MBA Handbook

Table of Contents

MBA Application Period ........................................................................................................................................... 3
Financial Aid ............................................................................................................................................................ 3
Admission Pathways .................................................................................................................................................. 4
   Traditional Track .................................................................................................................................................. 4
   Executive Track .................................................................................................................................................... 4
   National Certificate Track .................................................................................................................................. 4
Application Requirements ...................................................................................................................................... 5
Program Pre-requisites .......................................................................................................................................... 6
MBA Course Requirements .................................................................................................................................... 7
   Core Courses ....................................................................................................................................................... 7
   Elective Courses ................................................................................................................................................ 7
   Grade Point Average (GPA) .............................................................................................................................. 7
International Student Requirements .......................................................................................................................... 8
GWAR Information .................................................................................................................................................. 9
Tuition + Fees: 2019-2020 MBA Program ................................................................................................................ 10
GMAT vs GRE .......................................................................................................................................................... 11
Course Descriptions ................................................................................................................................................ 17
   Core Classes ........................................................................................................................................................ 17
   Electives .............................................................................................................................................................. 19
      ECONOMICS .................................................................................................................................................. 20
      FINANCE ....................................................................................................................................................... 21
      MANAGEMENT .............................................................................................................................................. 22
      MANAGEMENT INFORMATION SYSTEMS ............................................................................................ 24
      MARKETING ............................................................................................................................................... 25
MBA Application Period
For Fall 2019 & Spring 2020

Fall 2019:
October 1, 2018 to June 30, 2019
• Online Application must be submitted by June 30, 2019
  • Apply through: https://www2.calstate.edu/apply
• All other documents such as a resume, letters of reference, statement of purpose, pre-requisite courses, & official transcripts can be turned in by August 2, 2019.

Spring 2020:
Aug. 1, 2019 - Nov. 30, 2019
• Online Application must be submitted by Nov. 30, 2019
  • Apply through: https://www2.calstate.edu/apply
• All other documents such as a resume, letters of reference, statement of purpose, pre-requisite courses, & official transcripts can be turned in by January 3, 2020.

Financial Aid

For any financial aid questions, please visit or call:
http://www.csub.edu/finaid/
(661) 654-3016
Admission Pathways

Traditional Track
The criteria to apply for the traditional track are as follows:
1. Hold a baccalaureate degree from an accredited four-year university.
2. Have at least 2.75 undergraduate GPA (upper division classes).
3. Complete the GMAT or the GRE:
   • The minimum GMAT score is a 500. For more information on the GMAT see www.mba.com.
   • The minimum GRE scores are 148 (verbal section) and 149 (quantitative section). For more information on the GRE see www.ets.org.

Executive Track
The criteria to apply for the executive track are as follows:
1. Hold a baccalaureate degree from an accredited four-year university.
2. Have at least 2.75 undergraduate GPA (upper division classes).
3. Executive experience (In official Company Documents):
   • “Executive experience” is defined as including supervisory duties, management of a budget, or management of a set of accounts.
   • It would need to meet all of the following criteria:
     • The job title requires a bachelor’s degree.
     • The job title represents a promotion from entry level (“entry level” would not include “trainee” or “intern” positions).
     • The job title is specified as “executive or management level”
4. The GMAT or GRE is waived, unless advised otherwise.

National Certificate Track
The criteria to apply for the National Certificate track are as follows:
1. Hold a baccalaureate degree from an accredited four-year university
2. Have at least 2.75 undergraduate GPA (upper division classes)
3. Hold a current nationally recognized certificate:
   • Certified Public Accountant (CPA)
   • Certified Financial Accountant (CFA)
   • Chartered (or Certified) Property and Casualty Underwriters (CPCU)
   • Certified Liability Underwriter (CLU)
   • Professional in Human Resource Management (PHR)
   • Senior Professional in Human Resource Management (SPHR)
4. The GMAT or GRE is waived, unless advised otherwise.
Application Requirements

The application process for the three tracks is as follows:

1. Complete the online application at https://www2.calstate.edu/apply.
2. *Provide a resume.
3. *Provide two letters of recommendation (Academic or Professional).
   • This personal statement should be roughly one page.
   • It should talk about your background, your goals, and how the MBA can help you achieve those goals.
5. **One official transcript from each college or university attended.
   • You do not have to provide transcripts from CSUB.
   • Any transcript from a college/university outside of the USA will require a course-by-course analysis through www.wes.org. Please contact them directly for instructions and costs.
6. International Students, please refer to page 8 for additional requirements.

*The resume, letters of recommendation, and statement of purpose can be emailed to: lhernandez1@csub.edu or asilva32@csub.edu or dropped off in BDC-A 120.

**Mail official transcripts to the following address:

Attn: BPA Graduate Programs Office
School of Business & Public Administration
Mail Stop: 20 BDC/ 120A
9001 Stockdale Hwy.
Bakersfield, CA 93311-1022

7. Fulfill any prerequisite requirements (See next page)
Program Pre-requisites

All MBA applicants will be expected to demonstrate competency in the following areas identified as program prerequisites:

1. **Business Math & Statistics**  
   *(Equivalent to BA 3010 Data Analysis and Decision Making)*

2. **Financial Accounting** *(equivalent to ACCT 2200 Financial Reporting and Accounting)*

3. **Understanding Corporate Finance** *(equivalent to FIN 3000 Financial Management)*

4. **Fundamentals of Economics** *(equivalent to ECON 2018 Essentials of Microeconomics)*

5. **Principals of Management** *(equivalent to MGMT 3000 Organizational Behavior)*

**Competency can be established by any one of the following:**

1. Proof of appropriate coursework at the undergraduate level

2. The CSUB MBA program has introduced low cost and self-paced foundation knowledge courses that will satisfy the prerequisite requirements.  
   • These will need to be completed by registration for your first semester.  
   • The online self-guided classes are $75.00 each, there is a standalone assessment for $25.00 as an option. The stand alone can be used to “test-out” of a class with a score of 80% or better.

Self-register at:  
MBA Course Requirements

Core Courses

All admitted students must complete the following courses:

1. **Accounting 6000**: Financial Accounting for Leaders
2. **Accounting 6200**: Accounting for Decision Making and Control
3. **Finance 6000**: Financial Management and Policy
4. **Management 6020**: Operations and Technology Management
5. **Management 6050**: Managerial Skills
6. **Management 6900**: Strategic Management
7. **Management Information Systems 6100**: Information Systems for Leaders
8. **Marketing 6000**: Marketing Management
9. **BA 6900**: Master’s Culminating Project

Elective Courses

- All admitted students are required to take 3 elective courses in addition to the 9 core courses mentioned above.
- While MBA program does not have formal concentrations, the MBA student may specialize in an area of interest.

Grade Point Average (GPA)

- MBA students must maintain an overall 3.00 GPA per semester enrolled.
International Student Requirements

To apply to CSUB, please fill out an international application at: https://www2.calstate.edu/apply

After you have applied on calstate.edu/apply, gather the following documents:

1. **Affidavit of Financial Support**
   (if you are on a government scholarship, you still need to fill out this form-list your government as your sponsor)
   - Graduate student affidavit can be found at: http://www.csub.edu/admissions/_files/CSUB%20Affidavit%20of%20Financial%20Graduates.pdf

2. **International Student Insurance Agreement Form**
   https://www.csub.edu/isp/_files/Health%20Insurance%20Affidavit.pdf

3. **Original Bank Certification Letter**
   Bank statement in ENGLISH reflecting $32,000 USD in you or your sponsor’s account

4. **Official TOEFL or IELTS Scores**
   Minimum Undergraduate Scores: TOEFL=79 ibt IELTS=7.0
   Scores can be sent electronically to CSUB via school code: 4110

5. **Clear Copy of Your Passport**

6. **Official Transcripts**
   ALL college/university
   Any transcript from a college/university outside of the USA will require a course-by-course analysis from WES: www.wes.org

Once you have obtained all of your required documents, please MAIL them to:

(We cannot accept email copies)

California State University, Bakersfield
International Students and Programs
71ENT
9001 Stockdale Highway
Bakersfield, CA 93311-1022
GWAR Information

AM I ELIGIBLE TO WAIVE THE GWAR?

Waivers for Post-Baccalaureate and Graduate Students

You will be exempt from the GWAR if you meet any of the four criteria below:

1. You graduated from a CSU or UC since 1980.
2. As of winter 2007, as a post-baccalaureate or graduate student, you earned the following test scores—provided the test(s) were taken since 1980:
   - **GMAT** 4.5 or higher on the writing portion of the GMAT
   - **CBEST** 41 or higher on the writing portion of the CBEST
   - **GRE** 4.5 or higher on the analytic writing portion of the GRE General Test
3. Post-baccalaureate and graduate students who have one or more articles published as first author in a refereed professional journal may submit their work for review to the General Education Office* with a formal request to waive the GWAR.
4. Post-Baccalaureate and graduate students who already have an MA or MS in any discipline that included a master’s thesis or project and are working on another degree or credential may submit their thesis or project for review to the General Education Office* with a formal request to waive the GWAR.

In the last two situations, waiver requests and supporting documents will be reviewed, and you will receive a decision in approximately two weeks.
Tuition + Fees: 2019-2020 MBA Program
Per Semester

Fall 2019 & Spring 2020

0 to 6 units
$2,992 Tuition + $270 Fees per Unit

Example:
$2,992 Tuition + $810 Fees (3 units or one course) =$3,802
$2,992 Tuition + $1,620 Fees (6 units or two courses) =$4,612

6.1 or more units
$4,428 Tuition + $270 Fees per Unit

Example:
$4,428 Tuition + $2,430 Fees (9 units or three courses) =$6,858
$4,428 Tuition + $3,240 Fees (12 units or four courses) =$7,668

*Non-California Resident Fees are an extra $396 per unit.*
GMAT vs GRE

GMAT General Info

Register through: https://www.mba.com/exams/gmat

The GMAT is taken by people who plan to attend business school and/or an MBA program. It’s used almost exclusively for admission to these types of programs.

The GMAT has four separate sections:

1. The Quantitative section has 37 questions.
   a. Multiple choice: Mainly algebra, geometry, and data sufficiency

2. The Verbal section has 41 questions.
   a. Multiple choice: Mainly grammar and sentence structure

3. The Analytical Writing Assessment consists of one 30-minute essay. (4.5 and above satisfies GWAR requirement) – Not required for CSU and UC Graduates.

4. Integrated Reasoning contains 12 questions. (Do not do)

Scoring

If you take the GMAT, the most important score you receive will be your composite score, which can range from 200 to 800. The composite score takes only your scores from the Verbal and Quantitative sections into account.

The score range for Analytical Writing is 0-6.

The GMAT is computer based, and it is an adaptive test. This means that, when you begin the Quantitative and Verbal sections, the first question you see in each section will be relatively easy. If you answered that question correctly, the next question will be slightly harder, and if you answered incorrectly, the next question will be slightly easier. This process continues throughout the entire section for both Quantitative and Verbal. Once you answer a question on the GMAT, you can’t go back to it. Adaptive testing is used to get accurate scores by selecting specific questions with varying difficulty levels from a larger pool.
GRE General Info

Register through: https://www.ets.org/gre

The most significant difference between the GMAT and the GRE is that the GRE is used as **part of admissions for a wide variety of graduate school programs**, while the GMAT is only used to apply to business schools.

The GRE has three major sections: Analytical Writing, Quantitative Reasoning, and Verbal Reasoning.

- **Quantitative Reasoning** has two 20-question sections (40 total)
  - Multiple choice: solve algebra, geometry, trigonometry
- **Analytical Reasoning** has two 20-question sections (40 total)
  - Multiple choice: sentence structure, vocabulary
- **Analytical Writing** consists of two essays, each of which you will be given 30 minutes to write. (4.5 and above satisfies GWAR requirement)
- The GRE will also include one 20-question research section which will not be included as part of your score. This will be either a Verbal or a Quantitative section, but you will not know which section is the research section.

**Scoring**

Like the GMAT, the score range for GRE’s Analytical Writing section is 0-6, in half-point increments. Both Verbal Reasoning and Quantitative Reasoning are scored the same way. Their score range is 130-170, in one-point increments. **The three section scores are generally reported separately and not combined into a single composite score.**

The GRE gives you the option of computer based or written testing format and it is section-level adaptive. This means that your score on the first 20-question section of either Reasoning sections will affect the difficulty of the second 20-question section.

Unlike the GMAT, where each individual question determines the difficulty of the next question, on the GRE, your score on the entire section determines the difficulty of the next section on that subject. **On the GRE, you can return to questions you have already answered within a section.**
GMAT vs. GRE: Structure and Scoring

<table>
<thead>
<tr>
<th></th>
<th>GMAT</th>
<th>GRE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Length</td>
<td>3 hours and 30 minutes</td>
<td>3 hours and 45 minutes</td>
</tr>
<tr>
<td>Number of Essays</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Number of Multiple-Choice Questions</td>
<td>90</td>
<td>80 + 20 unscored research questions</td>
</tr>
<tr>
<td>Number of Sections</td>
<td>4</td>
<td>6 (Including an unscored research section)</td>
</tr>
<tr>
<td>Composite Scoring</td>
<td>Composite GMAT score ranges from 200-800, in ten-point increments</td>
<td>Verbal and Quantitative Reasoning each have score ranges of 130-170, in one-point increments, for a total score of 260-340</td>
</tr>
<tr>
<td>Cost</td>
<td>$250</td>
<td>$205</td>
</tr>
<tr>
<td>How Long Are Scores Valid?</td>
<td>5 years</td>
<td>5 years</td>
</tr>
</tbody>
</table>

GMAT Disability Accommodations

Five Steps to Request Reasonable Test Accommodations if You Have a Disability

If you believe you have a disability that prevents you from taking the GMAT Exam under standard conditions, you may request accommodations by completing these five steps:

1. Create your mba.com account. You will receive a GMAT ID number. DO NOT register for a GMAT exam appointment until you receive your accommodation decision (see Step 2).
2. Complete the GMAT Exam Accommodations Request Form. The form is available in your GMAT Supplement for test takers with disabilities.
3. Attach medical/clinical documentation as described below by disability type:
   - Attention Deficit/Hyperactivity Disorder
   - Learning and Cognitive Disabilities
   - Physical and Systemic Disabilities
   - Psychological Disabilities
   - Sensory Disabilities (Vision and Hearing)
4. Send your completed GMAT Exam Accommodations Request Form and all supporting documentation to Pearson VUE using the fax or mailing address below (NOT by email). You will receive an email confirmation of receipt of your documents within four business days. You will receive a decision regarding your request within one month.

5. If they approve your request for accommodations, you will then be able to schedule accommodated testing. It is not possible to schedule accommodated testing before receiving approval for accommodations. Therefore, they request that you not book a testing appointment until you receive their decision regarding your accommodation request.

Who to Contact for Support

Use the following information to submit your GMAT Exam Accommodations Request Form:

Fax                      Mail / Courier Service
+1 (952) 681-3681        Pearson VUE
Attention: GMAT Disability Services
Attention: GMAT Disability Services
5601 Green Valley Drive, Ste. 220
Bloomington, MN 55437
USA

They offer two levels of support to assist you if you have any questions or need additional information.

- They work with their testing partner PearsonVUE to administer the GMAT exam. Please contact gmacaccommodations@pearson.com if you have questions regarding whether your accommodation request has been received, test fee refunds, exam scheduling, and general policy questions.

- GMAC makes all decisions regarding eligibility for GMAT accommodations. Please contact them at testingaccommodations@gmac.com if you have any questions about accommodations application preparation or about an accommodation decision you have received.

GRE Disability Accommodations

Applying for Accommodations

Note: All test takers requesting any accommodations must submit their requests and have their accommodations approved by ETS Disability Services before their test can be scheduled. Your request should be submitted as early as possible, especially if you are requesting an alternate test format. Documentation review takes approximately six weeks once your request and complete paperwork have been received. If additional documentation must be submitted, it can be another six weeks from the time the new documentation is received until the review is complete.

Once you have been approved, ETS will send you an email providing instructions for registering for the GRE test. Please wait for your approval email before registering to test.

If you have a health-related need that requires you to bring equipment, beverages or snacks into the testing room, or to take extra or extended breaks, you must follow the accommodations request procedures in the Bulletin Supplement for Test Takers with Disabilities or Health-related Needs (PDF).

To submit a request, send all completed forms and documentation via one of the following methods.

Online:

You can apply for accommodations, view approved accommodations, and view test appointments online in your ETS Account. To apply for accommodations and view approved accommodations, log into your ETS Account,
click on "GRE Accommodation Status/New Request" under the "Test Takers with Disabilities or Health-Related Needs" section on the main home page and follow the instructions.

**Email:**

disability.reg@ets.org

**Mail:**

ETS Disability Services  
P.O. Box 6054  
Princeton, NJ 08541-6054 USA

**Courier Service:**

ETS Disability Services  
225 Phillips Boulevard  
Ewing, NJ 08628-1426 USA

**Bulletin and Bulletin Supplement**

**Note:** Policies in the 2018–19 GRE® registration materials are in effect from July 1, 2018, to June 30, 2019.

- **2018–19 GRE® Information Bulletin (PDF)** — Contains information about GRE tests, policies and procedures for testing and GRE services and publications in effect from July 1, 2018, to June 30, 2019.

- **2018–19 GRE® Bulletin Supplement for Test Takers with Disabilities or Health-related Needs (PDF)** — Contains information for test takers with disabilities and health-related needs about how to register for the GRE tests with accommodations.

**Registration Forms & Lists**

**Forms**

- **Computer-delivered GRE® General Test Authorization Request Form for Test Takers with Disabilities or Health-related Needs (PDF)** — Use this form to register for the computer-delivered General Test with accommodations. This form should be submitted with the testing accommodations request form and the appropriate documentation as discussed in the Bulletin Supplement (PDF).

- **Paper-delivered GRE® General Test Registration Form for Test Takers with Disabilities or Health-related Needs (PDF)** — Use this form to register for the paper-delivered General Test with accommodations. This form should be submitted with the testing accommodations request form and the appropriate documentation as discussed in the Bulletin Supplement (PDF).

**Test Centers**

- **GRE® Paper-delivered Test Centers** — A listing of the paper-delivered test centers for the GRE General Test and GRE® Subject Tests.

**Code Lists**

- **Institutions and Fellowship Sponsors Approved to Receive GRE® Scores** — A listing of codes for institutions and fellowship sponsors that are approved to receive GRE scores.

- **GRE® Department and Major Field Codes (PDF)** — Contains department codes to use when designating score recipients and major field codes to use when answering the undergraduate major field and intended graduate major field questions during test registration.

- **GRE® Citizenship and Country or Region Codes and State and Territory Codes(PDF)** — Contains citizenship, country and region codes, and state, province and territory codes for use during test registration.
▪ [GRE® Native Language Codes (PDF)] — Contains native language codes for use during test registration.

Contacting ETS Disability Services

Email:

stassd@ets.org (General Inquiries)

Phone:

1-609-771-7780 / 1-866-387-8602 (toll-free for test takers in the United States, U.S. Territories and Canada)

Monday–Friday, 8:30 a.m.–5 p.m. ET

Mail:

ETS Disability Services
P.O. Box 6054
Princeton, NJ 08541–6054 USA
Course Descriptions

Core Classes

ACCT 6000 Financial Accounting for Leaders

This course focuses on the use of financial statements in evaluating the success or failure of a business. Financial statements are the main method of communicating business results. Leaders in business and without need such knowledge.

ACCT 6200 Accounting for Decision Making and Control

This course examines how accounting information is used in managerial decision-making and control. The course stresses how to use rather than how to prepare accounting reports. Topics to be covered include: basic cost concepts, cost volume profit relationships, product costing, differential analysis, strategic product pricing, cost allocation, budgeting and the evaluation of financial performance. This course is designed for MBA and MPA students who have not had ACCT 303 Cost Accounting or its equivalent. Prerequisite: completion of all required MBA 500-level courses or permission of the instructor. This course is not open to students who have taken ACCT 303 Managerial Accounting or its equivalent.

FIN 6000 Seminar in Financial Management and Policy

This course addresses the formulation of financial policies for obtaining and using financial resources for the purpose of value creation. Heavy emphasis is placed on the analysis of real-world cases that focus on the decisions confronting the financial manager. Statistical analysis, financial analysis, and advanced spreadsheet applications are required. Students will be challenged with both theoretical and practical problems in the following areas: performance analysis, long-term planning, working capital management, capital budgeting, long-term financing, acquisitions, and international financial management. Student presentations are required.

MGMT 6020 Seminar in Operations Management

This course is an examination of principles related to effective utilization of factors of production in manufacturing and non-manufacturing systems. This course uses extensive readings and case studies to define and analyze problems of productivity improvement, production planning, inventory management, quality control, system design and implementation from the operating manager’s perspective. Issues in management of technology-based organizations, capacity planning, scheduling, facilities design, operations strategy in services, and supply chain management will also be explored.
MGMT 6050 Managerial Skills

This course focuses on developing and enhancing managerial skills that are of major importance for current and future career survival and success. Specific skill areas include: self-management, communication, decision making, motivation, delegation, team management, diversity management, negotiation, organizational politics, and change management. The course is primarily experiential in nature with skill assessments, exercises, role-plays, case studies, and group discussion activities being the primary learning tools. Relevant literature from the behavioral sciences will provide a knowledge base for skill development.

MGMT 6900 Seminar in Strategic Management

The subject of this course is competitive behavior and the “strategy” of business firms. Competition is defined to be the effort to create and retain economic value within an environment of interdependence among competing firms. Strategic behavior is the effort of a firm as a coherent objective-seeking entity to create economic value within a competitive environment. An understanding of strategic behavior requires a close examination of 1) business objectives, 2) firm structural interdependence, and 3) value creation within the structure of competitive interdependence. Prerequisites: FIN 600, MGMT 600, and MKTG 600

MKTG 6000 Seminar in Marketing Management

This course presents development of marketing strategy for the organization and design of integrated product service, promotion, and distribution programs utilizing systems analysis. It includes intensive analysis of management’s marketing problems, including market analyses, pricing, channels of distribution, promotion, competition, product strategies, and marketing research. Applications are emphasized to include research, quantitative, and business analytical techniques through the development of case and project assignments.

MIS 6100 Information Systems for Leaders

Information and information systems (IS) are vital organizational resources and constitute an integral part of managerial decision making. It is important to understand how managers can effectively utilize IS to achieve organizational goals. The objective of this course is to train students to identify, understand, and resolve managerial issues surrounding the use and management of IS in organizations. The course adopts the perspective that, in a world where the half-life of a particular hardware or software technology is often measured in months, developing intuitions about the core concepts to assess and deploy Information Systems is more valuable to future managers than learning the intricate details of a specific technology. The focus of the course is to develop - through cases, lectures, discussions, examples, application development assignments, and a system analysis and design project - insights into when and how MIS can be used to create and enhance an organization’s competitive advantage.
BA 6900 Master’s Culminating Project

The culminating project provides an opportunity for each student to utilize and demonstrate the tools and understanding he or she has developed during the program. Through a comprehensive interactive competitive simulation, each student will manage a firm in competition with other student-managed firms. At the completion of the simulation, each student will produce a historical account of the firm’s performance via an annual report, an account of how the firm responds to its key stakeholder groups via a social audit, and a strategic plan for the future via a business plan. Each student is expected to demonstrate mastery of the essential tools of the business disciplines and an understanding of markets and the external environment.

Prerequisites: ACCT 6000, 6200, FIN 6000, MGMT 6020, 6050, 6900, MIS 6100, MKTG 6000.

Electives

ACCOUNTING

ACCT 6400 Financial Reporting and Statement Analysis

This course examines how generally accepted accounting principles impact the quality and volatility of both earnings and cash flow. Specific focus will be placed upon the recent accounting scandals which led to the Sarbanes-Oxley Act and the ethical issues these scandals have raised. Other current topics will be discussed. ACCT 677 Selected Topics in Accounting (5)

Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course. Each department will determine applicability toward the concentration.

ACCT 6500 Accounting Ethics

This course will focus on the unique issues and obligations of professional accountants. We will begin this study with a discussion of why accounting ethics matters and why students should study ethics at this point in their academic career. Further, students will examine what it means to be a professional accountant and will discuss what virtues accountants must possess to best serve the public interest. Students will study the language of ethics and will be able to distinguish between principles and rules. High profile cases will be used to demonstrate the failings of the profession and individual accountants. An in-depth study of ethical standards for the various professional accounting organizations at the national and state levels will enable students to understand the ethical framework from which they will operate as professional accountants.

Prerequisites: ACCT 301 or graduate standing.

ACCT 6600/4600 Fraud Examination

This course is an introduction to fraud examination and begins with an introduction to what is fraud, what are the different types of fraud, and who commits fraud. This course will help students to develop awareness of fraud in organizations, help students to develop techniques for preventing, detecting, and measuring fraud and help student to develop skills necessary to help in
the resolution of frauds. Prerequisites: ACCT 3010 or graduate standing with professor’s permission.

**ACCT 6770 Selected Topics in Accounting**

Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course. Each department will determine applicability toward the concentration.

**ACCT 6990 Individual Graduate Study in Accounting**

Individual study is offered to give the student experience in planning and outlining a course of study on the student’s own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

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**ECONOMICS**

**ECON 5100 Economic Issues in Health and Health Care**

Study of health issues using the economic perspective. Topics include lifestyle choices and health outcomes, technology and demand, health insurance, labor markets in the health professions, role of government in health care markets, role of nonprofits, international comparisons of health care systems, and reform proposals.

**ECON 6580 Labor Economics**

This course covers topics in labor economics including dynamic theories of labor supply, employment, and unemployment; labor supply in a household framework; and labor market activity and income distribution. It explores both theoretical models and empirical tests in each area. Prerequisites: ECON

**ECON 6610 Managerial Economics**

A study of the tools of economic analysis oriented toward analysis of managerial behavior and the managerial decision-making process as related to demand analysis, cost and pricing problems, market organization, forecasting, capital budgeting, and location analysis. Carries credit in either Business Administration or Economics.
ECON 6770 Selected Topics

Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered prerequisites and course requirements will be announced for each course.

ECON 6990 Individual Graduate Study

This is an investigation of an approved project leading to a written report. The project is selected in conference with a professor in an area of major interest; regular meetings are to be arranged with professor.

FINANCE

FIN 6200 Seminar in Investments

This course includes discussion and analysis of security investments. Emphasis directed toward understanding financial investment theories and concepts from both a qualitative and quantitative perspective. Topics include: securities markets, risk and return, portfolio theory, asset pricing theory, valuation, fundamental analysis, and portfolio management. Case analysis, statistical analysis, and other computer applications are required.

FIN 6300 Seminar in Real Estate Investments

This course investigates methods of analyzing real estate investments. It includes an examination of appraisal methods, capitalization approaches, and cash flow models. Consideration is also given to legal, tax, and financing issues. Specific project analysis techniques are part of the course, i.e., analysis of residential properties, commercial properties and shopping centers. A term project and oral presentation are required along with computer applications.

FIN 6400 Short Term Financial Management

This is an in-depth exploration of subjects essential to an enterprise’s financial success. Topics covered include management of the firm’s working capital accounts (i.e. receivables, inventories, and payables), short term financing alternatives, cash management systems, short term investments choices, financial institution relationships, and electronic payment and information management systems.

FIN 6500 Seminar in International Financial Management

This course looks at the international financial environment, including balance of payments, the international monetary system, foreign exchange and financial markets. Specific topics include managing foreign exchange exposure, domestic versus foreign financing, cash management, political risk, and international legal constraints. A term project and oral presentation will be a part of the course.
FIN 6770 Selected Topics in Finance

Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.

FIN 6850 Individual Graduate Study in Finance

Individual study is offered to give the student experience in planning and outlining a course of study on the student’s own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

MANAGEMENT

MGMT 6040 Advanced Organizational Behavior

This course provides a review and extension of the basic theoretical and conceptual framework necessary for making sense out of behavior in organizations. The emphasis is on applying theory and concept to management, particularly in business organizations. Topics include: individual differences, perception, learning, motivation, group dynamics, communication, leadership, conflict management, organizational structure, organizational culture, and change management. Application is made through case studies, analysis of video clips, and through group and classroom discussions.

MGMT 6100 Seminar in Human Resource Management

This course is about the strategic management of human capital. A strategic analysis of the traditional human resource management functions—selection, compensation, recruiting, and training—will be completed. The influences of the legal environment are also considered. Other topics focus on the tools that are used to manage data necessary to manage human capital effectively. These include HR based change management methods, process mapping HR processes, and Human Resource Information Systems (HRIS).

MGMT 6200 Managing Small Business Enterprises

This course is designed to provide the student with a practical and theoretical understanding of compensation and benefits from the perspectives of managers (who make reward decisions), employees (who receive the rewards and are the “customers” of the reward system), and human resource practitioners (who assist in the design and maintenance of reward systems). Topics include pay strategies, job evaluation, salary surveys, pay structures, pay banding, merit pay, skill-based pay, team-based pay, gain sharing, profit sharing, legally required benefits, health insurance, and retirement plans.
MGMT 6450 Seminar in Small Business Management

This course is designed to facilitate the acquisition of knowledge and skills needed to manage an ongoing small business. The focus is on owner/manager decision-making. Topics covered include ownership, personal selling, advertising, sales promotion, financial analysis, record keeping, personnel management, and the like.

MGMT 6500 Seminar in Global Operations Management

This course introduces students to a conceptual framework which will help them recognize and meet international operations management challenges. It studies issues relating to global sourcing and logistics, and manufacturing competencies of different nations. Topic areas include: strategic planning for global competitiveness, managing global facilities, managing global supply chains, improving operations performance, world class manufacturing, building a strategic alliance, coordinating international manufacturing and technology, and overcoming the limits to global operations project.

MGMT 6520 Project Management

This course examines the process and practice of project management (PM) as a key enabler to today’s business environment. Several factors that influence PM such as business structure, organizational culture, leadership and team dynamics, financing, project selection, risk management, and tools and techniques of project execution will be addressed. The course is designed to explore PM end-to-end and present tools and techniques influencing a project from initiation to close out. It is designed to provide students with an overview of the PM process followed by an in-depth examination of the activities needed to successfully initiate, plan, schedule, and control the cost, schedule and content factors of a project.

MGMT 6550 Seminar in Statistical Analysis

The issues and methods involved in conducting business research will be explored. Students will collect data that will then be analyzed by utilizing a variety of statistical techniques via computer. Bi-variate, multivariate and non-parametric techniques will be covered. A strong emphasis will be placed on the use of statistics to aid in managerial decision-making. Examples of actual business research will be reviewed.

MGMT 6570 Advanced Reading in Management

This course will develop skills in graduate students to support continued professional and academic development beyond their current degree program. While traditional college learning is focused on textbooks, the knowledge that is presented in these books typically first appeared in academic journals books produced by researchers for the professional public. The purpose of this course is to introduce graduate students to this type of literature and to enhance their ability to critically read, evaluate, and learn from this literature. The format of the course is that of a seminar, requiring extensive reading and preparation before class in order to facilitate in depth analysis and discussion during class.
MGMT 6770 Selected Topics in Management

Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.

MGMT 6800 e-Business: Challenges and Opportunities

This course provides students with a conceptual framework for understanding the challenges and opportunities that face e-Business systems. The course is cross-functional, decision focused, and strategic in its orientation. Different types of e-Business applications are analyzed based on web site reviews and case studies. The course includes a practicum in which teams of students build a prototype e-Business system. Specific topics covered include the integration of supply chain management and e-Business, e-procurement, selling, chain management, enterprise resource planning, collaborative computing technologies, virtual team management, considerations for hardware and software development and/or purchasing, controlling e-Business cost, quality, and risks, and the legal and social environment of e-Business.

MGMT 6900 Individual Graduate Study in Management

Individual study is offered to give the student experience in planning and outlining a course of study on the student’s own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

MANAGEMENT INFORMATION SYSTEMS

MIS 6300 Applied Decision Support and Expert Systems

This course will provide an overview of decision support (DSS) and expert systems (ES) with specific focus on their conceptual models; the inter-relationship between DSS and ES, and their architectures. Specifically, this course will focus on the use of decision support technologies for future executives. A variety of scenarios related to the future of decision support and expert systems technologies will be examined. New technologies from the growing field of applied artificial intelligence (AI) will also be explored. Finally, students will design and implement small-scale decision support and executive information systems using commercial software.

MIS 6770 Selected Topics in MIS

Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.
MIS 6580 Individual Graduate Study in MIS

Individual study is offered to give the student experience in planning and outlining a course of study on the student’s own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).

MARKETING

MKTG 6010 Seminar in Consumer Behavior

This course involves intensive analysis of behavioral science concepts, theories, and current empirical research in buyer behavior. The research orientation of the course requires developing an understanding of statistical tests and research designs currently employed in buyer behavior. Equal emphasis is placed on developing creative marketing strategy and programs on the basis of such research. Prerequisite: MKTG 600 or permission of instructor.

MKTG 6020 Seminar in Advertising and Public Relations Strategy

This course regards the development of communications strategy necessary to fulfill the objectives of the marketing program through intensive analyses of situational and primary information, target market(s), creative objective(s), media selection and scheduling, sales promotion, public relations, budgeting and program evaluation. It includes qualitative, statistical, financial, and computer applications. The course integrates theory with case analyses and the development of a comprehensive marketing communications plan. Prerequisite: MKTG 600 or permission of instructor.

MKTG 6040 Seminar in Services Marketing

This course is an investigation into and analysis of the complexities and unique aspects of marketing services contrasted to the marketing of tangibles. Special attention will be given to creating effective customer service, demand management, and quality control. The case study method will be utilized.

MKTG 6060 Seminar in Marketing Channels and Logistics

A study of the distribution functions including retail management, supply chain management, inventory management, transportation and e-marketing distribution strategies. Includes study of relationship building with channel partners, channel leadership and integrated channel strategies. Course work will include group projects and case studies.
MKTG 6100 Seminar in Global Marketing

This is a study of current global marketing status in industrialized, newly industrialized (NICS) countries, emerging democracies, and the developing world in a dynamic environment of changing communication technologies. Discussion of research techniques one should use in selecting the countries, entry strategies, and developing the right marketing mix and strategies to meet the needs of the countries selected. Marketing management techniques to be used keeping in mind the degree of literacy, economic, legal, political, and socioeconomic environmental variables. Developing and implementing global marketing strategies during the 21st century in an environment in which the countries around the world are grouping into trading blocks like the European Economic Community and NAFTA. Extensive use of library resources, case studies, and empirical research projects.

MKTG 6770 Selected Topics in Marketing

Special topic courses provide each department with the opportunity to present an in-depth study of a selected subject not covered in regular courses. When offered, prerequisites and course requirements will be announced for each course.

MKTG 6850 Individual Graduate Study Marketing

Individual study is offered to give the student experience in planning and outlining a course of study on the student’s own initiative under departmental supervision. Independent study should deal with a special interest not covered in a regular course or with the exploration in greater depth of a subject presented in a regular course. Instructor consent is required. No more than 5 quarter units may be used to satisfy degree requirements. (May not be substituted for any required graduate seminar).