent program study leading to a Master of Business Administration and a Master of Arts in

Latin American Studies. The primary objective of the concurrent program is to offer preparation in the fields of business administration and Latin American studies for the purpose of providing the knowledge and skills necessary to promote and engage in business relationships within a Latin American historical, cultural, and linguistic milieu, in Latin America or in the United States.

For information, contact the Chair of the Latin American Studies Committee or the Associate Dean in the College of Business Administration.

### Admission to Graduate Study

Since this program combines disparate disciplines, applicants are required to submit GMAT scores and should have substantial academic backgrounds in the humanities and social sciences. Applicants should also have a background in Spanish or Portuguese language and literature. Students in the concurrent degree program are expected to be full time so that all requirements will be satisfied in an acceptable time.

### Specific Requirements for the MBA/MA Degree

(Major Code: 49061)

In addition to meeting the requirements for classified graduate standing and the basic requirements for the master's degree as described in Part Two of this bulletin, the student must complete an officially approved course of study consisting of 70 units as outlined below.

- The college expects students entering the Master of Business Administration/MA in Latin American Studies program to be proficient in several areas. These include proficiency in statistics, mathematical skills, basic economics and in the use of personal computers, including spreadsheets and word processing. The students are responsible for insuring that they possess these skills before beginning the program.
- Complete the following core of eight courses (19 units):
 

BA 650	Financial Accounting (2)
BA 651	Organizational Behavior (2)
BA 652	Statistical Analysis (3)
BA 653	Managerial Economics (2)
BA 655	Marketing (3)
BA 660	Managerial Accounting (2)
BA 662	Operations Management (2)
BA 665	Financial Management I (3)

A student who has earned 12 or more undergraduate units in a specific field (finance, management, etc.) may substitute an advanced course for a core course in the same field with permission from the Director of Graduate Business Programs.

- Complete six units, one course from each of the themes listed below:

#### Interpersonal Skills Theme

- |          |   |
|----------|---|
| IDS 705  | Communication Strategies (3)                      |
| MGT 669  | Human Resource Management (3)                     |
| MGT 720  | Seminar in Behavioral Sciences for Management (3) |
| MGT 721  | Seminar in Group Processes and Leadership (3)     |
| MGT 741  | Seminar in Organization Power and Politics (3)    |
| MKTG 763 | Seminar in Sales Management (3)                   |

#### Environment Theme

- |          |  |
|----------|--|
| FIN 604  | Legal Environment for Executives (3)                           |
| MGT 626  | Competitive Analysis of Industries (3)                         |
| MGT 722  | Seminar in Business Ethics and Social Institutions (3)         |
| MGT 740  | Seminar in Business Management and the Natural Environment (3) |
| MGT 742  | Seminar in Business and the Good Society (3)                   |
| MKTG 765 | Seminar in Marketing and Public Policy (3)                     |

- Complete 15 units in Business Administration to include:
 

FIN 654	Seminar in International Business Finance (3)
MGT 710	Seminar in World Business Environment (3)
MGT 723	Seminar in International Strategic Management (3)
MGT 731	Seminar in Strategic Management of Technology and Innovation (3)
MKTG 769	Seminar in International Marketing (3)
- Complete 24 units in courses of Latin American content, including the following required courses:
 

LATAM 696	Interdisciplinary Seminar (3)
LATAM 798	Special Study (3) Cr/NC/RP
HIST 640	Directed Readings in Latin American History (3)*
POL S 661	Seminar in the Political Systems of the Developing Nations (3)*
POL S 667	Seminar in Latin American Political Systems (3)*

The remaining nine units will be selected from the following list of courses, with at least one course from the California Western School of Law courses highly recommended:

#### Latin American Studies Courses

- |      |  |
|------|--|
| 560. | Latin America After World War II (3)   |
| 576. | Frida Kahlo and Her Circle: Mexican Artists and the Challenge of Modernity (3) |
| 798. | Special Study (3) Cr/NC/RP   |

#### Economics Course

- |      |                                       |
|------|---------------------------------------|
| 565. | North American Economic Relations (3) |
|------|---------------------------------------|

#### Geography Course

- |      |                                     |
|------|-------------------------------------|
| 720. | Seminar in Regional Geography (3)** |
|------|-------------------------------------|

#### History Courses

- |      |   |
|------|---|
| 550. | Colonial Mexico (3)                                 |
| 551. | Modern Mexico (3)                                   |
| 552. | Brazil (3)  |
| 554. | The Andean Republics of South America (3)           |
| 555. | Modernization and Urbanization in Latin America (3) |
| 556. | Guerrilla Movements in Latin America (3)            |
| 558. | Latin America in World Affairs (3)                  |
| 559. | Central America (3)                                 |
| 640. | Directed Readings in Latin American History (3)     |
| 795. | Area Studies in History (3) Cr/NC**                 |

#### Political Science Courses

- |      |  |
|------|--|
| 566. | Political Change in Latin America (3)                  |
| 567. | Political Systems of Latin America (3)                 |
| 568. | Mexican Politics (3)                                   |
| 655. | Seminar in General Comparative Political Systems (3)** |
| 675. | Seminar in International Relations (3)**               |
| 795. | Problem Analysis (3)**                                 |

#### California Western School of Law Courses\*\*\*

- |      |  |
|------|--|
| 452. | International Protection of Human Rights |
| 498. | Mexican Law                              |
| 610. | Immigration Law                          |
| 625. | International Business Transactions      |
| 636. | International Organizations              |
| 643. | Private International Law                |
| 644. | Public International Law                 |
| 703. | Latin American Law                       |

\* Repeatable with new content and approval of advisory committee

\*\* Acceptable when of relevant content.

\*\*\* These courses are not required. Students must apply to enroll under the provisions of the affiliation agreement with the California Western School of Law.

6. In addition, the student must complete MGT 797 (Research) and BA 799A (Thesis). The thesis in Business Administration will treat a Latin American related topic and will be supervised by a business faculty with international business expertise and at least one faculty member from the Latin American studies program.

If a student after entering the concurrent MBA/MA program returns to a single degree program, all the requirements for the single degree program must be met.

### Advancement to Candidacy

All students must meet the general requirements for advancement to candidacy as described in Part Two of this bulletin. In addition, 1) the student will be required to complete Spanish 302 (or its equivalent), or Portuguese 401 (or its equivalent), and pass an oral and written examination administered by the Department of Spanish and Portuguese Languages and Literatures; 2) all core courses in business and Latin American studies must be completed prior to advancement with a minimum grade point average of 3.0 and no grade less than a C in any core course; 3) have been recommended for advancement by the combined advisory committee; 4) have a thesis proposal approved by the combined faculty advisory committee.

Upon advancement to candidacy, the student will enroll in Management 797 (Research) and BA 799A (Thesis). A thesis (Plan A) incorporating theory, method, and analytic techniques from both disciplines is the culminating experience for the concurrent program leading to the MBA and MA degrees.

### Courses Acceptable on Master's Degree Programs in Business Administration (B A)

#### GRADUATE COURSES

Classified graduate standing is a prerequisite for all 600- and 700-numbered courses.

#### 650. Financial Accounting (2)

Prerequisite: Classified graduate standing.

Understanding of accounting procedures and judgments underlying corporate financial statements; ability to read and analyze these statements; make inferences from them about financial health, likelihood of success, and other important attributes of various business entities.

#### 651. Organizational Behavior (2)

Prerequisite: Classified graduate standing.

Human behavior at individual, interpersonal, and group levels including effect on the structure of the organization on behavior.

#### 652. Statistical Analysis (3)

Prerequisites: Classified graduate standing and basic statistics.

Understanding and applications of statistics for problem solving and managerial decision making.

#### 653. Managerial Economics (2)

Prerequisite: Classified graduate standing.

Application of microeconomic theory to business decision making; optimal resource allocation, market structure and pricing from a business viewpoint.

#### 655. Marketing (3)

Prerequisite: Classified graduate standing.

Role and function of marketing in the organization and society. Planning, implementation, and evaluation of marketing strategies and programs. Not open to students with credit in Marketing 370.

#### 660. Managerial Accounting (2)

Prerequisite: Classified graduate standing.

Design and use of cost systems to establish and enhance an organization's competitive advantage in a global environment. Decision making, planning, control and business ethics in managerial decision making.

#### 662. Operations Management (2)

Prerequisite: Classified graduate standing.

Decision making techniques for operations management in service, production, government, and non-profit organizations. Quantitative techniques for establishing the management decision criteria, constraints, and alternatives.

#### 665. Financial Management I (3)

Prerequisites: Business Administration 650 and 652.

Role of finance in firm, financial planning and control, management of working capital, time value of money, valuation, risk analysis, basic capital budgeting, long-term financing, international aspects of financial decisions.

#### 780. Field Studies in Business (1-3) Cr/NC

Prerequisite: Completion of MBA core.

Application of business concepts to real world organizations. Students work under supervision of a faculty member to perform a project utilizing theories and principles from previous business coursework. Maximum credit six units.

#### 795. Integrative Business Analysis (3)

Prerequisite: Advancement to candidacy.

Strategic case analysis of business problems and preparation for comprehensive examination for students in M.B.A. program under Plan B. Problem definition analysis and prioritization of solution mechanisms.

#### 799A. Thesis (3) Cr/NC/RP

Prerequisites: An officially appointed thesis committee and advancement to candidacy.

Preparation of a project or thesis for the master's degree.

#### 799B. Thesis Extension (0) Cr/NC

Prerequisite: Prior registration in Thesis 799A with an assigned grade symbol of RP.

Registration required in any semester or term following assignment of RP in Course 799A in which the student expects to use the facilities and resources of the university; also student must be registered in the course when the completed thesis is granted final approval.

### Courses Acceptable on the Master of Business Administration Degree for Executives (B A)

#### Graduate Courses in Business Administration

#### 600. Financial and Managerial Accounting (4)

Concepts and principles of financial accounting; understanding financial statements; measurement of business income. Nature of cost accounting information and how it is used to make managerial decisions that create competitive advantage.

#### 601. Management of Organizations and Human Resources (3)

Role of the manager in designing organizations for effectiveness with emphasis on organization theory, organization behavior, and human resources management.

#### 602. Quantitative Methods for Managers (3)

Statistics and production operations management. Data analysis, central tendency and variability, probability, distributions, sample inference, association analysis. Applications in engineering, manufacturing and service, and an overview of decision theory, queuing, total quality control, and project management.

#### 605. Managerial Marketing (2)

The marketing function in an organization. Managerial activities of marketing including market analysis, target market selection and design of the organization's marketing program.

#### 608. Managerial Communication (2)

Advanced communication concepts including the collection, analysis, and presentation of data. Written and oral communication strategies. (Formerly numbered Business Administration 609.)

**615. Strategic Financial Management (3)**

Provides a framework for financial decision making. Covers relevant modern theory and emphasizes role of finance in corporate strategy. Topics include financial analysis and planning, investment, capital structure and dividend decisions and valuation and corporate restructuring. Not open to students with credit in Business Administration 653 or Finance 615.

**616. Competitive Analysis (3)**

Competition in typical unregulated product or service markets. Competitive forces in such markets, and impact of these forces on economic profits, rates of return, and relative market-shares of competing firms. Not open to students with credit in Business Administration 665 or Finance 616.

**620. Managing Quality and Productivity (2)**

Application of quality control, just-in-time systems, and other operations research techniques to industrial problems. Comprehensive approach formulated by current techniques in field. Cases and examples from Japanese and American companies.

**700. Business in the Global Environment (3)**

Evolution of multinational corporations, management of organizations in global environment, and marketing and management implications of competition in international arena.

**701. Entrepreneurship and New Venture Formation (2)**

Entrepreneurial approach to business. Concepts, theories and techniques for organizing and managing an entrepreneurial venture.

**702. Social Responsibility: Legal and Ethical Environment of Business (3)**

Role of the manager in dealing in a socially responsible and ethical manner with internal and external constituencies.

**703. Policy Formulation and Implementation (3)**

Corporate and business level strategic decision making. Topics include industry and environmental analysis, strategy implementation, strategic planning systems. Case descriptions of actual company situations serve as basis for analysis and recommendations.

**704. The Financial Environment (2)**

Elements of financial institutions and financial markets which may impinge upon the business enterprise as it contemplates both its short and long term goals.

**705. Marketing Strategy (2)**

Development, implementation, and evaluation of marketing strategy and plans. Role of marketing planning, analysis and control; contributions and implications of marketing to corporate strategy. Strategies for attaining competitive advantage. Contemporary marketing planning tools and techniques.

**708. International Financial Management (2)**

International financial environment and multinational corporation. Topics include international trade and balance of payments; international monetary agreements and currency arrangements, international short term borrowing and investment; and international taxation. Reviews of global financial challenges and opportunities facing U.S. firms. (Formerly offered as a part of Business Administration 700.)

**710. Leadership and Management of Change (3)**

Theoretical and empirical literature pertaining to study and assessment of leadership skills. Process of organizational change and development.

**790. Directed Readings in Business Administration (6) Cr/NC**

Preparation for the comprehensive examination for students in the M.B.A. for Executives program (Plan B).

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